Cape Peninsula
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TOURISM MARKETING IN THE WESTERN CAPE: OPTIMISING
INTER-ORGANISATIONAL COLLABORATION AMONG KEY REGIONAL
STAKEHOLDERS

by

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DECLARATION

I, **Nonkanyiso Beauty Nyilika**, declare that the contents of this dissertation/thesis represent my own unaided work, and that the dissertation/thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

Signed

Date 22 August 2014

ABSTRACT

The aim of this study was to explore the benefits and potential of improved inter-organisational collaboration as compared to non-collaboration between the identified stakeholders in this research. This research established the level of current inter-organisational collaboration and satisfaction between the identified Western Cape Province stakeholders and verified whether this collaboration could be seen as contributing to tourism growth in the region. It also determined how improved inter-organisational collaboration and communication can be achieved to ensure tourism marketing effectiveness. In the lead-up to the 2010 FIFA World Cup™, regional stakeholders formed strategic partnerships to ensure a successful soccer event. The researcher sees such a collaborative approach as limited to major events or projects such as the 2011 bid for the Design Capital 2014. Inter-organisational collaboration is not clearly visible in the destination and tourism marketing of the region and this lack of collaboration has been highlighted.

For the purpose of this study, the Resource Dependency Theory of Collaboration was utilised to highlight the inter-dependency between the identified regional stakeholders with vested interest in the Western Cape Province and Cape Town's tourism industry.

The researcher conducted qualitative research which is situated in an interpretivist paradigm with its emphasis on experience and interpretation. The qualitative research is seen as being suitable for this research as detailed information has to be sourced through interviews. A qualitative exploratory approach, comprising face-to-face interviews with key informants in the industry was undertaken. The key informants engaged were drawn from a range of organisations engaged or who have a vested interest in the tourism industry which is a key economic driver in the Western Cape Province and Cape Town.

The outcome of this study firstly was to establish the current levels of inter-organisational collaboration between the identified stakeholders and how this affects tourism growth. A closer look was taken to look at the current overlapping in the marketing initiatives embarked upon by the destination and tourism marketing organisations in the Western Cape Province, namely Wesgro and Cape Town Tourism and how these can be avoided. Secondly, the study explored how higher inter-organisational collaboration can ensure the achievement of effective tourism marketing of the region. As per the research findings, the researcher compiled recommendations on optimising inter-organisational collaboration among key regional stakeholders. These recommendations should contribute towards streamlining resources and redirecting some of the allocated funds from tourism marketing to other socio-economic activities that can benefit the citizens of the region, such as developing emerging small to medium tourism enterprises and entrepreneurs.

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I wish to thank:

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GLOSSARY

Terms/Acronyms/Abbreviations	Definition/Explanation
ACSA	Airports Company South Africa
ACI	Airport Council International
ASQ	Airport Service Quality
CEO	Chief Executive Officer
CoCT	City of Cape Town
Collaboration	Partnership- Attainment of shared information among stakeholders
CTIA	Cape Town International Airport
CTT	Cape Town Tourism
CTRU	Cape Town Routes Unlimited
FIFA	Fédération International de Football Association
FWC	FIFA World Cup
GDP	Gross Domestic Product
Inter-organisational Collaboration	Working together across organisational boundaries
Partnership	Joint interest through formal and mutual agreements
PGWC	Provincial Government of the Western Cape
PR	Public Relations
SWC	Soccer World Cup
Theoretical Framework	Underlying structure or frame which supports the research
TEP	Tourism Enterprise Partnership
WCP	Western Cape Province
WCEDP	Western Cape Economic Development Partnership

CHAPTER ONE

1.1 Introduction

The tourism industry is a sector that continues to generate enormous amounts of money despite international or world crises and disasters, such as the 9/11 airplane terrorist attack on the World Trade Centre in New York, or the global economic meltdown since 2007 (Cooper, Fletcher, Fyall, Gilbert & Wanhill, 2008).

In a study conducted by Cooper et al (2008:3), it is noted that despite a number of crises in the world which included the bombings of Asian tourism destinations, the threat of bird flu, and the tsunami in 2004, the world tourism sector recorded a high turnover in 2006, based on World Travel and Tourism Council statistics (World Travel and Tourism Council, n.d.). According to the Travel and Tourism — World Economic Impact Study (World Travel and Tourism Council, n.d.), travel and tourism continues to be one of the world's largest industries. The total impact of the industry means that, in 2011, it contributed 9% to the global Gross Domestic Product (GDP) or a value of over US$6 trillion, and accounted for 255 million jobs around the globe. Over the next ten years the tourism industry is expected to grow by an average of 4% annually, taking it to 10% of global GDP, or some US$10 trillion. By 2022, it is anticipated that it will account for 328 million jobs or one in every 10 jobs on the planet. 2011 was one of the most challenging years ever experienced by the global travel and tourism industry.

The World Travel and Tourism Council (World Travel and Tourism Council, n.d.) suggests that, despite political upheaval, economic uncertainty and natural disasters, the industry's direct contribution to world GDP in 2011 grew by nearly 3% to US$2 trillion and directly generated 1.2 million new jobs. This was supported by a 3% increase in visitor exports to US$1.2 trillion, with almost 3% growth in capital investment, which rose to over US$0.7 trillion. This clearly confirms that tourism is a "major force in the economy of the world, an activity of global importance and significance. Interest in collaboration in tourism has risen at a time of increasing environmental turbulence particularly since the terrorist atrocities committed in New York and Washington DC on 11 September 2001," (Fyall & Garrod, 2005: 4).

As an economic factor, tourism is growing faster than the rest of the world economy in terms of visitor expenditures, export output, capital investment, income and employment. It attracts much needed financial capital, increases awareness of a country, improves infrastructure and provides new job opportunities (Edgell, Allen, Smith & Swanson, 2008).

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1.1.1 Tourism in South Africa

In a marketing research study conducted by SA Tourism (South African Tourism, n.d.), it has been noted that tourism arrivals have grown exponentially since 1990 but despite this growth, the tourism body highlights the need for further growth for tourism to have a significant impact on job creation and GDP growth. Since 1994, the South African government has prioritised tourism as one of the five economic growth sectors on which to focus its efforts to support investment and facilitate growth.

The tourism industry plays an important role in the economic and technological development of nations (Edgell et. al., 2008);

- It stimulates the development of basic infrastructure (such as airports, roads and so forth);
- Contributes to the growth of domestic industries that supply the tourism industry (transportation, agriculture, food processing and so forth);
- Attracts foreign investment (especially in hotels); and
- Facilitates the transfer of technology and technical know-how, for example, in airports technical improvement has been necessitated by the new technology of today's larger body aircraft.

In his 2010 article on tourism strategy for South Africa, post the 2010 FIFA Soccer World Cup™, Razina Munshi stated that the foreign arrivals to South Africa rose to 9,9m in 2009 (2m from beyond Africa), a steady increase from 6,4m in 2002 (Leader, n.d.). Munshi also points out that the successful World Cup is the ideal launch pad for an overhaul of the tourism sector in South Africa. A survey conducted by African Response in 2010 (Leader, n.d.) which investigated perceptions of infrastructure, accommodation, stadiums, policing and safety showed that nine out of 10 foreigners visiting South Africa for the World Cup would recommend South Africa to others as a holiday destination.

The South African government, in collaboration with the private sector, hopes to position the national tourism sector strategy to enhance its contribution to SA's development. The government's two main objectives for embarking on this partnership are to grow the sector's contribution to GDP and create about 800 000 jobs by 2015 (Leader, n.d.).

1.1.2. Tourism in Cape Town and the Western Cape

Tourism in South Africa has also become a point of focus for many academics and non-academics alike. Since 1994, the country has opened itself to the world as was proven with the hosting of the 2010 Soccer World Cup™. Cape Town's tourism sector contributes a huge percentage to the region's economic output, job creation and organisational profit making.

According to the former CEO of Cape Town Tourism, Mariette du Toit-Helmbold (2011), tourism is a major economic driver for Cape Town. She validated this point by stating that the tourism industry contributes an estimated R14 billion to the City's annual economy and creates over 300 000 jobs per annum. "Tourism has to be recognised as a leading business sector for the region, giving us a competitive advantage over other national cities and driving economic growth alongside other niche business sectors like agriculture, the knowledge economy and creative sector" said Du Toit-Helmbold (2011).

Having established the role of tourism in any society and in particular its huge contribution to any country or city's economic growth, one has to point out the critical need for key regional stakeholders in tourism to co-operate towards growing this industry. Collaboration, whether among destinations or within governmental agencies (such as Cape Town Tourism, Wesgro-Cape Town Routes Unlimited, Cape Town Partnership, and Accelerate Cape Town) can serve to enhance the economic impact of the tourism industry. This is especially applicable as the Western Cape region and the City of Cape Town face fierce competition from similar destinations closer to South Africa's source markets such as: Brazil in South America, which is closer to the US market as well as Barcelona in Spain, which is closer to SA's European market, which include the United Kingdom, Germany and the Netherlands. Du Toit-Helmbold (2011) said cities such as Barcelona, due to their location, depend on intra-regional and domestic travel for 80% of their tourism numbers and revenue.

Devine, Boyle and Boyd (2009) stated that inter-organisational collaboration is becoming increasingly common in both the public and the private sector. Reasons for this type of inter-organisational collaboration include the accelerating pace of technological innovation and the trend towards globalisation. This trend, they point out, is particularly evident in the tourism industry and this is supported by Fyall and Garrod (2005) who are of the opinion that:

> "The accelerating pace of technological innovation and the ever hastening trend towards globalisation has seen the traditional adversarial relationships among business organisations being swept away and replaced by collaborative arrangements. This trend is most visible in the tourism industry "where the fragmented, multi-sectorial, and interdependent nature of tourism provides a powerful catalytic focus for inter-organisational co-ordination and collective decision-making" (2005:3).

1.1.3 Stakeholder identification

In this particular study, the Western Cape Province and Cape Town's key stakeholders include the following organisations:

- City of Cape Town (CoCT) Tourism, Events and Marketing Department.
- The Provincial Government of the Western Cape (PGWC)'s Department of Finance, Economic Development and Tourism.
- Tourism bodies funded by the City of Cape Town and the Provincial Government of the Western Cape, namely Cape Town Tourism and Wesgro which incorporated Cape Town Routes Unlimited (CTRU) initially responsible for the Western Cape Destination Marketing.
- Organisations with a stake and or interest in tourism and who are critical stakeholders to the above, such as Airports Company South Africa (ACSA) and Cape Town International Airport (CTIA) which is the gateway to the region, Accelerate Cape Town, the Cape Town Chamber of Commerce and Industry and Cape Town Partnership formed part of this research.

When a reference is made to any of the organisations (sample members) in the text, the term 'stakeholder' will be used.

Table 1.1: Stakeholder identification and categorisation
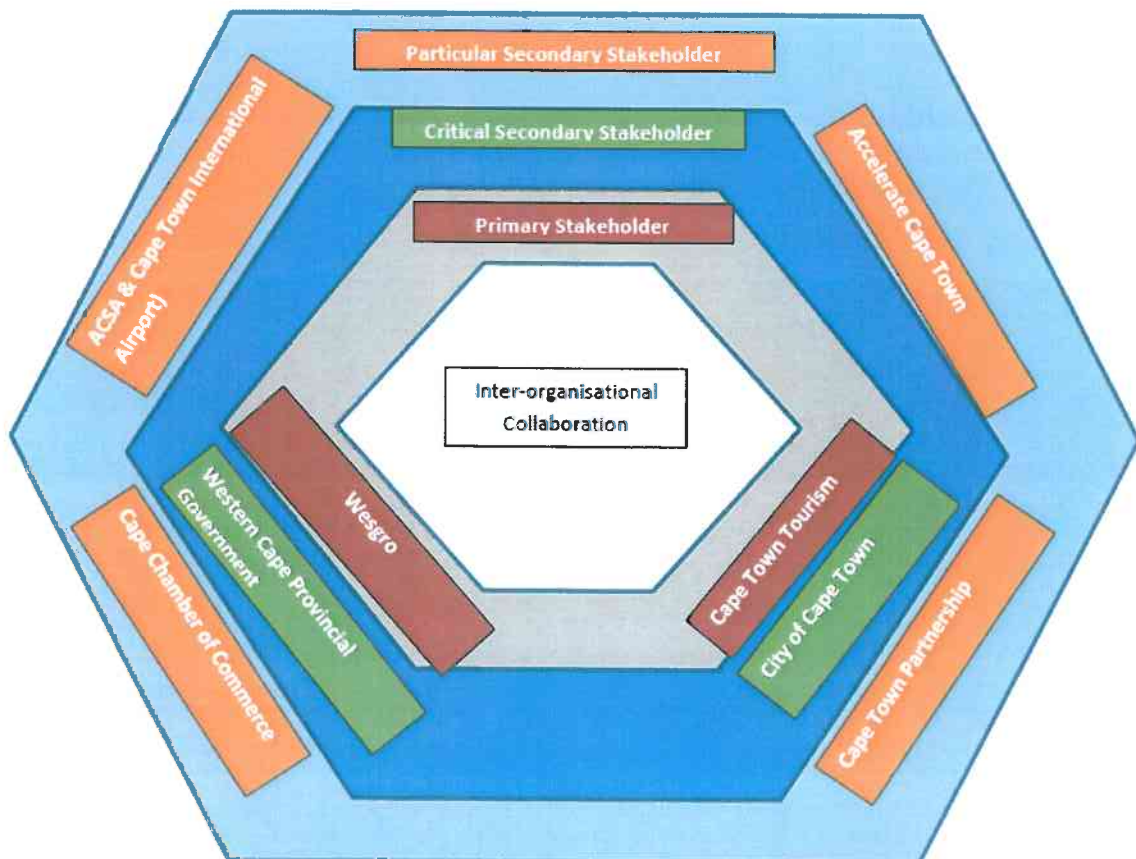
Source: (Wilson, Bunn & Savage, 2010, p80)

1.1.4 The successful hosting of the 2010 FIFA World Cup™

The hosting of the 2010 FIFA Soccer World Cup™ saw the previously mentioned stakeholders form strategic partnerships to ensure a successful hosting of the soccer event in Cape Town. According to Dr Laurine Platzky (Platzky, 2011), who was the Western Cape Co-ordinator for 2010 FIFA Soccer World Cup™, strategic collaboration towards the planning of the soccer event was critical. In the Western Cape Bid Book, *CapeAbility- 2010 FIFA World Cup™ Stories of Successes from the Western Cape* (Platzky, 2011:14, 17), Platzky (2011) states that in 2006, four years before the kickoff of the mega event, the Provincial Government of the Western Cape (PGWC) and the City of Cape Town (CoCT - local government), two spheres of government that are constitutionally independent, entered into a collaborative relationship.

