

SECTION 4. MARKETING PLAN

4.1 INTRODUCTION

In this section we detail the marketing plan for Buffalo City Tourism based on the competitive strategy and marketing strategy detailed in the previous two sections.

The marketing plan includes marketing objectives, an integrated promotion and communication strategy, resources and structure, management and monitoring mechanisms and a stakeholder management plan.

A summary of the Tourism Marketing Action Plan is provided in **Annexure C**.

4.2 MARKETING OBJECTIVES

Marketing objectives should be measurable and we recommend monitoring mechanisms in **Section 4.5**. As for the objectives we recommend that the real measures such as the percentage increase in tourist arrivals and the actual number of tourists be used as specific marketing objectives. The core marketing objectives of Buffalo City should thus be to increase the actual number of tourists in Buffalo City by increasing the growth in these markets.

We recommend the combination of actual tourist arrivals with the growth rates of tourist arrivals as the growth of tourist arrivals will fluctuate. Buffalo City is dependant on external factors such as the number of tourist arrivals to South Africa, the exchange rate, world events such as terrorist attacks and wars, etc which will all impact on the growth rates in tourist arrivals.

We recommend that targets be set for growth in tourist arrivals, but that the achieved growth rates are read in conjunction with the absolute number of increased or decreased arrivals.

The recommended growth targets are set out in **Table 4.1**.

Table 4.1: Growth Target for Buffalo City Tourism Market Segments

| Market Segment | Growth Target (per annum) |
|---|---------------------------|
| German market segments | 10% |
| UK market segments | 10% |
| Backpackers | 10% |
| Cruises | 10% |
| USA African American/ Scandinavian | 12% |
| Foreign Special Interest | 10% |
| Eastern Cape market segments | 5% |
| Weekend Break (Black mid market) | 4% |
| Domestic VFR | 3,5% |
| Holiday Market Segment from Western Cape, KwaZulu-Natal, Free State & Gauteng | 5% |
| Holiday Market Segment from Limpopo, Mpumalanga, North West & Northern Province | 3% |
| Conference/ Incentive | 4% |
| Domestic Special Interest | 5% |
| Sport | 10% |

Other objectives should be the following:

- To extend the length of stay in Buffalo City;
- To increase the spend in Buffalo City;
- To spread tourist visits to all areas of Buffalo City

4.3 INTEGRATED PROMOTION AND COMMUNICATION STRATEGY

4.3.1 Product Packaging and Structure

The Buffalo City tourism product can be packaged in many ways and recommendations to this effect have been included in our **Phase 5: Tourism Markets** report (See **Table 8.1** of our **Phase 5** report attached in **Annexure B**).

Buffalo City’s brochures and marketing material should be developed to recognise and promote the recommended tourism product packages. The marketing material should, for example, include details on the beaches in the area, along with details on the range of self-catering accommodation to promote the sun, sea and sand holiday product.

During our primary research conducted for the Situation Analysis it was debated whether Buffalo City Tourism should become involved in specific tour packaging. The advantages and disadvantages of Buffalo City Tourism being involved in specific tour packaging are shown in **Table 4.2**.

Table 4.2: The Advantages and Disadvantages of Buffalo City Tourism being involved in specific tour packaging

| Advantages | Disadvantages |
|--|---|
| <ul style="list-style-type: none"> • Direct marketing to tour operators and inbound wholesalers • Proactive approach | <ul style="list-style-type: none"> • Can be seen as favouritism to particular establishments who are more marketable • Not seen as Buffalo City Tourism’s core business |

After weighing the advantages and disadvantages we recommend that Buffalo City Tourism does become involved in specific tour packaging but that the process be fair and transparent. We recommend that the following procedure be followed:

- Buffalo City Tourism compiles the basic format of the proposed tour packages for example it could include self-catering accommodation, air travel, car rental and three activities over a 4 day period;
- Calls should then be put to the tourism industry to provide offers/ submissions for the proposed package;
- Following an evaluation process, the stakeholders to include should be chosen; the package should be compiled and then marketed.

The distribution channels for the foreign market segments are standard and the tour wholesalers are very adept at compiling tour packages. We therefore recommend that these packages be compiled by Buffalo City Tourism for the consumers in the domestic market and for domestic travel operators.

Establishments such as Bed & Breakfasts and Guesthouses can be incorporated in packages by providing an activity package, with a listing of accommodation establishments that can be chosen by the consumer.

4.3.2 Communication Targets

Table 4.3 summarises the targets for the communication strategy for Buffalo City Tourism’s destination marketing. It can be seen that media are a prominent

target for all the markets, while tour operators and travel agents are crucial in the foreign markets. Communication with the consumer is also very important to improve the knowledge of what Buffalo City has to offer.

Table 4.3: Communication Strategy Targets for Buffalo City Tourism Market Segments

| Market Segment | Communication Targets |
|---|---|
| German market segments | Media, tour operators, travel agents, consumers |
| UK market segments | Media, tour operators, travel agents, consumers |
| Backpackers | Media, consumers |
| Cruises | Media, tour operators, travel agents, consumers |
| USA African American/ Scandinavian | Media, tour operators, travel agents, consumers |
| Foreign Special Interest | Media, tour operators, travel agents, consumers |
| Eastern Cape market segments | Media, consumers |
| Weekend Break (Black mid market) | Media, consumers |
| Domestic VFR | Media, consumers |
| Holiday Market Segment from Western Cape, KwaZulu-Natal, Free State & Gauteng | Media, consumers |
| Holiday Market Segment from Limpopo, Mpumalanga, North West & Northern Province | Media, consumers |
| Conference/ Incentive | Media, consumers, PCO's, associations |
| Domestic Special Interest | Media, consumers |
| Sport | Media, consumers, clubs, associations |

4.3.3 Marketing Tools

Table 4.4 indicates the promotional and communication tools available to a destination marketing organization.

In **Table 4.5** we list each of the identified market segments and for each segment we indicate the effectiveness of the marketing tools in reaching the market segment (the first rating indicating high, medium or low, or not relevant). The second rating we provide is our recommendation in terms of level of use of the tool to communicate with target audiences for Buffalo City destination marketing (the second rating indicating high, medium or low, or not relevant).

For example, the German Organised Tour segment received a HO rating for television ads meaning that television ads are highly effective in reaching this

market segment, but that it is not relevant for Buffalo City destination marketing as the cost of producing and airing such an ad in Germany would be prohibitive.