These two entities co-wrote the *2010 FWC Cape Town and Western Cape Strategic Plan*. The successful outcomes of this partnership included the development and launch of the Host City of Cape Town logo ahead of other host cities despite a late start in preparing for the soccer event.

As much as stakeholders collaborated on specific projects and events such as the Soccer World Cup planning and facilitation in 2010 or the 2011 bid to be the Design Capital for 2014, this engagement was not seen as continuous and collaboration was also not expanded sufficiently to pulling resources together for marketing the Province and City post 2010.

The hosting of the 2010 FIFA World Cup™ in South Africa ensured a temporary collaboration among the key stakeholders in the Western Cape and the successful facilitation of the soccer event in Cape Town. Planning, alignment and focus by management of all entities within the airport and in the Province and City before and during the event played a crucial role to this great achievement. Continued collaboration between Cape Town International Airport (CTIA) and the regional stakeholders also contributed towards the overall success of the airport facilitation of the soccer event.

During the planning stages of the soccer event, participation was exceptional and all stakeholders shared information, budget and the 'can do spirit' that ensured synergy.

> *"A year prior the first plane bearing fans touched down at CTIA, stakeholders had begun the intensive planning programme that would ensure that everything ran smoothly. ACSA CTIA formed a forum of various stakeholder groups including City, Province, airlines, baggage handlers, FIFA and Match (FIFA's Travel and Accommodation Partner). Plans were shared, tested and merged. As the big event drew nearer, the monthly sessions were increased to weekly. It was this intensive*

level of working together that was critical to the airport's success. One of the most crucial lessons learned was the importance of partnerships and collaboration between the various role-players involved in a mega event. (Platzky, 2011:132).

Cape Town as host city also had various forums which included the Transport Communication Planning Forum which spearheaded a platform conducive to inter-organisational collaboration with various stakeholders. The stakeholders who participated in this forum included key regional stakeholders such as Province and City of Cape Town, Cape Town Tourism, Airports Company of South Africa, Cape Town International Airport, Cape Town Partnerships and Cape Town Chamber of Commerce and Industry among others. This ensured that all transportation was clearly communicated on all relevant platforms. The city of Cape Town as host with support from all key stakeholders delivered a successful event for all the eight games played in Cape Town as a result of close inter-organisational collaboration.

1.1.5 Implications of lack of collaboration

As already mentioned the soccer event showcased what can be achieved when stakeholders collaborate in the planning, marketing and hosting of a mega event. Post 2010, such a collaborative effort was not clearly visible. One such issue which can do with some collaboration is the seasonality problem in the Western Cape, where numerous airlines only fly to Cape Town during the summer months. This seasonality issue cannot be tackled by one organisation, such as Cape Town Tourism, but calls for collaboration within the broader industry. Further achievements can be realised if such collaboration as shown during the soccer event is applied in other aspects such as joint marketing initiatives with regional stakeholders tapping into each other's knowledge and resources to attract more tourist and business traffic into the region. In 2011, tourism authorities in the Western Cape jointly detailed extensive plans to market the region to the world, to help pull the city and province out of the World Cup slump (Williams, 2011:4).

1.2 Rationale

In the Western Cape and Cape Town, there are two key Tourism and Destination Marketing organisations: Wesgro (funded by the Western Cape Provincial government) and Cape Town Tourism (funded by the City of Cape Town). In the researcher's observation, what has been noted is that both organisations target the same markets Europe and South America. Understanding that Wesgro is marketing the whole of the Western Cape including the Garden Route while Cape Town focuses on the city itself, the researcher believes that there is room to collaborate and market the region, rather than having two separate marketing initiatives. There is a belief that cities around the world actually market their region and

country (Bartes, 2013). Paris markets France, London markets Britain, New York markets the USA, while Cape Town and the other two main cities, Johannesburg and Durban, market South Africa and its key provinces. If this is the case, it goes without saying that the Western Cape and Cape Town's two destination and tourism marketing organisations must collaborate and maximize their resources in some of the marketing initiatives.

This study aimed to explore the benefits and potential of improved collaboration between the stakeholders identified for the purpose of this research as compared to non-collaboration. On embarking on the study, the researcher acknowledged from the onset that there were levels of partnerships between the stakeholders but these had to be determined.

1.2.1 Significance of study

The study also highlighted the role of inter-organisational collaboration for tourism marketing in the Western Cape and based on research findings; put together recommendations on optimising inter-organisational collaboration among key regional stakeholders. The recommendations should contribute towards streamlining resources and redirecting some of the allocated funds from tourism marketing to other socio-economic activities that would benefit the citizens of the region such as developing emerging small to medium tourism enterprises and entrepreneurs.

1.3 Theoretical framework

Merriam (2009) defined a theoretical framework as the underlying structure, the scaffolding or frame of a study. The theory's role is to support and inform a research. Merriam further added that how a researcher goes about making sense of the data collected in a research is equally influenced by the theoretical framework. Henning (2004: 25) stated that a theoretical framework is the lenses through which the world is viewed. It positions a research in the discipline or subject in which the researcher is working and also assist in making clear the assumptions about the interconnectedness of the way things are related in the world. Hennink, Hutter and Bailey (2011) said that a conceptual framework allows anyone reading a research paper to clearly identify the components of the research question and how these are linked.

For the purpose of this study, the following theoretical framework was applied.

1.3.1   Resource Dependency Theory of Collaboration

According to Fyall and Garrod (2005), this theory is based on the view that interdependence exists among organisations because individual stakeholders in the domain own or have control over vital resources such as material, human, political and structural among others.

This theory resonates with the inter-organisational theory, which deals with the emergence of interrelationships of groups of organisations, as well as the pattern of interaction and interdependence between them.

Steyn (2002) stated that in the relationship management perspective, the emphasis is no longer on manipulating public opinion but on combining symbolic communication messages and organisational behaviours to initiate, build, nurture and maintain mutually beneficial relationships between the organisation and its stakeholders. As much as this hypothesis was developed with relevance to a relationship between an organisation and its stakeholders, its key principles can be applied in this research, thus "initiating, building, nurturing and maintaining a mutually beneficial relationship," (Steyn, 2002) when looking at optimising inter-organisational collaboration in the Western Cape's key regional stakeholders, with a stake in the tourism industry of the region.

Organisations enter into relationships in order to make use of each other's resources, thereby helping each other to achieve the organisations' objectives more fully (Fyall & Garrod, 2005). Fyall and Garrod (2005) further expand on this train of thought by stating that collaboration is the result of organisations recognising the interdependence of problems in their domain and the benefits of developing reciprocal relationships aimed at solving them. In the winter months of 2011, for example, the Western Cape/Cape Town tourism industry declared itself in 'crisis' with fewer bookings in hotels across the city instead of the anticipated full bookings after the soccer event.

The reasons for interdependence are described by d'Angella and Go (2009) and these are:
- Firstly, many destinations 'suffer' from a scarcity of financial resources needed to establish a budget that is adequate for the development of a tourism marketing strategy that communicates messages about themselves and convinces tourists to visit their region, instead of other destinations. Cape Town Tourism had to relook its marketing strategies in 2012 due to budget constraints (Whale Cottage, n.d.); something which could have been avoided if a collaborative approach had been adopted by key regional stakeholders.
- Secondly, in a networked society destinations are more vulnerable to sudden disasters and events that may impact negatively on destination reputation, including both firms and public bodies. To succeed in a 'risky', global environment and 'safeguard' their economic performance destinations must adapt and evolve rather than cling to traditional practices. Such an event is the economic global crisis which has been gripping South Africa's international tourism source markets, such as the US and Europe, since 2008.

- Thirdly, the tourism industry is faced with a supply fragmentation and 'all-in one experience' demand paradox. Destinations are involved in a race that demands an understanding of the art of finding the 'right' balance between sharing and hoarding resources and knowledge. The digital revolution has created an open networked world wherein proprietary thinking, in sector after sector, has been proven to be an enormous blunder. In short, the battlefield has been redefined. Instead of competing against each other independently, tourism firms are 'cast' as actors in a tourism business network trying to 'out-rival' other destination networks.

1.3.2 The link between public relations and marketing departments

Public Relations (PR) strategists are a support function in any organisation and play a strategic role in guiding the business in positioning its stakeholder relationships; the PR division is responsible for helping the organisation and its various divisions, including marketing, to build relationships with key stakeholders. The broader context for the researcher's field of study, namely Public Relations Management and stakeholder relations, are at the heart of corporate communication. PR focuses on relationship building and management of those relations with key stakeholders and publics — these can have a positive or negative influence on an organisation and its products or services. Marketing, on the other hand, promotes an organisation's product and ensures that it has a big market share in the targeted area (Steyn, 2002).

Van Vactor (2011:52) states that "collaboration promotes an understanding of separate organisational cultures, integration, and interdependencies by sharing corporate vision, values, and business purposes." PR strategists are best positioned to assist the destination and tourism marketing organisations in this regard as part of their role is to support organisations or institutions to adapt to societal and stakeholder environments by feeding relevant intelligence into the organisation's strategy formulation (Steyn, 2007). In this study, the researcher is looking at how stakeholder collaboration, which must be influenced by PR strategists, can assist the marketing divisions of the identified Destination and Tourism Marketing organisations to maximise their resources in marketing the Western Cape and Cape Town as a tourist destination of choice.

1.3.3 Corporate Communication Approach Theory

In the economic theory proposed by Halal (2000), the organisation is viewed as a socio-economic system where stakeholders are recognised as partners who create solutions through collaborative problem solving. Again this paradigm is aimed at the organisation/stakeholder relationship and is also applicable to inter-organisational collaboration among stakeholders as discussed in this study. Similarly, as pointed out in

Halal (2000), these key regional stakeholders have to consider ways they can integrate the economic resources they have. They have to take into consideration their mandates, the political support or influence at their disposal, as well as special knowledge or skills. Stakeholders can then pull all these resources together to meet the region's tourism marketing objectives and in the process reap the benefits for the region and also for each stakeholder. As Steyn (2000) pointed out, "people and relationships are the key to sustainable successes." She further pointed out that stakeholder collaboration and partnerships sought not only to be socially responsible, but because it provides a competitive advantage and is key to creating economic wealth, the latter being key critical for the regional stakeholders in tourism to make profit and contribute to the region's job creation and GDP. This can be achievable by adopting a successful collaborative approach being adopted. As Steyn (2000) stated, "all stakeholders integrated in a 'corporate community', involving pragmatic, two-way relationships where each group's benefits are balanced with the contribution it makes."

1.4 Preliminary literature review

El-Gohary, Osman and El-Diraby (2006:595; see also Goodijk, 2002; Cooper, 2003) defines stakeholders as individuals or organisations that are either affected by or affect the functioning of a company or the achievement of the company's objectives. In this case, the input of all organisations involved is crucial in the development of joint marketing initiatives which impact on each organisation.

It is essential for the identified stakeholders to consider closer co-operation and joint ventures in their international marketing efforts. Stakeholder involvement ensures an inclusive approach by integrating all stakeholder concerns to achieve collaborative integrated initiatives (El-Gohary, et al., 2006). Stakeholder integration is defined as the "ability to establish collaborative relationships with a diversity of stakeholders" (Rueda-Manzanares, Aragon-Correa & Sharma, 2008:188; Plaza-Ubeda, Burgos-Jimenez & Carmona-Moreno, 2010). Stakeholder integration contributes to an organisation's creation of new knowledge and innovative ways to do business (Plaza-Ubeda et al., 2010). Through this close co-operation, each organisation can tap into another's resources and marketing platforms, ensuring a balance in the development of joint marketing initiatives and meeting of all stakeholder business objectives while ensuring that no duplication occurs.

Through continuous and clear communication between regional stakeholders, each entity can maximise the use of the existing platforms by allowing another to tap into them. This is referred to as 'Business-to-business marketing relationships' defined as "transactions of a strategic nature between firms and other groups which are critical to the success of both

groups" (Jurgens, Berthon, Papina & Shabbir, 2010:772). On this note, Zakhem (2007) states that transactional relationships involve the mutual and voluntary trade of assets for gain with 'assets' defined as tangible, thus capital and labour or intangible, thus goodwill and social capital.

This notion seems to be supported by Wilson, Bunn and Savage (2010) when they discuss social partnerships, thus the joint approach by organisations to create and solve problems. They (Wilson et.al., 2010) attribute the best innovations in history to joint or collaborative ventures by various organisations. This is also referred to as solution-oriented partnerships (Krucken & Meroni, 2006), which are similar to strategic partnerships, which refers to the sharing of a common vision about how to deliver a conceived solution or idea. The collaboration will not be limited to joint marketing initiatives — it can be expanded to other areas which affect each business and harness the available resources and knowledge base to find a solution. It should be noted that as much as these entities are operating individually, their success or failures have an impact on the other organisations.

To maximise tourism's potential in Cape Town and the Western Cape and reduce duplication of marketing initiatives and a waste of well needed funds, partnerships by the aforementioned stakeholders are essential. Collaborative tourism marketing to promote the region is vital. Partnerships between these stakeholders will succeed only when each entity believes that such collaboration will bring about greater economic benefit than individual efforts will (Greer, 2002). From a stakeholder's perspective, instead of each organisation venturing on its own to promote itself and the region as a tourism destination, scarce resources can be combined to form one strategic marketing plan. Collaboration is seen as a key factor for destination competitiveness and the creation of shared capital in the form of social, intellectual and political capital. The stakeholders involved in the partnership have to ensure this through trust, flow of communication, the willingness to exchange ideas, mutual understanding, as well as mutual agreement, formal or otherwise (d'Angella & Go, 2009).

In the creation of a joint strategic marketing plan, a few elements have to be taken into consideration by all entities involved, thus the maintenance of the relationship and its growth to benefit each stakeholder. To achieve long term development, three main issues have to be considered:
- The initial identification and involvement of key stakeholders;
- The upholding of the collaboration process by each entity's full commitment and;
- Consensus among participating stakeholders and the continuous implementation of collaborative outcomes (Arnaboldi & Spiller, 2010). Related to consensus is the role of

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information sharing. This implies the importance of widespread and shared access to information and mutual consultation, and information dissemination.

In other words, the success of such a partnership will be dependent on the legitimacy and power (resources and budget) of each participant, a balanced involvement in decision-making by each role player and the revision of the joint plan to measure its relevance and achievability. The interests and concerns of all stakeholders are taken into consideration and decisions are made in light of those interests and concerns (Foster & Jonker, 2005).