Table 4.4: Tourism Promotion Tools Available to Tourism Destination Promotion Organisations

| Tool | Description |
|--|--|
| Public Relations | PR is an exceptionally useful and cost effective promotional tool where most segments of the domestic market are concerned. PR activities range from articles and editorials in magazines and newspapers to coverage on travel programs on radio and TV, and documentaries. PR in international markets can also be effective, but for destinations as small as the focus areas (with very specific foreign market potential) it is very expensive and it would have to be very carefully targeted. International PR would be conducted nationally or provincially and the focus areas would need to tap into any such initiatives. Key exceptions might be PR in Maputo to target Mozambican visitors (including expats) for Barberton. |
| Advertising | Print and radio advertising are effective ways to reach the domestic market but expensive. TV advertising is effective but very expensive. Again any international advertising is expensive and the focus areas should tap into provincial and national initiatives in this regard. |
| Participation in Travel Trade Shows | Local travel trade shows such as the Getaway Shows are excellent for promoting to the domestic market. Participation in international trade shows held in major source markets can be effective but is expensive, and the focus areas will largely piggyback on provincial and national initiatives to gain a presence at such shows. The major South African international travel trade show, Indaba, can also be effective to target the foreign market. If foreign markets are an important source market for focus areas, participation in this show, either with the regional or provincial tourism association or possibly at the local tourism association level could be considered. |
| Sales visits and workshops | Sales visits are, and remain, the most basic technique for travel trade stimulation. The sales visit aims not only at providing information on tourism products, but also on establishing friendships and relationships with the travel trade. Such relationships are often critical to successful destination marketing. A workshop is a more advanced form of trade stimulation, generally using video or slide presentations and lectures on how to sell respective tourism products. For the focus areas, where the identified target markets use travel trade intermediaries, sales representatives could be effective. Workshops and sales representatives at the provincial and regional levels must be wooed by the local tourism associations to ensure they cover the focus area destinations. Much of the domestic market does not use intermediaries and therefore sales visits may not be effective here. The MICE industry and corporate travel is an exception to this. |
| Familiarization trips | Familiarization trips are complimentary travel and tours provided for those in the travel trade in order for them to experience the destination. They are a popular promotion technique to stimulate the travel trade to sell a destination and are particularly useful to introduce new tourism products and also to establish relationships with the trade during visits. Again these are important for target markets, which use intermediaries. |
| Press tours | Press tours are familiarisations for the press and can fall under public relations. They involve inviting prominent travel writers, photographers, TV or Radio crews to the destination and providing financial or editorial support to them. This is very effective for all markets. |
| Events & Themed Periods | Events can serve to attract tourists to an area, sometimes in shoulder and low seasons, as well as create additional awareness of an area, particularly if PR around an event is well done. Theme periods can be used, e.g. festivals, the "Green Season", to attract tourists during certain periods. These types of themes and events are effective to target the domestic market, but some events and themes can be developed and positioned to target international markets. |
| Promotional Material (Collateral) | For tourism destination marketing there can be two types of promotional material – marketing and sales brochures, which promote the experience to be had at the destination and entice the tourist to want to visit, and information provision material which helps a tourist to decide where to go, what to do, where to stay etc (often maps, accommodations lists, etc). The two can be combined as long as the two aims are understood and the material is developed accordingly. This tool is often used in combination with other tools such as sales visits and workshops, at travel trade shows, etc. |
| Website | The use of a website as a tourism tool is of particular importance for FIT as well as the overlander and backpacker market and is becoming more important for information collection. A website should link to as many relevant other web sites as possible, including provincial tourism web sites. (A web site can also be seen as a promotional or communication tool). |
| Tour Planner/Sales Manual for tour operators | This is a manual for tour operators and media in which information such as a model tour route, service directory (hotel, B&B, transport, restaurant, shopping and so on) is compiled. Theme tour routes, events, calendars, ground tour operators, etc are included. For most of the focus areas inclusion in provincial or regional manuals is desirable. |

Page reserved for Table 4.5: Promotion Tools

The rating for the level of use of the tool has been developed taking into account attractiveness and fit for Buffalo City, as well as cost of the marketing tool.

It is clear from the analysis in **Table 4.5** that the foreign market segments should be targeted through:

- Attendance at international trade fairs and exhibitions;
- PR on TV, radio and in print media;
- Familiarisation trips for tour operators, travel agents and the media;
- Direct mail;
- Personal selling; and
- The website.

The domestic market segments should be targeted through:

- Attendance at South African trade fairs and exhibitions;
- Targeted radio and press adverts;
- PR on TV, radio and print media;
- Media familiarisations;
- Direct mail;
- Personal selling; and
- The website.

Below we discuss each marketing tool in more detail. We also add merchandising as a marketing tool, although it has not been included in our analysis above.

Personal Selling

Personal selling is extremely powerful and important for destination marketing. The key targets of personal selling are the trade (tour operators and travel agents), and to some extent key media contacts, although these contacts are also covered by public relations activity. Relationship building and personal selling are the main ways that the travel trade (the tour operators and travel agents) in generating markets are kept informed of product and other information on a destination.

Buffalo City Tourism should have close relationships with key members of the trade, become experts on their generating markets, and be available to assist any member of the trade with their requirements. Buffalo City Tourism will be responsible for personal selling, which will include:

- Initiate and maintain good relationships with travel agents and tour operators including visits and regular telephone calls to key intermediaries;
- Set up and maintain listings of tour operators and travel agents in the generators, including special interest operators;
- Set up and maintain special interest association databases and sports associations;
- Initiate and maintain relationships with identified specialist groups and sports associations;
- Initiate and maintain good relationships with PCOs;
- Arrange Buffalo City workshops and events for the trade;
- Ongoing gathering of intelligence from the trade vis a viz trends in the market, problems and strengths of the Buffalo City product, etc.

In addition Buffalo City Personal Sales people need to:

- Assist with trade show arrangement and attending trade shows;
- Assist in developing and implementing familiarisations for travel intermediaries and the media;
- Keep up to date with regard to marketing methods and activities adopted by competitor destinations.

Marketing Actions: Personal Selling

| Action | Responsibility | Timeframe | Budget |
|--|-------------------------|--------------------------|------------------------------------|
| Obtain and maintain listings of tour operators, travel agents, special interest associations, PCO's & sport associations | Buffalo City Tourism | Immediate and ongoing | Included in general overheads |
| Telephone calls to travel agents and tour operators | Buffalo City Tourism | Immediate and ongoing | Included in general overheads |
| Buffalo City Workshop and events | Buffalo City Tourism | Immediate and ongoing | See Events and Workshops below |
| Ongoing gathering of intelligence from trade | Buffalo City Tourism | Immediate and ongoing | Included in general overheads |
| Assist with trade show arrangements and attending trade shows | Buffalo City Tourism | Immediate and ongoing | See Fairs and Exhibitions below |
| Develop and implement familiarisations for travel intermediaries and the media | Buffalo City Tourism | Immediate and ongoing | See Familiarisations below |

| Action | Responsibility | Timeframe | Budget |
|---|----------------------|-----------------------|-------------------------------|
| Gathering intelligence on competitor destinations | Buffalo City Tourism | Immediate and ongoing | Included in general overheads |

Trade Fairs

Buffalo City Tourism currently attends the following trade fairs and exhibitions:

- WTM - World Travel Market;
- ITB - International Tourism Bourse;
- Indaba;
- Getaway Shows in Durban, Cape Town & Johannesburg;
- Saitex;
- Motor & Outdoor Adventure Show

The major international travel fares, World Travel Market (“**WTM**”) in London and the International Tourism Bourse (“**ITB**”) in Berlin are key worldwide events which are visited by most members of the tour operating trade from around the world. Buffalo City should maintain a presence at these international fairs in conjunction with the Eastern Cape Tourism Board and SA Tourism.

In addition to the international fares, the main South African local fares should be attended to directly attract all the identified South African markets. We recommend Indaba, the Getaway and Outdoor Adventure Shows while ensuring that 2 or 3 large regional events are attended to target the Eastern Cape market segments.

Fair attendance should be well planned and efficient. As many key travel trade members attending should be invited in advance to the Buffalo City stand. Meetings and appointments should be set up in advance with key trade members, particularly those selling South Africa but not the Eastern Cape and Buffalo City, and with the press. The stand should be manned at all times with people who are able to provide significant information on the destination. A Buffalo City function can also be held to which all potential key contacts are invited.

The private sector should be an active participant in the fairs, taking part on the stands, contributing to costs, and providing product literature and information.

Marketing Actions: Trade Fairs

| Action | Responsibility | Timeframe | Budget |
|--|---|-----------|-------------------|
| Attend WTM in conjunction with Eastern Cape Tourism Board | Buffalo City Tourism | Yearly | R40 000 |
| Attend ITB in conjunction with Eastern Cape Tourism Board | Buffalo City Tourism | Yearly | R40 000 |
| Attend Indaba with a separate stand including the private sector | Buffalo City Tourism and private sector | Yearly | R60 000 |
| Attend the Getaway Shows in Durban, Cape Town and Johannesburg with a separate stand | Buffalo City Tourism and private sector | Yearly | R60 000 |
| Attend the Motor and Outdoor Adventure Show with a separate stand | Buffalo City Tourism and private sector | Yearly | R20 000 |
| Attend 2 or 3 regional events with a separate stand | Buffalo City Tourism and private sector | Yearly | R15 000 per event |

Public Relations

Public Relations (“PR”) is an exceptionally useful and cost effective promotional tool. PR activities include articles and editorial in general travel and specialist magazines, editorial in newspapers, particularly travel sections, general comment on any newsworthy item in the general media and obtaining coverage on radio and TV travel and news programmes.

The PR company handling Buffalo City would need to synergise the targeting of radio and TV media as well as the print media. Radio and TV travel, lifestyle and environmental programmes can be targeted and the production of documentary programmes on Buffalo City and its products should be encouraged. The PR company can also assist with the organisation of events for the travel trade and others, and the organising of media familiarisations in Buffalo City.

We recommend that the choice of Public Relations Company display the following characteristics:

- Understanding and experience in providing public relations to the travel, tourism and hospitality industries;
- The ability to be creative and develop new and innovative marketing ideas;
- Assistance in the development and arrangement of promotions;

- Have good contacts with relevant media, travel agents and tour operators; and
- Able to compile and issue media releases, editorials etc.

A PR brief should be developed, indicating the target markets, target media, the type of product available in Buffalo City, the material available etc.

Marketing Actions: Public Relations

| Action | Responsibility | Timeframe | Budget |
|--|----------------------|-----------------------|------------|
| Articles and editorials in general travel and specialist print media | Buffalo City Tourism | Immediate and ongoing | R10 000 pa |
| Coverage on radio and TV travel and news programmes | Buffalo City Tourism | Immediate and ongoing | R10 000 pa |

Familiarisations

Familiarisations are one of the best methods of selling a destination and various tourism products at the destination. Familiarisations for tour operators, travel agents and the media from each major generating market should be held regularly. The local tourism operators and the airlines should partner with Buffalo City Tourism, and assist with familiarisations and help reduce costs as they are also to their benefit. Journalists and operators invited on familiarisations should be carefully chosen as those with potential to write or handle Buffalo City, or expand their Buffalo City tour range or sell Buffalo City.

Marketing Actions: Familiarisations

| Action | Responsibility | Timeframe | Budget |
|---|---|-------------|------------------|
| Familiarisation trip for media | Buffalo City Tourism and private sector sponsorship | 2 per annum | R10 000 per trip |
| Familiarisation trip for tour operators | Buffalo City Tourism and private sector sponsorship | 2 per annum | R10 000 per trip |
| Familiarisation trip for travel agents | Buffalo City Tourism and private sector sponsorship | 2 per annum | R10 000 per trip |
| Familiarisation trip for PCO's | Buffalo City Tourism and private sector sponsorship | 2 per annum | R10 000 per trip |
| Familiarisation trip for sport governing bodies | Buffalo City Tourism and private sector sponsorship | 2 per annum | R10 000 per trip |

Advertising

Advertising, though effective, is expensive and TV advertising is prohibitively expensive. We do not recommend any TV advertising for Buffalo City but **should funding be available** we believe that it could be an effective marketing tool to the domestic market. Should a TV advert be created, we recommend that it be flighted in February, April and December to entice visitors during the Easter Holiday and December holiday period.

We do recommend judicious use of print advertising and radio advertising. We do know that Buffalo City has an advertising campaign aimed at the print media and we would support the expansion of the campaign with a focused campaign informed by the identified market segments and their communication targets.

We recommend that the following mainstream newspapers be targeted:

- Daily Dispatch

| | |
|-----------------|---|
| Frequency: | Daily (Monday - Saturday) |
| Circulation: | Readership 203 000, throughout East London area and the Eastern sector of the Eastern Cape (Border, Transkei and Ciskei). |
| Target: | English speaking adults |
| Company: | Dispatch Media |
| Market: | Over 50's, Conference / Business, Sport & Family Tourism |
| Recommendation: | It is recommended that the Daily Dispatch be used extensively to publicise all local events. |
| Coverage: | February, April, May, August, September, October, November, December |
| | Summer Carnival (Dec) October & November coverage |
| | Photographic Competition (Dec) October & November coverage |
| | (10 x 8) F/ C x 4 |
| | (8 x 6) F/ C x 2 |
| | (8 x 6) B/ W x 3 |

- Sowetan

| | |
|------------|-------------------------|
| Frequency: | Daily (Monday - Friday) |
|------------|-------------------------|

Circulation: Readership 2 000 000
 Editorial: A leading daily national newspaper with a large & loyal reader base.
 Target: the young, upwardly mobile consumers.
 Company: N/ A
 Market: Heritage & Culture, Conference/ Business, Sport & Family Tourism
 Recommendation: It is recommended that the Sowetan be used for generic advertising of BCT.
 Coverage May - Prior to Winter holidays
 September - Prior to Summer holidays
 (10 x7) F/ C x 2

- EP Herald

Frequency: Daily
 Circulation: 33000
 Target: English speaking, all ages, races and genders (National)
 Company: Johnnic Publishing
 Market: Over 50's and Family Tourism
 Recommendation: It is recommended that the EP Herald be used for generic advertising of BCT, as well as the showcasing of specific local events.
 (10 x 8) F/ C x 2
 (10 x 8) B/ W x 1
 (10 x 20) B/ W x 1
 Generic Advertising: March - Prior to Easter holidays
 June - Prior to Winter holidays
 September, November - Prior to Summer holidays

- Wild Coast Herald

Frequency: Monthly
 Circulation: 10000
 Target: English speaking, all ages, races and genders of the Eastern Cape
 Company: Capro Limited
 Market: Over 50's and Family Tourism

Recommendation: It is recommended that the Wild Coast Herald be used for generic advertising of BCT, as well as the showcasing of specific local events.