1.5 Research problem

Currently the level of collaboration among identified stakeholders is not regarded as optimal. In 2008 to 2010, regional stakeholders formed strategic partnerships to ensure a successful soccer event. The researcher sees such a collaborative approach as limited to major events or projects such as the 2011 bid for the Design Capital 2014. It is not clearly visible in the destination and tourism marketing of the region and this lack of collaboration has been highlighted. One of the areas identified for improvement is the seasonality issue, which remains the biggest threat to the city's tourism industry, according to Du Toit-Helmbold (Tourism Update, n.d.).

1.5.1 Research question

Who are the major key stakeholders in the Western Cape and Cape Town's tourism industry and why is inter-organisational collaboration between these key regional stakeholders crucial to tourism marketing in the region, and how can it be achieved?

1.5.2 Secondary questions

- What are the current levels of collaboration between the identified stakeholders and how does this affect tourism growth?
- What are the current overlaps in the marketing initiatives embarked upon by the destination marketing organisations in the Western Cape?
- Can a more established inter-organisational collaboration ensure the achievement of effective tourism marketing of the region?
- Are the conditions in Greer's four point model that can influence partnerships applicable in these regional stakeholders?
- Are there specific guidelines to ensure inter-organisational collaboration in the marketing of the Western Cape and Cape Town?

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1.5.3 Aim and objectives

Aim

The aim of this research was to establish the level of current collaboration and satisfaction between the identified stakeholders and verify whether this can be seen as contributing to tourism growth. It is also to determine how improved inter-organisational collaboration and communication can be achieved to ensure tourism marketing effectiveness.

Objectives

- To establish the current nature of collaboration levels between identified stakeholders in tourism-related marketing initiatives undertaken by each entity.
- To establish the current co-operation of tourism-related marketing initiatives of the stakeholders.
- To identify any existence of overlaps in tourism-related marketing initiatives.
- To provide guidelines for the way forward in optimising stakeholder collaboration in tourism-related marketing initiatives to grow the industry.

1.6 Delimitation/Scope of the subject area

This research focused on the Western Cape Province and Cape Town and did not go beyond the province. This research did not consider budgets of the identified stakeholders or the management of such budgets. Neither was it attempted to establish any superiority amongst the identified stakeholders. This study aimed to identify the level of inter-organisational collaboration of stakeholders representing government, the destination marketing organisations and tourism-related organisations, and their perception of the partnership between critical stakeholders in destination marketing of the Western Cape Province and Cape Town and if such inter-organisational collaboration can be optimised.

1.7 Research design and perspective

Paradigm and design

In this study, the researcher conducted a qualitative research (Welman, Kruger & Mitchell, 2005). This research is situated in an interpretivist paradigm with its emphasis on experience and interpretation. Interpretive research is fundamentally concerned with meaning and it seeks to understand social members' definitions and understanding of situations (Henning, 2004). The Qualitative research is seen as being suitable for this research as detailed information has to be sourced.

Initially the primary research was going to comprise of a communication audit which was to be followed by one-on-one interviews with participants from the identified stakeholders. However due to challenges experienced with the participants not being keen to commit their

responses on paper, the researcher had to change tactics and rely on interviews alone. A qualitative exploratory approach was then taken, comprising of face-to-face in-depth interviews with key informants from eight organisations in the Western Cape Province and Cape Town (Dinnie, Melewar, Seidenfuss & Musa, 2010). Interviews were conducted in English at the respondents' offices. When permission was obtained to record the interview, the interview was recorded and later transcribed. The interviews ranged from 45 to 90 minutes.

While the need for different stakeholders to integrate their marketing activities in a coordinated manner is widely accepted, very little research examines these stakeholders' perception of the optimal degree of coordination that should occur (Dinnie et al. 2010). This research aimed to contribute towards reducing that gap by examining the extent to which key stakeholders engaged during the Soccer World Cup and if this can be translated into continuous inter-organisational collaboration post the soccer event of 2010.

The first objective of the study was achieved through conducting an in-depth literature review of the current nature of inter-organisational collaboration within the context of tourism marketing and development. In this process the role of a PR strategist in each organisation's stakeholder collaboration process was established to ascertain if PR strategists influence stakeholder collaboration or how the PR strategists can do so in their role as advisers to the marketing division of their respective organisations.

The second objective was achieved by soliciting perceptions and opinions from the top management of tourism and tourism related organisations about the current nature of collaboration amongst tourism stakeholders in the region.

Through the results sourced for the first and second objectives, the researcher will work towards establishing if any overlaps exist in tourism marketing initiatives embarked on by the various tourism stakeholders as highlighted in the third objective of this research.

1.7.1 Target group
The target group for this research were CEOs, Directors, and Marketing or Communication Managers of the stakeholders identified for purpose of this study. All sources of information were located in Cape Town. The initial aim was to get 16 interviewees, but after launching the primary research, problems were encountered where most potential participants were not keen to take part in this study. The researcher had to change the approach and target eight stakeholders and at least secure one participant per stakeholder.

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1.7.2 Inclusion criteria

The incumbents to be interviewed were to be from stakeholders involved in the 2010 FIFA World Cup™ and in top management with a minimum of three years in that organisation and in that position within that organisation as of 2008. Their job descriptions involved tourism, marketing and communications at a strategic level (top management and executive level).

1.8 Research methodology

1.8.1 Data collection

The researcher used semi-structured and open-ended questions in the interview process. Interviewing is often important if the researcher needs to know what a set of people think, or how they interpret an event or series of events, or what they have done or are planning to do. If the researcher needs to probe for information and to guide respondents with maximum flexibility for structuring their responses, then open-ended questions are ideal (Aberbach & Rockman, 2002).

Individual interviews were conducted as per availability of each interviewee and a dictaphone was utilised. Consent will be sourced from each of the interviewees as per ethical considerations guidelines of the university.

1.8.2 Data analysis

The material gained through the one-on-one interview process was transcribed and interpreted. These were further categorised into themes. Theme identification in this method of analysis is said to be one of the most fundamental tasks in qualitative research (Welman, Kruger & Mitchell, 2005) as the researcher was working mainly with text sourced through interviews. A researcher has to decide whether to focus on the surface meaning of the text (manifest) or interpret the underlying meaning of the text (latent) (Graneheim & Lundman, 2003). The researcher adopted the latter as the purpose was to discover and do justice to the participants' perception and the complexity of their interpretations (Richards & Morse, 2007).

1.9   Reference method

The Harvard method of referencing was utilised throughout this research.

1.10 Chapter outline for the dissertation

The second chapter provides a awareness of literature and studies that were done and or discovered in previous studies around the topic of stakeholder collaboration and optimising collaboration among stakeholders.

The third chapter describes how the research methodology was conducted, what paradigm was utilised and what methods were used to collect and analyse the data.

The fourth chapter presents the results after the data obtained through the interviews was processed and analysed.

The final chapter — Chapter Five — verifies if all the objectives defined in the beginning have been met and what learnings and recommendations can be derived from the research findings.

CHAPTER TWO
LITERATURE REVIEW

2.1   Introduction

The preparations leading up to the Soccer World Cup in 2010 and the hosting thereof in the Western Cape Province and Cape Town allowed key regional stakeholders to collaborate and form strategic partnerships; to ensure a successful soccer event in Cape Town. However, high collaboration seems to be limited to major events such as the Soccer World Cup and the bid for the World Design Capital 2014.

The broader context for the researcher's field of study, namely Public Relations Management, plays a support role for any organisation's leadership team in terms of inter-organisational collaboration and stakeholder relations, which are at the heart of corporate communications. It has been suggested that Public Relations (PR) is equivalent to "stakeholder relations" (Wu, 2007). In its strategic role, PR assists an organisation to adapt to its societal and stakeholder environment by obtaining intelligence concerning strategic stakeholders (Steyn, 2007). According to Steyn (2007), strategic PR has to address constantly emerging societal and stakeholder issues by means of environmental scanning, gathering relevant information regarding stakeholder concerns and expectations; identify societal issues and the relevant publics that arise around the issues; interpret the information with respect to consequences for organisational strategies and feed this intelligence into the enterprise and organisational strategy.

Tourism marketing in the Western Cape Province and Cape Town is one such issue which impacts tourism and business in the region. The recent economic crisis, whose aftermath is still felt, demands a collaborated approach to addressing the tourism industry's transformation and growth. PR Strategists play a critical role in identifying such issues and advising the concerned stakeholders targeted for the purpose of this study accordingly. PR holds the tools for environmental scanning (pivotal to the mirror and boundary spanning perspective within the reflective paradigm). This type of scanning leads to monitoring and evaluation of the external environment which can provide valuable information to strategists within an organisation. It provides the organisation with information about events, trends and most importantly relationships within organisation's external environment. This knowledge can then be used by organisations when deciding on their strategic plans (Analoui & Karami, 2001:291).

PR strategists also advise their organisations' leadership teams on building mutually beneficial relationships with the organisation's stakeholders and other interests groups in society. It is necessary to revisit the basic definition of PR and Cutlip, Center and Broom

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(1985) state that PR "is the management function that identifies, establishes, and maintains mutually beneficial relationships between an organisation and the various publics on whom its success or its failure depends". The word 'management', points out Kitchen and Moss (1995) necessitates the usual skills: analysis, planning, implementation, and control over time. This view is supported by Steyn (2009) when she says that PR is a management function engaged in conceptualising, planning, organising, directing, evaluating and adapting. PR's basic commitment is to assess the environment to determine the threats and opportunities.

Cutlip et al (1995) further add that marketing constitutes another management function whose definition is "the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services, to create exchanges that satisfy individual and organisational objectives" (Kitchen & Moss, 1995). Based on the research problem, that the current levels of collaboration between stakeholders is not seen as optimal to contribute towards maximising their efforts in marketing the Cape region as a preferred tourist destination — the researcher has, at this juncture, assumed that the marketing divisions of the stakeholders need to tap into the knowledge and expertise of their Public Relations Strategists to engage other organisations with the aim of maximising their tourism marketing efforts. This research aims to understand this point through findings. In essence, Public Relations strategy provides the focus and direction for an organisation's communication with its stakeholders; it portrays the organisation's societal role as well as its stakeholder and communication approach (Steyn, 2003).

2.1.1 PR's role in Social Capital and Stakeholder Relations

Ojala and Luoma-aho (2008) state that social capital is one of the benefits available through social networks as it enables and rewards people who collaborate while they work to build trust, maintain norms and encourage reciprocity. To function, social capital requires a social structure, such as a group joined together by a common interest. Stakeholder relations, which have been identified as a form of social capital (Ojala & Luoma-aho, 2008), spring from realising the importance of access to information and co-operation that stakeholders possess. Such stakeholder relations can be facilitated with the expert guidance of PR strategists. These relations can lower the costs of information and assistance, thereby contributing to a decrease in transaction costs in any marketing initiatives embarked upon by each organisation. Stakeholders who are willing to collaborate vastly increase their collective chances of success (Ojala & Luoma-aho, 2008).

Tourism marketing and its challenges is a recurring issue in the Western Cape and Cape Town — the industry employs more than 300 000 people and is the second-largest

contributor to the Western Cape Province's Gross Domestic Product (GDP) (Tourism Update, n.d.). Tourism has several negative externalities attached to it. It is subject to seasonal fluctuations and high elasticities of demand and can therefore be an unstable source of income and employment (Cornelissen, 2005). In the middle of 2011, there was huge media interest in tourism when it was impacted by the economic crisis in Europe and the United States (US) – the Western Cape Province's key source markets.

Some regional stakeholders made reference to the need for collaboration in marketing tourism and the same thread is still visible in 2012. This has been notable in the recent concern about Seasonality which is seen as a big threat to tourism in Cape Town. Fyall and Garrod (2005), when discussing the relational theory states that organisations enter into relationships in order to make use of other parties' resources, thereby helping them to achieve their own objectives. In the resource dependency theory of collaboration, Fyall and Garrod (2005) state that collaboration is the result of organisations recognising the interdependence of problems in their domain and the benefits of developing reciprocal relationships aimed at solving them.

In the winter months of 2011, the tourism industry declared itself in "crisis" with fewer bookings in hotels across the city as anticipated after the soccer event. Leaders in the tourism domain have pointed out the need to work together to reach a solution and that is what the resource dependency theory of collaboration is alluding to. Du Toit-Helmbold (Tourism Update, n.d.), clearly states that seasonality remains the biggest threat to the Cape Town's tourism industry and stresses the need for a year-round brand positioning as well as a demand-generation strategy to fill the beds during the winter months. The former Cape Town Tourism CEO also points out that seasonality and destination marketing is not just one stakeholder's concern, such challenges can be addressed through partnerships. "We need collaboration within the industry, innovation, and new experiences to promote joint mobilisation within niche sectors on unusual projects, value-for-money travel packages and convenient access to the destination" (Tourism Update, n.d.).

As much as the need to collaborate has been alluded to in addressing some of the critical issues faced by tourism, no visible steps, as observed by the researcher, have been taken at a regional level to form relevant partnerships such as it is happening at a national level with the Three Cities Alliance Agreement (SA Good News n.d.). It is the role of PR Strategists within the stakeholders for the purpose of this study to spearhead this conversation and showcase the benefits of engaging as regional stakeholders for the benefit of tourism growth in the region and in turn, job protection and further creation thereof.

This study endeavours to discover what the current levels of collaboration between stakeholders are, and if there are any partnerships or collaborative initiatives when it comes to tourism and destination marketing. Recently, at the Tourism Indaba 2012 held in Durban, the main cities' tourism bodies (Cape Town Tourism, Johannesburg Tourism and Durban Tourism) signed the Three Cities Alliance — which sees these tourism bodies putting their combined resources into a national partnership in order to promote the urban tourism offerings of South Africa (SA Good News, n.d.). A possible outcome of this study will be the question of whether a similar agreement or partnership can be established within the tourism sector of the Western Cape and Cape Town.

2.2 Defining collaboration

Fyall and Garrod (2005:134) offer the following definition: "collaboration occurs when a group of autonomous stakeholders of a problem domain engage in an interactive process." On the other hand, Van Vactor (2011) defines collaboration as the co-operative relationships forged both formally and informally, directly and indirectly among organisations to enhance business operations. Collaborating involves multiple stakeholders creating a feedback loop to keep an alliance properly aligned. Collaboration relates to the attainment of shared information among multiple stakeholders and the incorporation of feedback into an overall logistics support plan. This was visible and applied with the planning of the 2010 Soccer World Cup event and Cape Town and the Western Cape Province tourism and destination marketing organisations can apply the same concept in collaborating to market the Western Cape Province in the international target market. D'Angella and Go (2009) define collaboration as a process of joint decision making involving key stakeholders who are linked by institutionalised relationships aimed at avoiding or resolving conflicts by advancing a shared vision and goals. Fyall and Garrod (2005) further point out that there are varying terminologies for 'collaboration' such as 'alliances' in the airline industry and 'consortia' when hotels join together. When public-private sector organisations are involved, as is the case in this study, the term 'partnership' is often preferred. Such partnerships can be explored by the tourism and destination marketing organisations such as Cape Town Tourism and Wesgro, as well as the government bodies that fund them, thus the City of Cape Town and Western Cape Provincial government.