Coverage: Full page F/ C x 3

Generic Advertising: April - Prior to Easter holidays
September - Prior to Summer holidays
December - During Summer holidays

- Sunday Times Travel & Food

Frequency: 12 issues per year

Circulation: 90 000

Editorial: Focuses on local and international travel destinations as well as on food.

Target: Subscribers to Sunday Times

Company: Johnnic Publishing

Market: Over 50's and Family Tourism

Recommendation: It is recommended that the Sunday Times Travel & Food Supplement be used for generic advertising of BCT.

Coverage: Quarter page F/ C x 3

Generic Advertising: March - Prior to Easter holidays
September - Prior to Summer holidays
December - During Summer holidays

We recommend that the following Community newspapers be targeted:

- Indabazethu

Frequency: Weekly Wednesday

Coverage: East London and Eastern half of the Eastern Cape

Circulation: 41 000 (as a supplement to the Daily Dispatch)

Language: Xhosa / English

Market: Heritage & Culture and Historical

Recommendation: It is recommended that the Indabazethu be used for the showcasing of specific local events.

Coverage: (10 x 8) F/ C x 3

Specific events: Summer Carnival (Dec) - November coverage
Photographic Competition (Dec) - November coverage

Generic Advertising: February - Prior to Easter holidays

August, September, November - Prior to Summer holidays

- Go / Express

Frequency: Weekly
 Circulation: 31000
 Target: English and Afrikaans speaking, all races, ages and genders in the Eastern Cape
 Company: Dispatch Media
 Market: Over 50's & Family Tourism
 Recommendation: It is recommended that the Go / Express be used for the showcasing of specific local events.
 Coverage: (10 x 20) F/ C x 3
 (10 x 8) F/ C x 2
 Specific events: Summer Carnival (Dec) - October & November coverage
 Photographic Competition (Dec) - October & November coverage
 Generic Advertising: February - Prior to Easter holidays
 August, November - Prior to Summer holidays

We recommend that the following Magazines / Tabloids be targeted:

- Gillian's Hotspots

Frequency: 12 issues per year
 Company: Imagination
 Market: Action & Adventure, Family Tourism, Heritage & Culture and Over 50's
 Recommendation: It is recommended that generic advertising be placed to coincide with upcoming holiday seasons and specific local events.
 Coverage: Full Page F/ C x 4
 Generic Advertising: March - Prior to Easter holidays
 June - Prior to Winter holidays
 September - Prior to Summer holidays
 December - During Summer holidays

- Braby’s Map

Frequency: Annual
 Target:
 Company: Brabys
 Market: Family Tourism, Action & Adventure, Nature & Wildlife, Over 50’s & Conference/ Business
 Recommendation: It is recommended that the front cover of the map be used as generic advertising of BCT, showcasing Buffalo City as a holiday destination.
 Coverage: April Half Page F/ C x 1

- Budget Rent-a-car Map

Frequency: Annual
 Target:
 Company: Budget
 Market: Family Tourism, Action & Adventure, Nature & Wildlife, Over 50’s & Conference/ Business
 Recommendation: It is recommended that the Budget Rent-a-car map be used for generic advertising of BCT, showcasing Buffalo City as a holiday destination.
 Coverage: January 90 x 200 F/ C x 1

- Country Life

Frequency: Monthly
 Circulation: 33571
 Target: English speaking, all ages, races & genders (national)
 Company: Caxton
 Market: Nature & Wildlife, Over 50’s & Family Tourism
 Recommendation: It is recommended that generic advertising for BCT be placed in Country Life to showcase Buffalo City as a holiday destination to nature lovers.
 Coverage: March, July, November & December
 Full Page F/ C x 4

- YOU Magazine

Frequency: Monthly
 Circulation: 239 108

Target: English speaking, all ages, races & genders (national)
 Company: Media 24
 Market: Over 50's & Family Tourism
 Recommendation: It is recommended that YOU Magazine be used for generic advertising for BCT showcasing Buffalo City as a holiday destination for Easter, Winter and Summer Getaways
 Coverage: April & November
 Full Page F/ C x 2

- Africa Conference Directory

Frequency: Annual
 Circulation: 20 000, Claimed circulation, -
 Editorial: A directory of hotels, conference and function venues and game lodges in Africa.
 Target: Travel agents, tour operators, conference organisers, associations, consultants and embassies, government departments, information services, provincial information services, provincial administrations, publicity associations, regional services, SA Tourism International Offices.
 Company: Reservations Hotline, (Media Owner: Primary)
 Market: Conference/ Business
 Recommendation: It is recommended that the Africa Conference Directory be used for generic advertising of BCT.
 Coverage: January
 Full Page F/ C x 1

- Meetings SA

Frequency: 2 issues per year.
 Cover Date: May; November
 Circulation: 4714, ABC, 01/ 01/ 2003-30/ 06/ 2003
 Editorial: Promotes SA as a world-class convention destination. Covers benefits and issues in conventions, local and regional meetings venues, cities and provinces, case studies, tourism updates and events.
 Target: Overseas conferences, SA's overseas tourism offices, trade missions, Government departments, key international associations and conference organisers.
 Company: Write Stuff Publishing, (Media Owner: Primary)

Market: Conference/ Business
 Recommendation: It is recommended that the Meetings SA Magazine be used for generic advertising of BCT.
 Coverage: June & October
 Half Page F/ C x 2

- Getaway

Frequency: 12 issues per year.
 Circulation: 95023, ABC, 01/ 01/ 2003-30/ 06/ 2003
 Editorial: Identifies travel, touring and holiday opportunities, reports and investigates vehicles, caravans, equipment and accessories needed to ensure successful holidays and encourages people to discover unusual activities and resort destinations, wildlife and conservation reserves.
 Target: Mainly professional people who are interested in new and exciting holiday activities.
 Company: Ramsay, Son & Parker, (Media Owner: Primary)
 Market: Family Tourism, Nature & Wildlife, Over 50's and Action & Adventure
 Recommendation: It is recommended that generic advertising be placed in the Getaway Magazine to coincide with the upcoming holiday seasons, giving the reader the opportunity to plan ahead.
 Coverage: March, September & December
 Full Page F/ C x 3

- GSA Travel Marketing Magazine

Frequency: 12 issues per year.
 Circulation: 5200, Claimed print, -
 Editorial: A reference manual, contains updated information on tour operators, hotels, general sales agents, airlines, car rental companies, cruise operators, other travel related services and visa requirements. Includes electronic update facility.
 Target: Travel personnel actively selling to clients in more than 800 travel agencies, over 400 tour operators, hotels and

car hire companies across Southern Africa, plus overseas agents and operators.