2.2.1 Partnerships

Partnership is defined as "the state or condition of being a partner; participation; joint interest" (Jain & Nfila, 2011:372). This definition suggests that there is formal and mutual agreement between and amongst participating organisations or institutions in pursuing the same goal. In this kind of collaborative relationship, the partners contribute towards developing, improving and sustaining tourism, something which can be of benefit to the

industry in the Western Cape (Clay 2009). Collaborative partnerships are characterised by shared goals and rewards, clearly defined areas of responsibilities, and open lines of communication exist (Van Vactor, 2011). Wilson and Boyle (2004) define partnership as a "pooling or sharing of resources among two or more stakeholders to solve a problem or create an opportunity that neither can address individually" such as the issue of seasonality of tourism in the Western Cape Province and Cape Town, which sees numerous international flights only flying the route during the summer months and pulling out in the winter months.

Partnerships have become more prevalent in the delivery of public services, particularly in relation to non-traditional sectors such as culture, arts and leisure and tourism falls under the latter with culture and arts playing a role to a destination's attraction (Wilson & Boyle, 2004). For the purpose of this study, partnership shall be defined as a formal and mutually agreed working and productive relationship between regional stakeholders including the private sector and the public sector in developing, improving, and managing tourism marketing initiatives in the Western Cape and Cape Town.

Partnerships have the potential to make the delivery of services more coherent and hence more effective. A partnership can provide a synergy that offers more than the sum of its parts; described by Huxham and Vangen (2005:4-5) as "collaborative advantage." Each partner benefits from the additional resources, insights and ideas, knowledge and potential finance that every partner brings therefore 'adding value' for each participant. Huxham and Vangen (2005) define collaborative advantage as "when something unusually creative is produced — perhaps an objective is met — which no organisation could have produced on its own and when each organisation, through the collaboration, is able to achieve its own objectives better than it could alone."

2.2.2 Greer's Model of Four Conditions Influencing Partnerships

Greer (2002) proposed a four point model on conditions which can influence partnerships and these four conditions are:

- Contextual conditions

The background to the formation of the partnership and the environment in which it operates creates 'conditions' that facilitate successful governance (Greer, 2002). The catalyst for many partnerships is usually based on the recognition or belief that working in partnership will deliver mutual benefits that will be greater than the sum of individual efforts. Understanding and respect of organisational ideologies, traditions and cultures are core values that contribute to a supportive environment. If stakeholders agree that co-operation will improve service delivery or achieve greater economic and operational efficiency, this will

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motivate each partner and create a favourable partnership environment. On this note, Wilson and Boyle (2004) say that if the environment is also "historically and politically supportive and has a tradition of civic involvement and inter-organisational collaboration", then the partnership is also more likely to succeed.

- Stakeholder organisational conditions

Greer (2002) also emphasises the need for balance in partnership arrangements where there is an unequal distribution of power between the stakeholders: "if partnerships vary in power, participant organisations will have a different level of ability . . . this may cause disagreement leading to conflict and eventual failure" (Greer, 2002:356). Other elements linked to stakeholder — organisational conditions include the size, power, resources and abilities of the organisation. Issues of authority, autonomy, status and commitment can create challenges in relation to any one of these areas, for example, "fear of loss of autonomy is particularly true when partners perceive the other organisation to be lower in status and legitimacy" (Greer, 2002:356). This resonates with Huxham and Vangen's (2005) "collaborative inertia"; a concept which captures what they found happens very frequently in practice - "the output from a collaborative arrangement is negligible, the rate of output is extremely slow, or stories of pain and hard grind are integral to successes achieved" — thus, inter-organisational relationships do not move forward but instead lead to frustration to those involved in the collaborative relationship.

- Decision-making conditions

"The decision-making process focuses on the relationships and interactions between organisations and individuals within collaborative arrangements or within partnership arrangements" (Greer, 2002:356). Consensus decision-making and participation encourages a common approach and guards against isolating individuals that could lead to tension. The approach should be open and informal, providing ample opportunity to discuss relevant issues. Being able to achieve consensus, is therefore, based on good channels of communication between the partners (Wilson & Boyle, 2004:521).

- Partnership operation

Formulating a strategy is essential as it shapes the development of the initiative in the early stages, defines the scope of activity and provides a constant reminder to stakeholders of the aims and objectives of the partnership. Developing a strategy at the outset is also important, not only in arriving at a common definition of a problem, but in designing the partnership processes and procedures, and understanding how important each of the problem issues are (Greer, 2002). It also assists in defining the nature and extent of the activities and the roles and responsibilities of the partners within an agreed timeframe (Wilson & Boyle, 2004).

2.2.3 Strategic direction in tourism marketing

It is widely acknowledged that tourism can advance economic relationships between different countries and regions. Indeed, tourism's impact on places and the people that inhabit them can be massive. The tourism industry's benefits spread outwards in the form of increased revenue in the region (as already indicated tourism is the second-largest contributor to the Western Cape Province's GDP). Associated industries providing accommodation, meals, local transport, entertainment and shopping also experience economic gains as a spinoff of tourism activity (Wilson & Boyle, 2006).

Like most other sectors, fierce competition is the order of the day as new destinations slug it out with established ones for a decent slice of the action (Anon, 2011). As indicated in Chapter 1, the Western Cape Province and Cape Town face fierce competition from similar destinations closer to South Africa's target markets such as Brazil in South America which is closer to the US market; Barcelona in Spain which is closer to the European market (UK, Germany and the Netherlands).

Success depends on a complex set of relationships that typically involve a variety of stakeholders. These relationships are sensitive and subject to the effects of any societal or political shift or technological development. Successful positioning and promotion of any destination is not down to good fortune. Those who adopt an innovative approach to the management of a tourist destination are therefore much likelier to strike gold (Anon, 2011). Such an approach should incorporate (Anon, 2011):

- A strategic planning procedure determined by the shared vision of the various stakeholders involved.
- Clarifying the responsibilities of each stakeholder is another key aspect of the procedure.
- The development of new processes to advance the tourist destination. The dual aim of these processes is to satisfy visitor needs while also helping to generate employment, revenue and prosperity for the local community.
- Effective deployment of resources in order to secure competitive advantage and sustainable value for the destination.
- Highlighting the quality of the destination and supporting services using appropriate marketing campaigns and channels.

2.3. Inter-organisational collaboration

The term "inter-organisational collaboration" is used to refer to the practice of working collaboratively across organisational, sectoral, and even national boundaries" in order to deal more effectively "with major issues that sit in the organisations 'inter-organisational domain'

and that cannot be tackled by an organisation acting alone" (Wilson & Boyle, 2006:502). Interdependencies among a variety of organisations can be harnessed as multiple business partners can yield significant benefits to value creation in inter-organisational relationship (Sytch & Gulati, 2008).

Wilson and Boyle (2006) go on to say that there is potential in inter-organisational relationships (IORs) and collaboration to creating benefits that could not be realised by organisations operating alone. Wilson and Boyle (2006) also allude to the fact that organisations collaborate to achieve shared objectives and to gain more influence and control over resources. The common goal of promoting tourism in the Western Cape Province and bringing more business, including the winter months, can act as a "synergy factor leading to a better co-operation and participation of the stakeholders" (Lim, Lee & Kim, 2005:542).

In a case study of collaborative communications within healthcare logistics conducted by Van Vactor (2011), he came to the conclusion that collaboration involves a synergistic environment. Therefore, tourism marketing initiatives should be based on collaborative planning processes. Secondly, to create a synergistic environment multiple partners must be willing to work together toward success. Thirdly, a collaborative environment can create enhanced tourism marketing initiatives and processes. Finally, multiple levels of leadership have common perspectives of how collaborative efforts can affect tourism marketing. As part of the research findings, these four elements will later be investigated because of the powerful implications they have on any collaborative effort, the key regional stakeholders responsible for making tourism marketing a success in the Western Cape Province and Cape Town.

2.3.1 Inter-organisational collaboration in tourism marketing

Wilson and Boyle (2006) point out that effective destination marketing should be a collaborative effort. Tourism marketing planning should be integrative and proactive in the involvement of the stakeholders who are, Cape Town Tourism, Wesgro (who now manages Cape Town Routes Unlimited (CTRU) destination marketing and their funders), the City of Cape Town and Provincial Government's Department of Finance, Economic Development and Tourism. There is a need for a formal structure for participation and collaboration between the public and private sectors to provide a solid grounding in planning strategies and tactics that integrates the voices of the various stakeholders in any situation.

Fyall and Garrod (2005) say that collaboration could possibly be the single most important aspect of effective management in niche tourism markets. Tourism is a highly complex

sectoral industry where no single organisation provides for or has control over the entire tourism product, successful delivery of the wider tourism product is dependent on close working relationships, interdependencies and interactions with numerous other stakeholders, enabling tourism organisations to provide a seamless experience for their customers. This is true of the Western Cape Province tourism marketing — Cape Town Tourism is mandated to market Cape Town as a tourism destination, whilst Wesgro is mandated to market the whole region's tourism product, including business and special interest tourism.

In the relationship marketing literature there is an emphasis on stakeholder collaboration and a shift from transactional to sustained relational exchanges. A relationship-based approach to marketing involves creating exchanges and interactions of mutually beneficial value (Frow & Payne, 2011). The purpose of interactions between stakeholders is to co-create some form of value and this occurs by the partners mutually providing a service to each other (Vargo, 2009).

There is an opportunity to form close working relationship amongst stakeholders in the Western Cape Province, pull resources together and share knowledge, especially since the targeted source markets are similar.   This will allow the two destination marketing organisations, Wesgro and Cape Town Tourism, to stretch their marketing budgets further and look at new source markets such as the recently identified potential in African markets. As indicated by the Minister of Tourism, Marthinus van Schalkwyk, 73% of the international tourists who came to South Africa in the past financial year were from African countries (Smith, 2012:11). On the question of stretching available funding to meet their mandate, in April 2012, Cape Town Tourism announced at its marketing feedback meeting to its members that it had to downscale its marketing campaign launched in 2011, due to funding constraints (Whale Cottage, n.d.).

In forming regional partnerships and collaborating where possible, the region's destination marketing organisations can pull their resources together and still meet their marketing objectives with little or no compromise. This is echoed by Fyall and Garrod (2005) who say that organisational performance is critically dependent on establishing and maintaining effective relationships, with organisations working collaboratively to serve the consumer. Successful collaborative relationships are an essential ingredient of organisational longevity in the tourism industry. A key reason for the growing interest in collaboration in tourism is the belief that organisations and destination areas may be able to gain competitive advantage by bringing together and sharing their combined knowledge, expertise, capital and other resources.

For inter-organisational collaboration to be effective, participating organisations need to have a common aim and be able to trust each other (Wilson & Boyle, 2006). This point is supported by Vangen and Huxham (2003:5) as they point out that as much as "many organisations aspire to gain collaborative advantage by working in partnerships across organisational, sectoral, and even national boundaries, such collaborations, however, are difficult to manage, and the likelihood of disappointing outputs is high". But they are quick to add that "to create advantage, practitioners need to engage in a continuous process of nurturing the collaborative processes and one issue that appears significant in the nurturing process is trust."

In the initial stages of assessing potential partners, each should fully disclose its goals. In this stage there is a need to determine if there is enough congruence among the partners' differing objectives. Organisations do not necessarily need to have identical objectives in order to form a partnership, but each must be willing to provide access to the resources necessary for its partner to achieve its goals (Beamish & Lupton, 2009). Effective inter-organisational collaboration should also not simply represent a co-ordinating of policies, but should empower individual organisations to become champions in their own right, initiating separate projects that will not only contribute and add value to the destination marketing, but run in parallel with its management (Wilson & Boyle, 2006).

Collaborative tourism marketing involves a synergistic work environment wherein multiple stakeholders work together toward the growth of tourism. Collaboration promotes an understanding of separate organisational cultures, integration, and interdependencies by sharing corporate vision, values, and business purposes. Interdependencies among multi-faceted tourism partners should not be avoided, but should be embraced (Van Vactor, 2011). A good example to draw from is Scotland's Malt Whisky Trail (MWT), a collaborative marketing venture between a number of whisky and whisky-related companies in partnership with relevant government bodies associated with tourism development in the region of Moray, Scotland. The MWT is said to represent a remarkable example of organisational collaboration and co-operation (Martin & McBoyle, 2006). The MWT partnership highlights the effectiveness of a mutually beneficial partnership in business tourism marketing, something which can be successfully applied within the tourism bodies and government in the Western Cape Province and Cape Town.

Another example closer to home is the recent signing of a memorandum of understanding by Knysna Tourism and Fair Trade in Tourism SA (Tourism Update, n.d). The agreement, which is said to be valid for a year, will improve collaboration between the two organisations and provide a framework for joint programming. Knysna Tourism CEO, Shaun van Eck, believes the two organisations share common objectives such as positioning Knysna as a leading

responsible tourism destination by creating employment in a fair and sustainable way for all, including disadvantaged people and communities. Because of these similarities, the two organisations have agreed to share opportunities that might support the mandate of either organisation or the fulfilment of shared objectives. The organisations will also share infrastructure and other resources for communication and information dissemination (Showme, n.d.).

Aas, Ladkin and Fletcher (2005) conducted a research study to examine a collaborative approach to the relationship between heritage management and tourism development in Luang Prabang, Laos. Their research involved examining the UNESCO/Norwegian government project, aiming to promote collaboration between heritage conservation and tourism through stakeholder involvement. Five aspects are explored in their research:

- Channels of communication between the heritage and the tourism groups.
- Generating income for heritage conservation and management.
- Involving the local community in decision making and tourism activities and.
- An assessment of the extent and success of stakeholder collaboration.

Through this research, Aas et al (2005) discovered that the fragmented nature of the tourism industry creates a recognised need for co-ordination and collaboration in planning and many different stakeholders have interests in the tourism planning process. Critical to the implementation of the collaborative planning approach is the identification and legitimisation of all potential stakeholders, including those who are involved in the planning process.

In another study conducted by Dinnie, Melewar, Seidenfuss and Musa (2010), which involved export promotion organisations (EPOs), investment agencies (IAs), national tourism organisations (NTOs) and embassies of South Asian countries, they discovered that National Tourism Organisations of the Southeast Asian Nations collaborate with other organisations, including government organisations and also private organisations. They co-ordinate their efforts from the beginning stage for policy formulation and for investment promotion activities. The agencies are autonomous, they have their own budgets, they all understand what each other's roles are, but where there is room for collaboration, they collaborate - something which may appeal to the tourism organisations, public and private sectors in the Western Cape Province. The organisations also had regular meetings and they updated each other on their activities and touched base on a weekly basis.

One of the respondents interviewed by Dinnie et al. (2010) highlights a key characteristic of the frequency of meetings dimension of inter-organisational co-ordination, by framing frequency as being issue-based rather than time-based. An implication of the issue-based

approach is that meetings are held on an as-and-when required basis, rather than being fixed in advance by calendar dates that may have little relevance to the issues that each organisation is grappling with. This may be an approach to consider for the Western Cape region considering issues such as the global economic meltdown and the seasonality issue impact both business and the tourism industry in the region.

This is echoed by Huxham and Vangen (2005) when they point out that at a strategic level, the broad purposes of collaboration may be, at one extreme, concerned with the advancement of shared vision, or, at the other extreme, with the delivery of a short term project. They may require, at one extreme, considerable joint investment in action or, at the other, merely the development of a relationship and some exchange of information. Thus, the key regional stakeholders in the Western Cape Province with vested interest in the tourism industry and the marketing thereof can collaborate on a yearly basis but with a focus on issues and take the 'purpose-oriented approach' than to collaborate just for the sake of it.

On this note, one respondent in Dinnie et al's research (2010) pointed out that more co-ordination is good, but it is recommended that it does not get too institutionalised. They must be purpose-oriented. The 'purpose-oriented' aspect of inter-organisational co-ordination was echoed by another respondent (NTO), who emphasised the need for potential synergies as a precondition for engaging in a co-ordinated approach.

Expanding on the exchange of information, Aas et al (2005) say mutual participation by interested stakeholders makes use of local knowledge to ensure that decisions are well-informed and appropriate. This adds value by building on the store of knowledge, insights, and capabilities of stakeholders.

2.3.2 The challenges of inter-organisational collaboration

Dorado and Vaz (2003) stated that inter-organisational collaboration is always difficult. Not surprisingly, a lot of what is known about it deals with the hurdles and obstacles that hinder collaboration. These obstacles are both internal to the partners and external to the collaboration and derive from organisational, technical and political factors. Dorado and Vaz (2003) break down these factors as follows:

- Organisational obstacles derive from the differing missions, professional orientations, structures and processes of the organisations. In addition, in the case of organisations, such as government agencies (Cape Town Tourism and Wesgro-CTRU) who need to respond to higher mandates, these obstacles can be increased or minimised depending on the support received from higher level organisations, such as donors or hierarchically superior government agencies.

- Technical barriers originate in the differential technical capacity of organisations. They may also derive from the incompatibility of policies and procedures followed by them.

- Political barriers derive from power differentials — these differentials are likely to derive from differential access to resources. They may also result from the tendency towards turf protection, particularly when a project threatens the control of functions traditionally assumed by only one of the organisations in the partnership.

- Externally, political pressure against collaboration may derive from stakeholder groups that have an interest in the conduct of the organisations and/or the result of the project. In the Western Cape Province scenario, that may be the funding bodies, thus the Provincial Government and the local government, the City of Cape Town.

Fyall and Garrod (2005) also point out to other challenges, thus the fragmented nature of the tourism environment. The tourism environment also tends to be susceptible to external forces that are beyond the control of the key stakeholders operating within. Fyall and Garrod (2005) say that one potential for combating such fragmentation is collaboration, which can assist in bringing together all the various organisations and enable them to work effectively together.

Many of the obstacles common in inter-organisational collaboration processes can be eased with the development of trust between the partners. The creation of co-operative interpersonal relationships and processes promoting communication, mutual influence and joint learning may facilitate the development of this trust. Conveners or change champions have a crucial role to play in developing these conditions. Their effectiveness depends on the credibility they have among the partners involved, their familiarity with the situation addressed by the partnership, and their position as a balanced or unbiased partnership (Dorado & Vaz, 2003). This is reiterated by Goldstein and Butler (2010) who point out that the role of conveners is to enable stakeholders to engage in relationship building and problem solving so they can proceed to implement plans and agreements.

2.4 Key regional stakeholders identified for this study

It is of utmost importance to expand on the key regional stakeholders selected for the purposes of this study. These specific organisations were selected by the researcher based on the role they play in the tourism industry of the Western Cape Province, be it as funders or destination marketing organisations. Each identified stakeholder's roles and/or mandates are discussed below.

2.4.1   The Provincial Government of the Western Cape

The Provincial Government of the Western Cape's Department of Finance, Economic Development and Tourism's vision is encapsulated in the vision of the National Growth and Development Strategy and the vision of iKapa eliHlumayo. The National Growth and Development Strategy's vision is a South Africa which is the leading emerging market and destination of first choice for investors, while retaining and expanding social equity and fair labour standards. One of the department's key objectives is "to grow the economy in a sustainable manner, for the benefit of all who make the Western Cape their home" (Cape Gateway, n.d.).

2.4.2   The City of Cape Town

The mandate of the City of Cape Town (CoCT) is to develop tourism drawn from the South African Constitution (Act 108 of 1996), where municipalities are made responsible for leading, managing and planning for development, including the development and marketing of the tourism sector. The Tourism, Events and Marketing Department drives the City of Cape Town's local tourism mandate and support the strategic planning sector of the City. All the work undertaken in the Tourism, Events and Marketing Department of the City of Cape Town is guided by the Tourism Development Framework and Spatial Investment Framework for Cape Town, approved by the City in 2004, which sets out specific goals and activities aimed at developing tourism in partnership with Cape Town Tourism and the private sector. The Tourism, Events and Marketing Department have two branches: Local Area Tourism Development and Destination Development responsible for facilitating the development of tourism cooperation (Cape Town, n.d.).

2.4.3   Cape Town Tourism

Cape Town Tourism is the official regional tourism organisation for City of Cape Town responsible for destination marketing as well as visitor and industry services. It is guided by the vision of positioning Cape Town as one of the world's top 10 tourism destinations in terms of economic yield, and developing tourism in establishing Cape Town as one of the world's greatest cities to visit, live, work and invest in; driving economic and social transformation and promoting and helping to achieve the wider city vision of being celebrated globally for 'creative freedom'.

The vision for Cape Town Tourism is to make a substantial difference in the future prosperity of the City of Cape Town, by playing a leading role in delivering this vision by 2020. The

mission of the tourism agency entails the activation of the industry, visitors, residents and partners as ambassadors for Cape Town - Living Cape Town, Loving Cape Town – in order to deliver the city's vision for tourism. One of the strategic objectives of Cape Town Tourism is "to maximise synergies (particularly arising from business tourism) with other sectors of economic development" (Cape Town, n.d.).

2.4.4   Cape Town Routes Unlimited

Cape Town Routes Unlimited (CTRU) was created in 2004 and tasked to promote Cape Town and the Western Cape as a premier leisure, events and business tourism destination, and to ensure that visitors so greatly enjoy their stay that they plan their return trip before leaving the pristine shores of the Western Cape Province. CTRU actively markets Cape Town and the Western Cape as a brand which promotes sustainable growth, transformation and pride; and provides strategic direction and marketing support to the province's tourism industry.

With five focus areas, namely leisure tourism, events, conferencing and incentives, visitor services and product development; CTRU has successfully built a brand which has already seen Cape Town become the number one long-haul destination in the world, the top convention destination in Africa and receiving the 2008 World Travel Award for being the leading destination in Africa (Cape Town Routes Unlimited, n.d.).

2.4.5   Wesgro

As of 1 April 2012, Wesgro, the trade and promotion agency for the Western Cape, and CTRU were merged under a single banner. Wesgro's mandate has now been extended to include Destination Marketing. This will ensure that the province has a consolidated service offering that allows it to be more efficient and more effective in the promotion of the Western Cape.

Member of the Executive Council (MEC) Alan Winde (Wesgro, n.d.), a Member of the Executive Council of the Western Cape Government responsible for tourism destination marketing announced that with effect from the 1 April 2012, Wesgro would become the single economic development delivery agency of the Western Cape Government, and its official implementing agency. In his statement he had indicated that a joint decision had been taken between himself and the Board of Directors of CTRU and Wesgro to incorporate the tourism destination marketing function into Wesgro. The incorporation of destination marketing,

investment and trade promotion under one roof was undertaken to drive "greater efficiency in these strained economic times" (Wesgro, n.d.).

As per this arrangement the tourism destination marketing function, the allocated budget for the financial year 2012-2013 and the fulltime staff members of CTRU have thus, been transferred into Wesgro as at 1 April 2012. In tandem with this process the Western Cape Government commenced with the process of repealing the Provincial Tourism Act and also sought to amend the Wesgro Act so as to include the new function of tourism destination marketing.

Wesgro has now taken responsibility for the delivery of all tourism destination marketing initiatives contained in the 2012-2013 Annual Performance Plan (APP). The APP was compiled by the CTRU Boards of Directors, agreed to by the Department of Finance, Economic Development and Tourism and submitted to the Western Cape Provincial Parliament (Tourism Cape Town, n.d.).

Wesgro, which has been authorised to manage the mandate for CTRU is now the official Destination Marketing, Investment and Trade Promotion Agency for the Western Cape, located in Cape Town (Wesgro, n.d.).

Other stakeholders to be engaged in this study with a stake and or interest in tourism and who are critical stakeholders to the above-mentioned stakeholders include Cape Town Partnership, Accelerate Cape Town, Cape Town Chamber of Commerce and Industry and Airports Company South Africa (ACSA), Cape Town International Airport (CTIA).

2.4.6   Cape Town Partnership

The Cape Town Partnership is a collaboration between the public and private sectors working together to develop, promote and manage Cape Town Central City. The Cape Town Partnership was formed when the City of Cape Town, the South African Property Owners Association (SAPOA), the Cape Town Regional Chamber of Commerce and Industry and other stakeholders came together to address issues of urban degeneration and disinvestment in the Central City as well as their related social problems. It is an independent non-profit organisation (Section 21 company) governed by a Board of Directors. The directors, drawn from a diverse range of stakeholders, bring their expertise and networks together for the benefit of the Central City. Continuing the successes of the 2010 Central City Partners Forum established in November 2008, the Cape Town Partnership has launched a series of Central City Partners Forums that aims to keep city stakeholders updated and informed about activities, developments and plans that are forthcoming in the Central City. In

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order to acquire vital informants to the Central City Development Strategy - a joint project acquire vital informants to the Central City Development Strategy – a joint project initiated by the Partnership and the City of Cape Town, the Forum hopes to retain the relationships established over the past two years and endeavor to establish interaction with interested and affected parties. The 2010 World Cup allowed fast tracking of many infrastructural developments in the Central City, for example, public spaces, pedestrian routes, cycle tracks and public transport. It also helped to change attitudes with regard to walking the City, and using public spaces and public transport. However, much more still needs to be done as the city recovers from the effects of the global recession. The aim of the Central City Partners Forum is to bring stakeholders together to assess the continuing socio-economic challenges facing the city and to find shared solutions, (Cape Town Partnership, n.d.).

2.4.7   Accelerate Cape Town

Accelerate Cape Town was started in 2006 by a group of thirty business leaders, brought together by a common concern over the pace and direction of visible growth in the Western Cape Province. The group agreed that because of the instability that had characterised city and provincial leadership over the previous decade, a common long-term vision was needed to inform the strategies and activities of business, government, labour and civil society. It agreed that 'big business' should play a leading role in developing this vision and leading the implementation of projects that will help achieve it. On 1 March 2007, Accelerate Cape Town began operating.

Accelerate Cape Town is significantly different from the other representative business bodies such as the Cape Chamber, Cape Town Partnership, and Wesgro, and it strives   to   avoid duplication of activities that are already covered by these   organisations.   It   works   closely with all of these organisations to ensure a cohesive approach   to   the   development   and implementation of a long-term vision for the Cape   region (Accelerate Cape Town, n.d.).

• Cape Chamber of Commerce and Industry

Established in 1804, the Cape Chamber of Commerce and Industry is the oldest   member-based business organisation in Africa (Cape Town Chamber, n.d.). It is mandated to serve, enable and lead business. This is achieved through a plethora of services, networking opportunities as well as robust advocacy on behalf of business. The Chamber recently completed a membership segmentation survey to get a granular view of its membership. The results of this survey show that the Chamber's members are a fairly close representation of the Western Cape business in general.

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Roughly two-thirds of the Chamber members are made up of small, medium and micro enterprises. While just over half of the members have turnovers under R5 million per annum, a substantial 14% have annual turnovers of over R50 million per annum. Although the Chamber is attracting start-up members, the majority (60 percent) of organisations have been operating for more than ten years, testifying to the sustainable nature of businesses in the region.

The Chamber has divided its products and services under three distinct functions (Cape Town Chamber, n.d.) and these are:

Serving Business

The Cape Chamber of Commerce has always played a significant part in keeping its members informed of the latest issues which affect businesses both large and small. Speed networking events, information sessions, staff training and other events are well attended by both members and non-members. Landmark events such City meets Business and Business meets Cabinet allows the Chamber's members' access to the executive of both the local and provincial governments.

Enabling Business

The tougher than normal economic climate of the last few years has required a much more pragmatic view and the Chamber is finding new ways to practically reach out and help businesses drive efficiencies. Its international desk and business support department have been set up to drive new business deals, assist companies reach export potential and help members run their business more efficiently and within the bounds of national compliance regulations. Access to arbitration and mediation has been made available to business in the region and the rest of Africa through the African Commercial Dispute Settlement Centre, helping members and non-members avoid costly litigation wherever possible.

Leading Business

One of the key functions of the Cape Chamber is advocacy. Lobbying on behalf of its members is gaining traction and the Chamber is now represented at the highest national levels, taking part in bargaining and negotiations at the National Economic and Development and Labour Council (NEDLAC) and many other local and provincial bodies. The Chamber is also working with its active membership to create leadership bodies in various key sectors. The Chamber portfolio committees have been set up to reflect those at national Parliament and through these, the committee chairs comment on policy, legislation and regulatory issues which may impact businesses in various verticals.

The Cape Chamber of Commerce is ever mindful of the fact that while it is important to provide information and practical measures to help its members better run their businesses, creating deal flow is also critical. For this reason, the leadership has also developed an aggressive pan-African policy which will see it connecting and collaborating with other African chambers, governments and agencies to facilitate expansion into the continent for its members (Cape Town Chamber, n.d.).