Company: GSA Marketing, (Media Owner: Primary)

Market: Family Tourism, Nature & Wildlife, Over 50's Culture & Heritage and Action Adventure.

Recommendation: It is recommended that generic advertising be placed in the GSA Travel Magazine to coincide with the upcoming holiday seasons, giving the reader the opportunity to plan ahead.

Coverage: March, July & November
Full Page F/ C x 3

- Indwe

Frequency: 12 issues per year.

Cover Date: January; February; March; April; May; June; July; August; September; October; November; December

Circulation: 10 000, Claimed print, -

Editorial: SA Express Airways inflight magazine.

Target: Passengers on SA Express Airways flights.

Company: TA Publications, (Media Owner: Primary)

Market: Conferences/ Business, Family Tourism & Over 50's

Recommendation: It is recommended that the Indwe Magazine be used for generic advertising of BCT, showcasing Buffalo City as a holiday destination for Easter, Winter and Summer getaways.

Coverage: January, April, September & December
Half Page F/ C x 4

- Sawubona

Frequency: 12 issues per year.

Cover Date: January; February; March; April; May; June; July; August; September; October; November; December

Circulation: 96108, ABC, 01/ 01/ 2003-30/ 06/ 2003

Editorial: In-flight magazine of SA Airways. Contains general interest news, humour, cultural, travel and destination information as well as safety/ airline matters.

Target: Passengers on all SA Airways flights, both locally and internationally.

Company: Tessa Fenton-Wells cc - CT: Head Office
 Recommendation: It is recommended that the Sawubona Magazine be used for generic advertising of BCT, showcasing Buffalo City as a holiday destination for Easter, Winter and Summer getaways.
 Coverage: May & October
 Half Page F/ C x 2

- Out There Travel Guide

Frequency: Quarterly
 Circulation: 60000, Claimed print, -
 Editorial: Contains information for adventure travellers - where to go, routes, restaurants etc.
 Target: Adventure travellers in the AB income groups..
 Company: Johnnic Publishing: Magazines, (Media Owner: Primary)
 Market: Action & Adventure and Family Tourism
 Recommendation: It is recommended that the Out There Travel Guide be used for generic advertising of BCT, showcasing Buffalo City as a holiday destination for Easter, Winter and Summer getaways.
 Coverage: June & November
 Half Page F/ C x 2

- Tourism Update, SA

Frequency: 12 issues per year.
 Cover Date: January; February; March; April; May; June; July; August; September; October; November; December
 Circulation: 4195, ABC, 01/ 01/ 2003-30/ 06/ 2003
 Editorial: The official overseas voice of the Southern African Tourism & Safari Assoc. Inform readers of tourism developments and products on offer in the region.
 Target: Foreign travel wholesalers and retail agents identified as actual and potential tourism generators. Plus members of SA Tourism and Safari Assoc.
 Company: Now Media, (Media Owner: Primary)
 Market: International market and Nature & Wildlife

Recommendation: It is recommended that the Tourism Update, through the use of generic advertising be used to showcase Buffalo City as a holiday destination.

Coverage March, September & December
Half Page F/ C x 3

- Travel Guide, SA

Frequency: Annual
Cover Date: 01-July
Circulation: 50000, Claimed print, -
Editorial: Contains factual information for visitors to SA, maps, advice, where to stay, where to eat etc.

Target: Tourists, distributed via tourist bureaux, car rental businesses, international airports, American Express merchants, participating hotels, lodges, guesthouses.

Company: Avenue Advertising, (Advertising Sales Agent)

Market: Conferences/ Business & International market

Recommendation: It is recommended that the Tourism Update, through the use of generic advertising be used to showcase Buffalo City as a holiday destination.

Coverage July
Half Page F/ C x 1

- AA Traveller

Frequency: Annual
Circulation: 32000, Claimed print, -
Editorial: Official Guides of the automobile Association of SA and South Africa Tourism. Supplies information on AA approved suites, chalets, resorts, B&B's and self-catering getaways.

Target: Local and overseas tourists.

Company: AA Travel Guides

Market: Family Tourism, Over 50's and Action & Adventure

Recommendation: It is recommended that the AA Traveller use of generic advertising be used to showcase Buffalo City as a holiday destination.

Coverage July
Full Page F/ C x 1

- SA Golf Digest – Travel Supplement

Optional placement to be looked at in the 2nd and 3rd year.

| | |
|-----------------|---|
| Frequency: | Monthly |
| Circulation: | 17806 |
| Editorial: | Currently being published in 27 countries |
| Target: | Pre-dominantly male audience between 25 – 49 years |
| Company: | Touchline Media |
| Market: | Sport |
| Recommendation: | It is recommended that SA Golf Digest – Travel Supplement be used to showcase BCT as a supreme golfing venue as well as a holiday destination to all golfing enthusiasts. |
| Coverage | May & November |
| | Half Page F/C x 2 |

It is recommended that the following radio stations by utilised:

- Radio Algoa

| | |
|------------------|---|
| Frequency: | Radio |
| Target Area: | Eastern Cape |
| Target Language: | English |
| Target Age: | All ages |
| Target Gender: | Both |
| Target Race: | All Races |
| Market: | Over 50's, Family Tourism, Sport and Conferences / Business |

- Umhlobo Wenene

| | |
|------------------|--|
| Frequency: | Radio |
| Target Area: | National |
| Target Language: | Xhosa |
| Target Age: | All ages |
| Target Gender: | Both |
| Target Race: | All Races |
| Market: | Over 50's, Family Tourism, Sport , Heritage & Culture and Conferences / Business |

- 5 FM

| | |
|------------------|--|
| Frequency: | Radio |
| Target Area: | National |
| Target Language: | English |
| Target Age: | All ages |
| Target Gender: | Both |
| Target Race: | All Races |
| Market: | Family Tourism, Sport, Action & Adventure and Conferences / Business |

- SA FM

| | |
|------------------|-------------------------------|
| Frequency: | Radio |
| Target Area: | National |
| Target Language: | English |
| Target Age: | All ages |
| Target Gender: | Both |
| Target Race: | All Races |
| Market: | Family Tourism, and Over 50's |

We recommend that a 30 second generic radio advert be produced and flighted on Radio Algoa and Umhlobo Wenene.

Over and above certain radio time slots, an active programme of competitions are to be run on Radio Algoa (January & March), 5 FM (3 per annum), SA FM (3 per annum) and Umhlobo Wenene (October – December) to co-incide with the upcoming Summer Carnival and Summer holiday season. These competitions should be linked with the marketing campaigns and could be run at large shopping centres.

Outside broadcast - Radio Algoa to do live outside broadcast from Carnival (December)

We recommend that Buffalo City Tourism run an active programme of competitions in the domestic origin markets. These competitions should be linked with the marketing campaigns and could be run at large shopping centres. Holiday packages as prices could be offered while additional holiday packages are being sold through a radio and print advertising campaign. We recommend that Gauteng and the Free State be targeted with this type of campaign.