- Airports Company South Africa, Cape Town International Airport

Cape Town International Airport (CTIA) is the second largest airport in the Airports Company South Africa (ACSA) network and the third largest airport in Africa (Airports n.d.). It is also the gateway to the premier tourist and VIP destination in Africa and has established a reputation as the premier international award-winning airport in Africa, consistently performing among the best in the world for service in its category. This award-winning airport is the gateway to one of the most preferred tourist destinations in the world; Cape Town and the Western Cape. Infrastructural developments were completed in May 2010, in time for the 2010 FIFA World Cup™; and developments were ultimately aimed at adding more convenience for the airport user.

Despite the magnitude and complexity of the renovations which were finalised in May 2010, the airport consistently delivered top-notch service, thus being voted the Best Airport in Africa and Best Airport in Africa for Staff Service Excellence in the 2010 SKYTRAX Awards. In 2011, the airport won two Airport Council International (ACI) Airport Service Quality (ASQ) global awards for the Best Airport in Africa and Best Improved in Africa. Both awards are based on passengers' overall satisfaction with Cape Town International Airport. The ASQ survey is an Airport Council International (ACI) initiative and the leading airport customer satisfaction benchmark programme in the world. The airport also won the SKYTRAX World Airport Awards 2011 for Best Airport in Africa for Staff Service Excellence. In 2012 and 2013, the airport was again awarded the Best Airport in Africa and the Best Airport in Africa for Staff Service Excellence at the SKYTRAX World Airport Awards. This came shortly after having been awarded the Best Airport in Africa award for 2012 by the Airports Council International. In September of 2012, it was one of five airports in the world nominated by the Airports Council International to be inducted into the Director General's Roll of Excellence. This is for its exceptional achievements in the Airport Service Quality surveys conducted over the past five years.

ACSA is the airport infrastructure owner and relies on two areas to make profit, being aeronautical (aircraft landing fees, parking fees and passenger service charges) and non-aeronautical elements namely retail and property. To benefit from these elements, the airport

has to facilitate more flights landing at the airport and tourism contributes a significant number of feet count through the airport. Airlines can only increase the number of flights per route based on the demand from passengers.

If the airport does not have the capacity to handle an influx of tourists or business travellers this will then impact on the number of visitors coming into the region and in turn if the tourism or business products on offer are not adequate, it will impact on the airport's performance as fewer flights will use the airport as point of entry. The airport as gateway can play a significant role to this experience and continuous collaboration is critical.

2.5 Summary

Looking at the roles each stakeholder plays as a business or government body and a regional key player, the linkages and the existence of some sort of partnerships amongst these organisations are evident. There are also linkages in some of the business objectives which can be optimised through inter-organisational collaboration in marketing tourism in the region. Almost all do allude to working with other organisations to meet their objectives. This, it can be assumed, can be the background to form the foundation of inter-organisational collaboration to market the region as a tourism destination of choice.

D'Angella and Go (2009) do point out that collaboration within the context of tourism destinations is a necessary condition for competitiveness to result, both for a destination management organisation (DMO) and its stakeholders. In that sense, the emergence of knowledge-based marketing underscores how a DMO can utilise knowledge to underpin and enhance its primary function, namely to act as an 'orchestra director' and co-ordinate the public and private-sector organisations involved in tourism. In other instances, the DMO serves as a hub firm, or a facilitator, providing a map for destination tourism development. It can also function as a 'controller', permitting firms to carry out certain activities, such as hosting congresses, leisure events and exhibitions. In general, the main purpose of the DMO, such as Cape Town Tourism and Wesgro, is to improve the development and management of tourism processes by enhancing co-ordination and collaboration between the stakeholders concerned at all levels (D'Angella & Go, 2009).

An additional argument for collaboration offered by Aas et al. (2005) is that it engages all interested parties in the decision-making process by allowing them to take responsibility, enhance their self-reliance, and their own awareness of the issues — all of which enables all partners to enjoy a greater degree of consensus and shared ownership. The success of collaborative processes, as pointed out by Van Vactor (2011), is realised when joint decision-making align plans among various stakeholders with an aim of achieving synchronicity, efficiency, and effective marketing initiatives.

In everyday urban tourism marketing practice, collaboration may be seen as a continuous process in the making. Typically, strategic destination plans treat the issue of collaborative performance as the stakeholders' joint commitment to reach its strategic goals (D'Angella & Go, 2009). Collaborative communications strategies entail people or organisations working together to accomplish shared goals and in the process, maximise the use of their resources to meet each organisation's marketing objectives. Effective collaborative processes within integrated stakeholder involvement also enable improvements in meeting shared goals and objectives and in the process, optimise inter-organisational relationships (Van Vactor, 2011).

One can also not forget that set against the above-mentioned positive factors in collaborating are a number of challenges to the development of collaboration, which were highlighted in the preliminary literature review. These include the added cost to planning and development, the identification of legitimate stakeholders, and the capacity of the stakeholders to participate in the collaborative relationship (Aas et al., 2005).

The following chapter explains the research methodology that was followed for the purpose of this study.

3.1 Introduction

In this chapter, the research methodology utilised in conducting this study is discussed in detail. This study aimed to establish the level of current collaboration and satisfaction between the identified stakeholders and verify whether this can be seen as contributing to tourism growth. The research is based on data obtained from interviews conducted with eight organisations involved in or who has a vested interest in the growth of tourism in the Western Cape Province. The research focuses on the types and frequency of collaboration and collaborative communication of these organisations and whether they are involved in the joint implementation of tourism marketing objectives as recommended by Wilson and Boyle (2006).

Henning (2004:36) states that a "method denotes the way of doing something" therefore the approach; whilst the methodology refers to the "coherent group of methods that complement one another and have the right fit to deliver data and findings that will reflect the research question and suit the research purpose." This chapter describes the methodology that was used in the study and provides a detailed account of how the researcher went about studying and answering the research questions, as well as the methods that were used for data collection and analysis.

In this research, a qualitative approach was under-taken. The nature of qualitative research says Merriam (2009), is that the researcher is the primary instrument of data collection and analysis, the process is inductive and the product is richly descriptive. The overall purpose of qualitative research is: to achieve an understanding of how people make sense out of their lives; delineate the process (rather than the outcome or product) of meaning-making; and, describe how people interpret what they experience (Merriam, 2009). To support this notion, Richards and Morse (2007:5) say that "qualitative research helps us make sense of the world by organising the undisciplined confusion of events as they occur in natural settings."

3.2 Research design

Research design entails designing the pacing of processes and strategies to be used, and at the same time the project should be seen as a whole. The pacing of the project involves planning the sequencing of its components and the movement between data gathering and data analysis (Richards & Morse, 2007). Different strategies are available for research such as: case study, action research, surveys, experiments, ethnographies, narrative studies as

well as grounded research and so forth (Henning, 2004). For this study, a semi-structured interview approach with open-ended questions was chosen.

3.3. Qualitative research methodology

Brynard and Hanekon (2008:8) state that qualitative research is "suitable to promote in-depth understanding of a social setting or activity as viewed by the research participants" while Richards and Morse (2007) add that through this approach, new understanding of a particular subject may be derived from the participants and qualitative methods provide a certain type of knowledge and with the tools needed to resolve confusions.

Why qualitative research? The reason for choosing a qualitative research methodology and design is collaborated by Richards and Morse (2007) who point out: "the research question requires it and the data demand it", and for the purpose of this study it is important to learn from the participants what their experiences are with regards to the research question and how they interpret those experiences. In this study, do they believe collaboration is visible in marketing the region or there is no collaboration at all. Richards and Morse (2007) also add that the purpose is to learn from participants in a setting or a process the way they experience it, the value they put on it, and how they interpret what they experience. A researcher needs methods that will allow discovery and do justice to the participants' perception and the complexity of their interpretations. This data can be best sourced through qualitative research and specifically by utilising the interview process with semi-structured questions to allow for flexibility from one interview to the next.

Following this, an explanation of the benefits and challenges of using qualitative research will be highlighted.

3.3.1 Benefits of qualitative research

The strength of qualitative research is that it allows one to gain an in-depth understanding of the research problem (Babbie & Mouton, 2001:309). Additionally, qualitative researchers are concerned with the 'processes as well as products'. As a result, researchers concentrate and pay special attention to how respondents answer questions, as well as the meaning that they give to some words and actions to be able to obtain the full picture (Fraenkel & Wallen, 2006:381). Qualitative research is more flexible because the research method employed allows a researcher to change the collected data as the study progresses (Welman, Kruger & Mitchell, 2005:8), and this increases the validity of the findings (Babbie and Mouton, 2001:309).

3.3.2 Challenges of qualitative research

It is also important to be cognisance of of the disadvantages of qualitative research. The challenge is not in doing it 'right' but in achieving coherent, robust results that enhance understanding (Morse & Richards, 2002). One of the problems faced by qualitative researchers is the difficulty of coping with the complexity of the huge volume of unstructured data which has to be analysed (in the form of typed scripts, field notes and handwritten accounts). The main problem is to sort data into categories without losing the subtle complexities and inter-linkages contained within it (Walliman, 2005). A lot of data can be generated by using this method and, therefore, analysing the data can be a real challenge.

Due to the sheer bulk of data that can be generated, this strategy often employs relatively small samples, hence the findings cannot be generalised beyond the sample. Seeing that validity in qualitative research is often ignored, there may arise a problem of not adequately analysing and interpreting results, thereby giving rise to subjectivity instead (Silverman, 2000). This point is supported by Babbie and Mouton (2001:309) when they point out that results also depend on the interpretation of the researcher and thus make it prone to bias, which make results more subjective than objective. Furthermore, qualitative research is more interpretative and, therefore, requires someone that has good communication and analytical skills to report the social phenomenon in more objectives ways (Babbie & Mouton, 2001).

3.4 Data collection

Various qualitative methods offer different prisms through which to view the world, different perspectives on reality, and different ways in which to organise chaos (Richards & Morse, 2007). These methods use different aspects of reality as data, and it is a combination of these different data, different perspectives, and different modes of handling the data that gives the researcher different interpretations of reality (Richards & Morse, 2007). On this note, interviews were chosen for this study, because it provided the researcher with an opportunity to explore and describe the perception and experiences of the regional stakeholders targeted for this study.

The interview questions were semi-structured, which allowed the researcher to collect the data and provide small alterations of the questions with regard to the respondents' attitudes, beliefs and emotions (Hair, Bush & Ortianu, 2006). Semi-structured interviews lie between structured interviews and completely unstructured interviews. In a semi-structured interview, "the research has a list of themes and questions to be covered, although these may vary from one interview to the next," (Welman et al, 2005:166). For the purpose of this study, the researcher asked all the participants the same questions with either planned or unplanned

probes. The interviews were tape-recorded and transcribed in preparation for analysis (Richards & Morse, 2007).

Henning (2004:70) divides the interview research process into three phases:
- Finding the respondent and setting up the interview in accordance with the overall research design.
- Conducting and recording the interview.
- Reflecting on the interview and working with, or analysing and interpreting the data.

3.4.1 Data collection techniques

The research instruments used for the purpose of this research study included face-to-face interviews, document analysis and qualitative content analysis, which are commonly used by qualitative researchers. These techniques were adopted in order to understand whether key regional stakeholders collaborate and if they do how this benefits the marketing of the Western Cape Province as a tourist destination.

3.4.1.1 Semi-structured interviews

Walliman (2005) says that there are two main methods of conducting interviews; face-to-face and by telephone. The researcher used face-to-face interviews, with semi-structured questions. The advantages of semi-structured interviews are that they allow a researcher to maintain consistency during the interviews and to be in control of the interview process (Sapsford & Jupp, 2006: 99).

Interviews attempt to uncover underlying motivations, prejudice, and attitudes toward sensitive issues. In essence, interviews are communicative events aimed at finding what participants think, know and feel (Henning, 2004). Interviews were used in this research because they involve asking questions, listening, showing enthusiasm and genuine interest, and at the same time recording what is said or taking note of the topic during the interview session.

Hesse-Biber and Leavy (2006:119) note that "in-depth interviews use individuals as the point of departure for the research process and assume that individuals have unique and important knowledge about the social world, which is ascertainable through verbal communication." This notion applies to the semi-structured interview process which was adopted for this study. Even though it is time consuming, interviews can explore the research problem in detail and are a good method to use in order to gain insight into a specific population. During the interviews conducted for this research, the researcher used open-ended questions to assess the perception on the role of stakeholder collaboration in tourism marketing in the

Western Cape Province and Cape Town. Interviewing is often the primary data collection strategy in qualitative studies. Getting good data in an interview is dependent on the researcher asking mostly well-chosen semi-structured questions that can be followed up with probes and requests for more detail (Merriam, 2004).

3.4.1.2 Advantages of interviews

The interview method was selected because it is flexible and can be used to clarify misunderstood issues. The presence of the interviewer minimises the number of "I don't know" and 'No' answers (Babbie & Mouton, 2001:263). Semi-structured interviews allow a researcher to probe in order to clarify vague answers, and it is a flexible way of collecting data (Welman et al, 2006:16). Interviews also "bring to our attention what individuals think, feel and do, and what they have to say giving us their subjective reality in a 'formatted' discussion, which is guided and managed by an interview and later integrated into a research report" (Henning, 2004:52). The interviewer is also in a position to judge the quality of the responses of the subjects, to notice if a question has not been properly understood, and to reassure and encourage a respondent to answer in full. Visual signs such as nods and smiles are valuable tools in promoting complete responses (Walliman, 2005).

3.4.1.3 Disadvantages of interviews

One of the disadvantages of an interview approach and design is getting a commitment in terms of participating in the study and when respondents do, getting a set date and time agreed upon for the interview. The researcher firstly engaged potential participants in terms of organisations and suitable individuals for the study and participants were fully aware of the information required. This took place during July 2012. The first interviews were only conducted at the end of October 2012 and December 2012. There was a lot of transitioning within the industry, with CTRU being incorporated into Wesgro and most of the participants were reluctant to engage on the topic of collaboration. Other participants did commit but could not find the time to participate when requested to do so. The other disadvantage is the subjectivity on the part of the interviewer. As Henning (2004) points out, the interviewer, who guides and manages the process, will focus on the responses needed for the topic being researched. This means that the context is shrunk to a small moment in the person's life and this 'disembededness' or 'decontextualisation' must have some impact on the 'realness' or the truth value of the data.

Another element to consider is how the interviewer structures the questions. Merriam (2009) states that getting good data in an interview is dependent on the researcher asking well-chosen open-ended questions that can be followed up with probes and requests for more detail. The researcher made an effort to have consistency in the questions with slight

adjustments made to the semi-structured questions, depending on the participant's role in the industry.