We recommend that billboards be used in Gauteng and possibly the Free State markets.

Marketing Actions: Advertising

| Action | Responsibility | Timeframe | Budget |
|---|---|-----------------------|----------|
| Targeted print advertising in market segments | Buffalo City Tourism and Advertising Agency | Immediate and ongoing | R600 000 |
| Targeted radio advertising in market segments | Buffalo City Tourism and Advertising Agency | Immediate and ongoing | R295 000 |

Events and Workshops

It is expensive to bring all the travel trade who might sell Buffalo City to Buffalo City, however, workshops and events such as cocktails can be held in the domestic generating markets to reach more intermediaries with the message as to what Buffalo City has to offer. Such workshops can be held in different key centres around the country, with both tour operators and travel agents and can include travel consultants. Videos, marketing collateral from the product owners and Buffalo City, and general booking and product information should be presented. These workshops and events should concentrate on educating on how to sell Buffalo City.

Due to the prohibitive cost of hosting these events in the foreign market segments, we recommend that the events and workshops only be held in the South African generating market segments and that the events and workshops be combined with attendance at trade fairs, as far as possible.

Buffalo City Tourism has followed a strategy of bidding for events (particularly sport and conference events) and sponsoring specific events during the end of year holidays and during tourism month. We would recommend that this strategy be continued and have included specific actions in the table below.

Marketing Actions: Events and Workshops

| Action | Responsibility | Timeframe | Budget |
|-----------------|---|-------------|-------------------|
| Event for media | Buffalo City Tourism and private sector sponsorship | 2 per annum | R10 000 per event |

| Action | Responsibility | Timeframe | Budget |
|---|---|-------------|--------------------|
| Event and workshop for tour operators | Buffalo City Tourism and private sector sponsorship | 2 per annum | R10 000 per event |
| Event and workshop for travel agents | Buffalo City Tourism and private sector sponsorship | 2 per annum | R10 000 per event |
| Event and workshop for PCO's | Buffalo City Tourism and private sector sponsorship | 2 per annum | R10 000 per event |
| Event and workshop for sport governing bodies | Buffalo City Tourism and private sector sponsorship | 2 per annum | R10 000 per event |
| Bidding for events | Buffalo City Tourism and private sector sponsorship | | R125 000 per annum |
| Sponsorship of Events | Buffalo City Tourism and private sector sponsorship | | R150 000 per annum |

Direct Mail

Direct mail can be a useful tool in reaching special interest markets (birdwatchers, photographers, conservationists) and now extends to direct emails, which can be substantially cheaper. It can also be used to reach the travel trade on a broader basis. We recommend judicious use of direct mail in each generating market. We suggest that lists of people interested in bird watching, conservation, photography and the Eastern Cape be sourced from list agents or from societies and associations, and be considered for carefully developed direct mail or email targeting. We also suggest obtaining or compiling lists overseas of people who have visited South Africa but not the Eastern Cape, as it is repeat South Africa visitors who are most likely to explore Buffalo City.

In addition we recommend that a quarterly email newsletter on what is happening in the Buffalo City tourism industry be developed and sent by email to the full travel trade listings for every source market, to maintain an ongoing Buffalo City awareness.

Marketing Actions: Direct Mail

| Action | Responsibility | Timeframe | Budget |
|---------------------------------------|----------------------|-----------------------|------------------------------|
| Direct mail/ e-mail to media | Buffalo City Tourism | Immediate and ongoing | R5 000 pa |
| Direct mail/ e-mail to tour operators | Buffalo City Tourism | Immediate and ongoing | Included in R5 000 pa budget |

| Action | Responsibility | Timeframe | Budget |
|--|-------------------------|--------------------------|---------------------------------|
| Direct mail/ e-mail to travel agents | Buffalo City Tourism | Immediate and ongoing | Included in R5 000 pa budget |
| Direct mail/ e-mail to PCO's | Buffalo City Tourism | Immediate and ongoing | Included in R5 000 pa budget |
| Direct mail/ e-mail to sport governing bodies | Buffalo City Tourism | Immediate and ongoing | Included in R5 000 pa budget |
| Direct mail/ e-mail to special interest associations | Buffalo City Tourism | Immediate and ongoing | Included in R5 000 pa budget |

Web Site

The use of a website(s) as a promotional tool is of particular importance for special interest tourism as well as the foreign independent traveller and backpacker markets, and is becoming more important for international tourists generally, particularly for information collection and also for domestic leisure tourists. The design of a website is part of the deliverable of the Buffalo City Tourism Master Plan and will commence once the Marketing Plan has been completed.

The Buffalo City website will be structured to allow access to different product pages, as well as provide basic tourism and other infrastructure information. The website will also link to as many relevant other web sites as possible, including those of the Eastern Cape Tourism Board, SA Tourism, Buffalo City product owner sites etc;

The website will be designed following the completion of the Marketing Plan in order to use the branding, images, etc that are finalised in this report.

Marketing Actions: Website

| Action | Responsibility | Timeframe | Budget |
|--|--|----------------------------------|---|
| Redesign of website | Buffalo City Tourism & Online Innovations | Completed and of June 2004 | Included in Tourism Master Plan Budget |
| Listing of website with search engines | Buffalo City Tourism | Immediate and ongoing | Included in maintenance of website |

| Action | Responsibility | Timeframe | Budget |
|--|----------------------|-----------------------|--------------------------------|
| Inclusion of website on all marketing material | Buffalo City Tourism | Immediate and ongoing | Included in advertising budget |
| Maintenance and updating of website | Buffalo City Tourism | Ongoing | R35 000 |

Cooperative Marketing

We recommend that cooperative marketing with key travel intermediaries be pursued in the domestic market. This involves agreeing with them that they will include Buffalo City in tours and itineraries on a certain basis, with Buffalo City Tourism contributing to their sales and marketing costs. Each such arrangement should be covered by a comprehensive agreement, ensuring that both parties understand their responsibilities and expected deliverables.

This cooperative marketing should be done within the recommendations made in **Section 4.3.1** above re: Packaging.

Marketing Actions: Co-operative Marketing

| Action | Responsibility | Timeframe | Budget |
|--|---|-------------|-------------------|
| Compilation of package with domestic travel intermediary | Buffalo City Tourism and private sector | 2 per annum | R35 000 per annum |

Partnership Marketing

Specific destination marketing activities for Buffalo City can be done in partnership with some of the private sector. (**Section 4.4** covers the recommended overall partnership with the private sector for Buffalo City marketing). Attendance at fairs should always be a partnership with the private sector operators’ attendance being facilitated by Buffalo City Tourism, and joint stands resulting in lower costs for each, and the private sector contributing for a booth, or desk/ counter on the City stand.

Specific promotions e.g. seasonal promotions, event promotions, product promotions, etc should be created and executed jointly with the private sector.