3.5. Validity and reliability

Richards and Morse (2007:81) give the following advice to researchers: "As you prepare your research design, it is important to ensure that you are designing a project whose outcome will be appropriate and fully justifiable, as properly based in the data." Why this advice? As pointed out by Henning (2004), qualitative research has its downside, thus "measurement is fallible," various data and different sources have to be used to "strive for validity" (Henning, 2004). How? The researcher has to pay attention to the question, data and method to ensure that the data is appropriate and the questions are addressed fully and responsibly. The researcher has to also properly account for each step in the analysis. From the design stage, the researcher has to utilise processes which will log each significant decision and the interpretation of each discovery — the log of the journey will be the prime source of the researcher's justification of where they arrived and what they discovered (Richards & Morse, 2007).

If many interviews are conducted with different people and with the same person at different times, there may be more and more reliability of data and inter-subjectivity may be achieved. On this note, Denscombe (2007) says if interviews are the chosen research methodology, then the researcher has to ensure that:

- There is consent to take part: It is openly a meeting intended to produce material that will be used for research purposes, and the interviewee understands this and agrees to it. In ensuring this, the researcher shared with all participants a fact sheet of what the study entails, an ethical letter endorsed by the university as well as a consent letter each participant signed. On this note, Henning (2004: 53-54) points out that in this view of the interview the interviewer is a neutral facilitator who elicits the forthcoming information from the interviewee and the interviewee gives these responses with the help of questions and prompts in an atmosphere of trust and accountability.

- Interviewees' words can be treated as 'on the record' and 'for the record.' Participants were made to understand that everything shared in the interview process will be utilised as data and permission to record the interviews was sought and given by participants.

- The agenda for the discussion is set by the researcher; when the researcher wants to gain insight into things such as people's opinions, feelings, emotions and experiences, then interviews will almost certainly provide a more suitable method. Interviews lend themselves to the collection of data based on among others privileged information, thus the value of contact with key players in the field who can provide privileged information. The depth of information provided by interviews can produce best 'value for research money.'

Secondly, the data is based on opinions, feelings, emotions and experiences- these need to be explored in depth and in detail rather than simply reported in a word or two in the case of a survey questionnaire for example, proving the validity and reliability of the interview research method.

3.5.1. Selection of participants

Eight tourism related organisations in Cape Town were chosen. Participating stakeholders were purposively chosen in terms of the research sought. Those who were chosen to be interviewed had to be 'expert participants,' with extensive experience with the tourism industry (Richards & Morse, 2007). On this note, the researcher chose specific tourism and destination marketing organisations and others with vested interest in tourism. The participants were specifically chosen as they were privy to key strategic information and had the authority to share it with the researcher without the need to seek permission from a superior. Thus, top management were the main source of information for this research which included organisations' board members, CEOs, senior managers, marketing and communications managers.

Researchers rely on their experiences, ingenuity and or previous research findings to deliberately obtain units of analysis in such a manner that the participants selected may be regarded as being representative of the relevant population (Welman et al, 2005). "The investigator selects participants because of their characteristics; they know the information required, are willing to reflect on the phenomena of interest, have the time, and are willing to participate" (Richards & Morse, 2007:195). In this study, the researcher selected participants in top management, who have been in the industry for more than three years. The researcher also relied on experience and the knowledge gained by being part of the industry and previous research findings of studies conducted in other countries.

3.6 Research process

A qualitative exploratory approach was taken, comprising face-to-face interviews with key participants in the industry. The key participants engaged were drawn from eight organisations engaged or who have a vested interest in the tourism industry which is a key economic driver in the Western Cape and Cape Town (Dinnie, Melewar, Seidenfuss & Musa, 2010). The first step taken before the interviews was to draft interview questions which were semi-structured. "Semi-structured questions are developed in advance, along with prepared probes. Unplanned, unanticipated probes may also be used" (Richards & Morse, 2007:111). The researcher designed semi-structured questions, arranged in a reasonably logical order, to cover the ground required. These questions were "compared with the research problem" mainly to "determine whether the questions are thorough and correct enough to elicit the required information" (Welman et al, 2005:167).

The potential participants were contacted via e-mail; attached to that e-mail was the participant fact sheet which explained the purpose of the study giving the problem statement and describing the type of information the researcher is interested in collecting. The researcher also mentioned in the e-mail that the potential participants will be called to set an appointment for interviews. The e-mail also mentioned the length of time needed for the interview, being between 45 to 60 minutes.

Primary data collection took place between October 2012 and September 2013. The selected participants were first contacted at the end of July 2012 with follow-up emails and phone calls until the first interview was granted in mid-October for the end of that month. The purpose of the communications audit was to gauge the interest in and support of inter-organisational collaboration as well as understand/ascertain the levels as seen by each participant (Aas, Ladkin & Fletcher, 2005).The researcher had planned to utilise a communications audit questionnaire as well as face-to-face interviews. In conducting a communications audit, the researcher hoped to understand the current levels of partnerships between the regional stakeholders. This was going to guide the researcher in formulating the questions for the one-on-one interviews to ensure that the time given by each participant was maximised and little follow-ups were necessary. Unfortunately, none of the participants were keen on responding to this questionnaire and no explanation was given, they were willing to sit for an interview after several follow-ups by e-mail and telephone calls.

Semi-structured interviews were used in this study as they allow the interviewer to use probes with a view to clearing up vague responses, or to ask for elaboration of incomplete answers. To accomplish the research goals, the researcher decided on an approach using mainly open-ended questions that allowed the respondents to engage in wide-ranging

discussions. One of the main challenges was to get at the contextual nuance of response and to probe beneath the surface of a response to the reasoning and premises that underlie it. Consequently, the researcher decided on a semi-structured interview in which the open-ended questions gave the respondents latitude to articulate fully their responses (Aberbach & Rockman, 2002). The probes used varied from "Why?" to "Could you elaborate on this?" (Welman et al, 2005). Interviews were conducted in English at the respondents' offices. When permission was given to record the interview, the interview was recorded and later transcribed. The interviews were recorded with a dictaphone after obtaining the permission from the participants. Interviews ranged between 45 to 60 minutes.

During the interview process, some questions were used in some interviews, given the specific organisational context that is encountered in relation to the research topic and not necessarily used in the next interview, also depending on the participant's responses to the initial questions and the receptiveness to these questions, and then the interview process had to be adjusted. Although all the respondents were asked the same questions, the interviewer adapted the formulation, including the terminology, to fit the background and willingness to engage of the respondents (Welman et. al., 2005). This resistance to questions was encountered with the participant from the City of Cape Town. The order of questions also varied depending on the way in which the interview developed. On the other hand, additional questions were used to explore the research question and objectives given the nature of events within particular organisations.

3.7 Summary

This chapter outlined the methodology that was employed for this research in order to verify whether collaborative approaches were and are employed amongst key regional stakeholders chosen for this study, in marketing the Western Cape and Cape Town as a tourism destination. The researcher also looked at the role played by PR Strategists and/or Communications Managers in influencing the collaborative approach among key regional stakeholders selected for this research. Data was collected from two principal sources: semi-structured interviews with top and middle management of the organisations chosen and through relevant documents from each of the organisations. All the participants selected for the study were based in Cape Town. Interviews constituted the primary data source for this particular study (Siegel, 2008). The researcher worked from the sample list to establish e-mail contact with all individuals for setting up face-to-face interviews.

The methodology chosen had its challenges. The certainties of mathematical formulae and determined levels of probability are not applicable to the 'soft' nature of qualitative data, which are inextricably bound up with human feelings, attitudes and judgements (Walliman,

2005). But this methodology has its advantages as well, because of its flexibility; interviews are a useful method of obtaining information and opinions from experts during the early stages of a research project. The research findings are discussed in Chapter 4 and recommendations are provided in Chapter 5.

CHAPTER FOUR

DISCUSSION OF FINDINGS

4.1 Introduction

While the need for different organisations to integrate their marketing activities in a coordinated manner is widely accepted, little explicit and available research examines tourism organisations' perceptions of the level of collaboration and communication that should be attempted. This research study hopes to address that gap by examining the extent to which the key organisations collaborated during the 2010 Soccer World Cup and if this translates into continuous collaboration post the soccer event (Dinnie, Melewar, Seidenfuss & Musa, 2010).

The discussion of the findings in this chapter is related to the research aim of this study, namely to establish the level of current collaboration and satisfaction between the identified stakeholders in the Western Cape Province and Cape Town and verify whether this can be seen as contributing to tourism growth. This was fulfilled by achieving the following objectives, namely:

- To establish the current nature of collaboration levels between identified stakeholders in tourism-related marketing initiatives undertaken by each entity.
- To establish the current co-operation of tourism-related marketing initiatives of the stakeholders.
- To identify any existence of overlaps in tourism-related marketing initiatives.
- To provide guidelines for the way forward in optimising stakeholder collaboration in tourism-related marketing initiatives to grow the industry.

To meet these objectives, as per the research design (see Chapter 3), a qualitative research methodology was used in which one-on-one interviews using semi-structured questions was chosen. Interview appointments were requested with top management of various organisations including board members and these were set and conducted as per availability of each individual. The initial request for interviews was sent to all organisations on 31 July 2012, followed by reminder e-mails and calls to obtain a commitment from each identified participant over the following months. The first interview was only conducted in the month of October 2012. The rest of the interviews were conducted between July 2013 and September 2013, this delay can be partly attributed to the transitional period of some of these organisations which included the incorporation of CTRU into Wesgro, as well as the targeted participants' hesitancy to get involved due to the confidentiality of their strategies

At the beginning of this study, the researcher had targeted eight organisations involved or who have vested interest in tourism marketing, aiming for one or two participants from each. Top management including Board members, CEOs and top executive managers were targeted and eight participants in total were identified. Of the eight organisations, only five took part in the study and six participants were interviewed. The researcher did not get any commitment from the Provincial government's Department of Finance, Economic Development and Tourism despite being referred to a number of relevant Heads of Departments and Directors (See Annexure B). The Cape Town Partnership did not take part either because they could not see the relevance of their participation in tourism marketing (See Annexure B). The Cape Town Tourism's former CEO did not respond to requests for an interview and the researcher was referred to the Executive Manager: Marketing to conduct the interview. For validation purposes, the researcher approached three journalists who have been covering the tourism industry for a number of years and two committed to taking part in the study and were interviewed.

The findings presented in this chapter are the responses from interviews conducted with three CEOs, all of whom are either at Cape Town Tourism or at Wesgro Board, three executives of which one served as the board chairperson for one of the tourism bodies and two journalists who focus on the Western Cape tourism and political domain. As some of the participants did not want to be identified by name, pseudonyms were used and the researcher provided a list of names for the purposes of marking as well as signed consent forms of all participants. The numeric in the pseudonyms references the sequence in which participants were interviewed. The interview schedule is indicated in Table 4.1

Table 4.1: Interview schedule

Job Title	Organisation	Date of Interview
CEO/Board Member	Cape Chamber of Commerce and Industry Board/Cape Town Tourism Board	29 October 2012
Executive Manager	City of Cape Town	6 December 2012
Executive Manager	Cape Town Tourism	16 July 2013
Executive Manger/Former Board Chair	Airports Company South Africa/Cape Town Tourism Board	24 July 2013
CEO/Board Member	Accelerate Cape Town/Wesgro Board	30 July 2013
CEO/Board Member	Airports Company South Africa/CTRU/Wesgro Boards	13 August 2013
Journalist	Media 24 (Beeld/Die Burger)	30 August 2013
Journalist	Independent Newspapers (Cape Times)	18 September 2013

4.2 Findings and synopsis

This section describes the main results in raw form as well as in summary. The next section focuses on the interpretation of these findings as well as identifying emerging themes. These findings were sourced through 10 semi-structured questions with participants being asked between seven and nine of the 10 questions during the interviews. The choice of questions asked in each interview was dependent on the participant's role and expertise in the tourism industry.

The findings highlighted a number of factors which can be deemed a challenge to inter-organisational collaboration for tourism marketing. One big concern, clearly visible in the responses for the first question asked (the current levels of inter-organisational collaboration in tourism and destination marketing), which impacts higher inter-organisational collaboration is the lack of alignment between different agencies in Cape Town who perform the role of marketing. The respondents acknowledge the potential for inter-organisational collaboration and the positive synergies that can occur when overlapping goals exist as also noted by Dinnie et al (2010).

Such overlaps are mostly in the source markets targeted and the marketing platforms participated in, such as the World Travel Market in London. Despite this, CTRU and Cape Town Tourism did not, pre-2012, take advantage of this and in the findings, it is highlighted that there was a feeling amongst most Cape Town people that the two agencies should be merged to form one marketing agency for the Western Cape of which Cape Town is part of. One argument is that CTRU was formulated as a joint effort, run and owned by the Province co-operating with the City of Cape Town and other stakeholders in the region but the City pooled its funding citing the fact that the agency did not meet all its objectives. This move led to competition between CTRU and Cape Town Tourism.

One participant indicated that their approach has always been on avoiding unnecessary duplication but rather to look at what others are doing, identify gaps and offer their expertise where the others do not have it. One such example is from a small business development approach run by an organisation managed by the Cape Chamber of Commerce and Industry's portfolio chairperson (Respondent 1-JJ, 2012). The focus and expertise of the Tourism Enterprise Partnership (TEP) was on enterprise development and they had an objective to transform the tourism industry by helping emerging entrepreneurs from previously disadvantaged communities. What respondent 1-JJ (2012) said was lacking was market access which CTRU could offer at the time. It made sense to respondent 1-JJ to approach CTRU, especially since CTRU had the objective to transform and grow the industry which could be easily met by partnering with TEP. Such an approach has been described as

"collaborative advantage" by Huxham and Vangen (2005:4-5). CTRU and TEP benefited from the additional resources, insights and ideas and also the knowledge that was brought by the other partner.

One reason which should encourage more or higher levels of inter-organisational collaboration is the fact that Cape Town, similar to any major city in world such as Paris, London or New York, is a drawing card for tourism in the Western Cape Province. Potential tourists in the source markets may not know about the Western Cape but they do know Cape Town. It does not make sense for two organisations to travel overseas to market the Western Cape and the City. As highlighted by one respondent "Countries are marketed through their key cities ... there is only one place to market and that is Cape Town and when tourists are here, they can explore the region" (4-IB, 2013). On this note, another respondent gave the example of Catalonia, Spain. The Province of Catalonia works closely with the popular and well-known city of Barcelona to draw tourists to other parts of the region. This is done through day trips to experience food and wine as well as carnivals.