Marketing Actions: Partnership Marketing

| Action | Responsibility | Timeframe | Budget |
|--|---|-----------|----------------------------------|
| Attendance of trade fairs | Buffalo City Tourism and private sector | Yearly | Included in Trade Fairs |
| Participation in familiarisation trips | Buffalo City Tourism and private sector | Yearly | Included in Familiarisations |
| Joint promotions | Buffalo City Tourism and private sector | Yearly | Included in Advertising |
| Joint advertising | Buffalo City Tourism and private sector | Ongoing | Included in Advertising |
| Participation in events and workshops | Buffalo City Tourism and private sector | Yearly | Included in Events and Workshops |
| Updating of tourism product details on website | Buffalo City Tourism and private sector | Ongoing | Included in Website |

Merchandising

One of the marketing tools that could be used is that of merchandising. The Buffalo City name, logo and icons can be merchandised on a range of products including:

- Tee-shirts, caps, etc;
- Coelacanth – soft, wooden, and plastic toys, little aquariums with fake fish in water, key rings, puzzles, pictures;
- Footprints – kids footprints next to early man prints;
- Book, videos;
- Buffalo soft toys – the caricature of a buffalo in different outfits;
- Bottled sand and sea from the first open beach in SA.

The range of merchandise is endless and we recommend that it be explored as a marketing tool. The production of the merchandise can be outsourced to local communities who can be trained in the skills of design and production.

Thought should also be given to the registration of Buffalo City as a trademark along with its various icons.

Marketing Collateral

It is important to remember that all the marketing tools mentioned above should be supported through the production of marketing collateral. We recommend that the following marketing collateral be produced:

- Marketing Video

It is recommended that one generic video be produced and duplicated to be used as a marketing tool at all tradeshows, as well as a promotional item to all relevant stakeholders, tour operators, travel agents and media

- Multimedia CD

It is recommended that one generic interactive CD be produced and duplicated to be used as a marketing tool at all tradeshows and to be used as a promotional item to all relevant stakeholders, Tour operators, Travel agents, PCO's, Media and Sport Governing Bodies.

- Newsletters

We recommend that 3 Internal Newsletters per annum be distributed internally to all Buffalo City Tourism Staff in order to keep staff motivated and updated on all developments.

We recommend that an external newsletter be produced and be distributed internally and externally to all relevant stakeholders to keep them updated on developments within Buffalo City Tourism. We recommend that at least 2 external newsletters be distributed per annum.

- Tour planner / Sales Manual

This is a manual for tour operators and media in which information such as a model tour route, service directory (hotel, B&B, transport, restaurant, shopping etc.) is compiled. Theme tour routes, events, calendars, ground tour operators etc. are included. For most of the focus areas inclusion in provincial or regional manuals is desirable and highly recommended.

- Marketing and Sales Brochures

Promote the experience to be had at the destination and entice the tourist to want to visit, and information provision material which helps a tourist decide where to go, what to do, where to stay etc. (Often maps and accommodations lists are included). This tool is often used in combination with other tools such as sales visits and workshops, at travel tradeshows.

- Portable Exhibit Stand

It is recommended that a portable stand be manufactured to be used at all promotions and events eg. Hotel Lobbies, Airports, Shopping Centres, Events, Local Conferences etc.

- Branding Material

Generic branding to be manufactured and used at all events throughout the year.

- Banners x 1
- Retractable x 2
- Portable Exhibit stand

Marketing Actions: Marketing Collateral

| Action | Responsibility | Timeframe | Budget |
|--|---|--------------------------|----------|
| Production of brochures, guides & maps | Buffalo City Tourism and Advertising Agency | Immediate and ongoing | R570 000 |

4.4 RESOURCES AND STRUCTURE

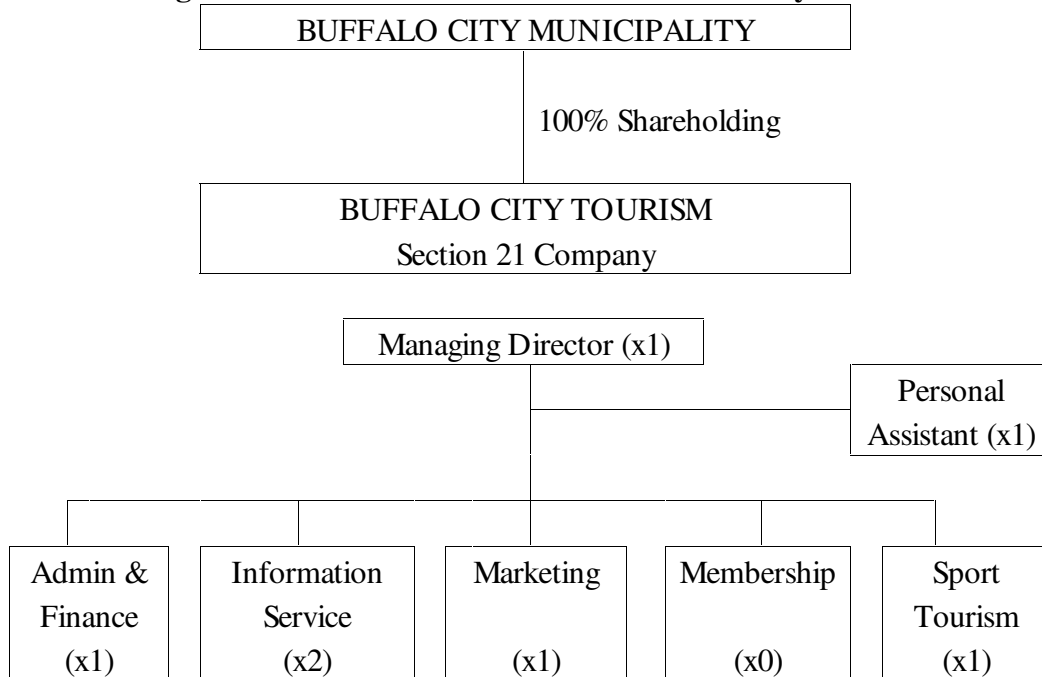
4.4.1 Marketing Body

We recommend that Buffalo City Tourism be tasked with the marketing of Buffalo City as a destination for tourists. This should be achieved through:

- Achieving the set growth in market segments and actual arrivals targets set;
- Extending the length of stay in Buffalo City;
- Increasing the spend in Buffalo City;
- Spreading tourist visits to all areas of Buffalo City.

Buffalo City Tourism’s current institutional structure is shown in **Diagram 4.1**.

Diagram 4.1: Institutional Structure of Buffalo City Tourism



The structure of Buffalo City Tourism and any other entity required to implement the Buffalo City Tourism Master Plan is discussed in detail in **Phase 11: Institutional Structures** and accordingly we do not comment on it in this report.

4.4.2 Budget

The recommended marketing budget for Buffalo City Tourism is shown in **Table 4.6**. Buffalo City Tourism has provided us with their budget for July 2003 to June 2004 to serve as base for our recommendations. The main items in the budget are shown in **Table 4.7**.

**Table 4.7: Summary of Buffalo City Tourism Budget
(July 2003 to June 2004)**

| Item | Budget (R) |
|--------------------|-------------|
| Income | 2 205 000 |
| Labour Cost | (679 271) |
| Overheads | (399 200) |
| Marketing | (1 156 529) |
| Surplus/ (Deficit) | (30 000) |

Page reserved for Table 4.6: Marketing Budget

The budget included in **Table 4.6** is based on the marketing actions recommended in this section. The budget for marketing actions such as personal selling, public relations, and partnership marketing is included in the general overheads of Buffalo City Tourism as these actions will be part of the day-to-day activities of staff. An additional budget is thus not required as the cost of these marketing actions will be included in the salaries of the relevant staff members.

The marketing budget also includes funding for awareness pamphlets and membership expenses related to community development. We recommend that these marketing actions be continued and have accordingly included these action in the marketing budget.

Please note that the marketing budget does not include the recommended labour & overhead costs of Buffalo City Tourism. The recommended labour and overhead cost will be included in Phase 11: Institutional Structures.

4.4.3 Training and Capacity Building

Buffalo City Tourism currently pays the national skills levy and has budgeted R25 000 in the July 2003 to June 2004 budget for staff development and training.

We fully support this initiative and recommend that the development and training of staff be conducted based on the recommendations contained in the **Phase 10: Skills Development Programme** report.

We would recommend that the training and capacity building include:

- Familiarisation trips for staff to key tourist attractions and accommodation establishments within Buffalo City;
- Destination marketing courses presented by WTO and others; and
- Guest relation courses presented by THETA and others.

4.4.4 Private Sector Linkages

We recommend that strong links with the private sector in Buffalo City be maintained in order to ensure the successful implementation of the Buffalo City Tourism Master Plan in general and the Marketing Plan in particular.

The Buffalo City Tourism Board has significant representation from the private sector and we support regular interaction with the private sector to continuously update and refine the Marketing Plan.

At the time of writing, Buffalo City Tourism has had a first meeting to establish a marketing forum. This forum will aim to include a wide representation from the private and public sector and will meet regularly to discuss and provide input to the marketing activities. We would fully support this initiative and would recommend that the forum be a properly constituted body with specified roles and responsibilities. The forum should also include tourism and non-tourism stakeholders to ensure input from major businesses in Buffalo City.

A stakeholder management programme is recommended in **Section 4.6**.

4.5 MANAGEMENT AND MONITORING

As stated in **Section 4.2**, marketing objectives should be measurable and below we recommend management and monitoring mechanisms.

Tourism Performance Index

We recommend that a tourism performance index for Buffalo City be created. The index will provide a graphic indicator of tourism performance on a local level in Buffalo City. The index would have the following advantages:

- Provide timeous feedback to the tourism industry on tourism trends;
- Provide information on a local level;
- Assist in business planning;
- Act as measure against other destinations; and
- Act as tool to market Buffalo City.

The index could include the following indicators:

- Arrivals at East London airport;
- Number of car rentals in Buffalo City;
- Average occupancy rates of various accommodation establishments;
- Number of passenger arrivals on bus services in Buffalo City;
- Number of visitors to key tourist attractions;

- National indicators such as:
 - The exchange rate;
 - Foreign arrivals to South Africa;
 - National room occupancy levels;
 - National real hotel room rates.

We recommend that Buffalo City Tourism produce the index in conjunction with a tertiary education institution and with the cooperation of the private sector who will be relied on to provide timeous and accurate information. The information will then be aggregated and presented in index form.

Economic Impact Assessment

One of the deliverables of the Buffalo City Tourism Master Plan is an economic impact assessment model. The Grant Thornton consortium will develop the model and the relevant identified staff from Buffalo City Tourism will be trained in its use.

The model could be used for the following:

- Indicating the impact of an event or a particular market segment on Buffalo City in terms of:
 - Income generation;
 - Employment creation; and
 - Tax revenue to government.
- To act as budget motivation for events once the impact has been quantified;
- To act as comparison with other destinations;
- To act as marketing tool.

Tourist Surveys

Buffalo City Tourism currently conducts surveys of visitors to Buffalo City during the summer holiday period. The information is utilised in strategy formulation.

We recommend that the survey be continued with the possible expansion of the survey to accommodation establishments in Buffalo City. We recommend that at the end of each year a short questionnaire be sent to a number and range of accommodation establishments in Buffalo City (preferably the establishments that participate in the tourism performance index). The questionnaire should relate to the full past year and include questions on:

- The improvement/ decline in the establishments occupancy;
- The split between foreign and domestic guests;
- The origin of guests (both domestic and foreign);
- The purpose of visit of guests;
- The length of stay of guests;
- The difference in the guest characteristics compared to the previous year.

The information obtained could be combined in a report that indicates the characteristics of the market segments to Buffalo City and the changing trends.

4.6 STAKEHOLDER MANAGEMENT PLAN

There are various stakeholders in the Marketing Plan that should be managed to ensure the effective implementation of the plan. The stakeholders include:

- Buffalo City Tourism;
- Buffalo City Municipality;
- East London Industrial Development Zone (“EL IDZ”);
- Eastern Cape Tourism Board;
- Tourism stakeholders (accommodation owners, tour operators, travel agents, activity providers, etc);
- Business stakeholders (Daimler Chrysler, Petrol Stations, Banks, Restaurants, etc);

The recommended stakeholder management plan indicates the following:

- How relevant stakeholders should be drawn into and kept involved in the marketing process;
- How the tourism institutions identified should communicate with their stakeholders e.g. investors, community leaders, politicians etc
- A partnership marketing programme including recommendations on how to collaborate with the private sector product owners, where and when, and in what type of programmes;

As mentioned in **Section 4.4.4**, Buffalo City Tourism has had a first meeting to establish a marketing forum that can obtain input from a broad range of stakeholders regarding the marketing activities. We support this initiative and recommend the following:

- The forum should be a properly constituted entity with elected officials and clear roles and responsibilities;
- The roles and responsibilities of the forum should be:
 - Guiding the marketing activities of Buffalo City based on the recommendations of the Buffalo City Tourism Master Plan;
 - Facilitate joint/ partnership marketing initiatives; and
 - Identify marketing opportunities;
- The forum should publish a quarterly newsletter on the activities of the forum.

The forum should be utilised to facilitate and generate joint/ partnership marketing activities. These joint marketing activities could include the following:

- Joint brochures for special interest markets e.g. a brochure for a historical route in conjunction with the East London Museum and/ or the Amathole Museum;
- Sponsorship of events by businesses such as Daimler Chrysler, Johnson & Johnson and others e.g. a bonanza shopping week promotion with Johnson & Johnson;
- The compilation of tour packages.

We recommend that these proposed joint marketing activities be put to all stakeholders first to provide everybody with an opportunity to become involved. Should no potential partners be forthcoming, specific stakeholders could be approached. This will minimise the view that only some stakeholders are afforded opportunities in these initiatives.