One viewpoint the respondents seem to agree on is that there is room for more inter-organisational collaboration, in response to the first question on the current levels of inter-organisational collaboration. The incorporation of CTRU to Wesgro seems to have brought a shift in the relationship with Cape Town Tourism. As one participant pointed out, personalities were eliminated and Wesgro's management was more mature as to say Cape Tourism has been in this marketing space for a long time and has had a number of achievements and it will make more business sense to collaborate than to work in silos.

In November of 2012, Cape Town Tourism and Wesgro joined forces to market the City and region at the World Travel Market trade show in London. Cape Town Tourism, Wesgro and City of Cape Town also partnered for the travel trade expo and conference International Tourismusbörse Berlin travel trade show. When the fiscal year for 2013/2014 started at the beginning of July for Cape Town Tourism, they were already engaging Wesgro to partner and formulate a joint marketing strategy agreement on the set things they will collaborate on, such as the World Travel Market trade show in London, International Tourismusbörse Berlin, the India and China Road Shows, as well as the South Africa annual Tourism Indaba. The two organisations are also planning to collaborate on specific campaigns such as the winter campaign and media hosting.

The participants do also highlight the key elements which can lead to a successful collaborative approach to tourism marketing thus, alignment between the various marketing agencies, clarity on roles in any joint ventures, collective leadership, brand message and

clarity on who owns or controls the message. Stakeholders have to move away from personality driven decision making and have more maturity in addressing tourism marketing in the region. Last but not least, proactive communication from the onset of any collaboration is critical.

To successfully collaborate, roles and responsibilities of each body involved directly or indirectly in marketing the region have to be clarified as opposed to everyone trying to do the same thing. Another participant gave the example of the Cape Chamber of Commerce and Industry bringing delegates to the region and allowing Wesgro to present business opportunities from a trade perspective to these business groups, including business incentives offered by the Western Cape.

On collective leadership, one participant pointed out that job creation and transformation of the tourism industry are issues which should bring organisations together. Business has to create collective leadership and address the problems instead of looking to government to resolve it.

The tourism marketing agencies also have to tap into the existing Three Cities Alliance agreement which was formed by Cape Town, Johannesburg and Durban to promote urban tourism. Through this alliance, Cape Town Tourism and Wesgro can tap into local tourism; there are so many people in Johannesburg and Durban who have never been to Cape Town. Such an alliance can also be used to maximise on tourists who visit our country through targeted marketing campaigns where the three cities can offer overseas visitors packages to spend about three days exploring each city. This can also help transform the industry by empowering up and coming operators and increase the product offering in the region.

Participant 8-BN (2013) indicated that collaboration can also allow the region to tap into new markets such as the African market through the national carrier (South African Airways) and its affiliates (Mango and SA Express) who have recently added more routes into Africa.

Holistic messaging is also highlighted as critical to a successful collaboration in the region. The regional bodies have to formulate one message. One participant referred to this as formulating a 'brand partnership', taking all the organisations in the region, who contribute to marketing Cape Town and the region and ensuring that they tell one story. There should be a common thread in what all stakeholders say and all these organisations have to be part of formulating that message. Once formulated and agreed upon, each of these then can go and share the story and tell it their own way as per their marketing objectives, as long as the common thread is visible in what they all say.

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4.3 Discussion and interpretation of findings

2   <u>Level of current collaboration</u>

When the researcher initially embarked on this research, CTRU was still in existence but has since been incorporated into Wesgro, a process which took place over the past year and a half. The following findings focus on the relationship between Cape Town Tourism and CTRU and the current relationship between Cape Town Tourism and Wesgro. The respondents tended to focus more on why there are challenges or limitations in collaboration more than sharing their opinions on the current levels of collaboration. Following are some of the responses obtained.

Respondent 1-JJ (2012), Chairperson of the Cape Chamber of Commerce and Industry's International Trade and Tourism portfolio committee, indicated that role clarification was key to a beneficial collaborative relations, an example was given regarding transforming the sector thus from a provincial perspective with CTRU, the former had market access while TEP was strong on enterprise development:

> As the Tourism Enterprise Partnership, our mandate is to grow small businesses, transform the sector and create sustainability; you can't be sustainable if you are not collaborating. Our strategy has always been 'let's not duplicate what others are doing' from a Provincial perspective, with CTRU, we needed market access which they could offer, they had certain goals they wanted to achieve with regards to sector transformation and we could offer that support as we were strong in enterprise development (1-JJ, 2012).

Through the collaborative approach adopted with CTRU, TEP could meet its goals when the relationship benefit was market access of their members while CTRU could meet its transformation goals through the enterprise development. As pointed out by Van Vactor (2011), collaborative partnerships have to be characterised by shared goals and rewards, clearly defined areas of responsibilities, and there should be open lines of communication in this partnership.

Another view point of the level of current collaboration was from Respondent 3-VC (2013) who indicated that the current levels are limited due to a lack of alignment between different agencies that play the role of marketing in Cape Town:

> The big concern is that we have different agencies in Cape Town who play the role of marketing but there hasn't been real alignment between these bodies before. Since CTRU was incorporated into Wesgro, there has been a notable change when it comes to collaboration and in the last year (2012/2013) there has been quite a number of collaboration between Cape Town Tourism and Wesgro (3-VC, 2013).

Through this collaborative approach between Cape Town Tourism and Wesgro the following has been implemented:

- Former CEO Mariette du Toit-Helmbold is on the Wesgro Board.
- Formalised Regional Forums meet on a quarterly basis.
- Joint marketing initiatives in 2012- in the UK (World Travel Market, London), Germany (International Tourismusbörse Berlin 2013) and US marketing trips.

What is interesting to note is what is highlighted as the cause for the lack of or limited collaboration between the marketing bodies. A comparison is highlighted with regards to the CTRU/Cape Town Tourism and Cape Town Tourism/Wesgro relationships. The main cause of lack of collaboration between CTRU and Cape Town Tourism is attributed to political interference which led to infighting and deterred collaboration:

> *Collaboration between these entities is sometimes not communication driven... there is a notable lack of cooperation or consultation (Respondent 3-VC, 2012).*

This also highlights what has been pointed out: that, the communication issue is a critical one and can play a leading role in helping networks of partners to be born (created) and grow up (develop/mature) (Krucken & Meroni, 2006).

Politics being a deterrent to collaboration is highlighted by other participants and one had this to say:

> *I don't think there was any clear collaboration between CTRU and Cape Town Tourism, there is a change with Cape Town Tourism and Wesgro but not significant. The bottom line, the problem in this province is politics (Respondent 7-JS, 2013).*

Another comment on political interference is highlighted when it comes to the failure to collaborate in marketing initiatives between CTRU and Cape Town Tourism:

> *When CTRU was still alive, the two CEOs were competing for the prize of Cape Town as CTRU was representing both Cape Town and the Western Cape. This competition was caused mainly by the politicians. The two CEOs competed for the funds and who is taking the limelight in the City as both were marketing the City while CTRU also marketed the province (4-IB, 2013).*

Another factor which could have deterred collaboration is the bureaucratic processes CTRU had to go through while Cape Town Tourism operated independently as an agency:

> *Cape Town Tourism is very innovative, very nimble while CTRU was very bureaucratically governed, spending so much time complying with the law (governed*

by the Western Cape Tourism Act), *than actually doing the work. So it was a terrible combination that made the two organisations not work well together* (5-GL, 2013).

Another challenge faced by these tourism marketing bodies, which may have been influenced by political pressures, is the issue of personalities. This issue is notable absent in the current relationship between Wesgro and Cape Town Tourism, who have been able to easily reach out to each other and acknowledge what the other can bring to the table:

> *Now looking at CTRU being incorporated into Wesgro, there are two main benefits, the personalities which were focused on seeing Cape Town Tourism as the enemy are now gone and the CEO of Wesgro is much more practical, he understands the need to collaborate and cooperate and the Wesgro board is reflective of this approach with three people from the Cape Town Tourism side sitting on the Wesgro board. At a senior strategic level there is synergy and integration of the people...*
> *(5-GL, 2013).*

The issue of personalities within these organisations impacting effective collaboration is highlighted by another participant:

> *Having various entities trying to do the same thing is silly especially in times of financial constraints; you need to pull your resources and expertise together. One problem with tourism is that its very personality driven as well. So sometimes just because the one doesn't like the other will not see merit in what the other is proposing, this leads to these entities working in silos, creating their own marketing platforms (7-JS,2013).*

The other point which should be highlighted is whether higher collaboration is limited by the need to focus on issue or purpose-based collaboration such as the Soccer World Cup and other such big events instead of working towards a strategy by design approach which will allow for continuous collaboration. Big events such as the Soccer World Cup in 2010 are seen as a catalyst to more continuous collaboration:

> *Things like the SWC and World Design Capital 2014 campaigns were the starting point to work together. In the industry, collaboration is about relationships and you can only build those by working together, we still have a long way to go, there are still a lot of grey areas, but it is a lot better, we are currently at 30% in terms of working together (3-VC, 2013).*

Another respondent supports this by stating:

> *They (Wesgro and Cape Town Tourism) are starting to look at an annual plan; it is not a bad idea to have a strategic partnership (6-DC, 2013).*

Can these organisations move away from the issue-based approach of collaboration to a strategy by design where collaboration can be allowed to be continuous? One participant sees this as a challenge at present despite the inroads being made by Cape Town Tourism and Wesgro:

The human being is put together in such a way that whenever there is common purpose or common enemy, they work together to resolve that problem. Strategy by design needs more maturity and a level of understanding that is not about the individual but about the greater good of the community. Unfortunately South Africa's current political landscape hasn't reached that maturity (4-IB, 2013).

In essence, levels of collaboration or lack thereof can be attributed to a number of elements as highlighted in the above findings. These are: political pressures and interference, personalities, and lack of maturity, lack of consultation and communication, lack of alignment as well as the bureaucratic processes which limit innovative and creative approaches to marketing. These deterrents are highlighted by Dorado and Vaz (2003:141) when they state that "coordinated action is deemed as the most fruitful approach for the success but it is likely to be hindered by communication barriers and conflicting agendas."

3 Overlaps and duplications in tourism related initiatives

Again it is highlighted in the participants' responses that if there is no clarity in roles, duplications are bound to happen. CTRU was formulated as a joint effort, run by Province cooperating with the City of Cape Town, when CTRU failed to meet the objectives set by City of Cape Town, funding was pulled and redirected to Cape Town Tourism whose role was expanded to include the marketing role, that is where overlaps may have started:

The key element is that the City is not exclusive; the city domain also forms part of the province, so when province – the province markets the Western Cape, by default they also market Cape Town as it forms part of the region of the Western Cape. The provincial tourism legislation makes provision for the region of the Western Cape of which Cape Town is one region (Respondent 2-TV, 2012).

Can it be implied that such duplication lead to CTRU's demise? This was the agency that was responsible for destination marketing which encompassed tourism, business and conference marketing amongst other things, a role which has now been entrusted to Wesgro:

The move from CTRU to Wesgro made sense, Wesgro went overseas to promote the business side and there was often quite a lot of duplication with CTRU, as they had a business attraction focus in their marketing; they will go to Brazil for example to see what business they can attract to South Africa, events and conferencing so it made sense to align it with Wesgro (1-JJ, 2012).

Due to this competitive approach between Cape Town Tourism and the now defunct CTRU for the same funding, collaborative opportunities were missed by the two organisations and this resulted in duplications at international marketing trips:

> Having watched the fighting that took place between CTRU and Cape Town Tourism, as to who was more important, it was ridiculous how they will go to the same international marketing conferences and sit literally next to each other with the same posters but with the logo of each organisation on it (5-GL, 2013).

Collaborative approaches are said to create a synergy that offers more than the sum of its parts, described by Huxham and Vangen (2005) as "collaborative advantage." Another similar marketing platform is the South African Durban Tourism Indaba which takes place on an annual basis and offers tourism organisations a platform to showcase tourism products, and the event attracts international visitors and media from across the world (Indaba-South Africa, n.d.). Each partner is bound to benefit from the additional resources, insights and ideas, knowledge and finance that other partners can bring (Huxham & Vangen, 2005). On that note, another respondent highlighted the benefit of the marketing organisations in Cape Town as follows:

> They (Wesgro and Cape Town Tourism) are already doing joint planning between the tourism marketing guys and Wesgro and the CTT. I think they are actually meeting every two months at the moment and they are doing joint planning for example when they went to Tourism Indaba in Durban, they actually had a Western Cape stand and CTT's portion was right in the middle of this stand and they had the small tourism bodies of the WC such as Knysna all around it. They designed it in such a way that Cape Town was at the centre of the stand with Wesgro and the district alongside. They actually won an award for the stand. They won a gold award for the stand. That is the kind of collaboration that was simply not happening before and it is happening now (5-GL, 2013).

The destination and marketing organisations have similar source markets they target to market the Western Cape and Cape Town:

> There are lots of similarities in our target markets, for example, in November 2012 we (Wesgro and Cape Town Tourism) went to World Travel Market in London where we shared a stand; Mariette (Former Cape Town Tourism CEO) actually represented both Wesgro and Cape Town Tourism. Whenever we as Cape Town Tourism go to any marketing event or Wesgro goes, we always take each other's marketing material. At ITB Berlin, Wesgro and CTT shared a stand at that

marketing event early this year, more and more we are starting to work together (3-VC,2013).

The respondents seem to acknowledge the potential for collaboration while also indicating the limits to the degree of overlap within which it would be appropriate for different stakeholders to collaborate. Although aware of the limits to possible overlaps, they do stress the positive synergies that can occur when overlapping exists especially when stakeholder roles are clarified from the onset as also noted by Dinnie et al (2010):

> *Wesgro has more business focus approach, they want to drive investment into the country, they use tourism as a magnet and tourism can be used to attract the business. The new Executive Manager for tourism at the City of Cape Town is starting to say the City can do more of the business marketing for tourism – while Cape Town Tourism continues with the tourism marketing side (1-JJ, 2012).*

> *It might relate more to government interaction or inter-relations between spheres of government or that there are formal agreements in place, that there are meetings taking place, that there is an initiative by national government or the provincial government to create a joint economic development partnership (the role initially played by CTRU). How can we all work together in a broader economic partnership (2-TV, 2012).*

The marketing agencies can also use collaboration to attract tourists from the African continent; it is one market Cape Town has not really pursued. One respondent has this to say on this point:

> *The regional marketing agencies seem to fail to consider African countries as potential source markets. We have South Africans who annually go to Mozambique or Zanzibar for holidays, if those destinations in Africa can market themselves to us and the African countries, why is there no real talk to market Cape Town and the region to the people in those destinations. Even the relevant portfolio committees in parliament are talking about the potential of the continent, now the question is whether the tourism bodies are targeting this market. We have SAA flying regional (African) routes. Mango, the local airline started a new route to Zanzibar. They have also looked into amalgamating all three airlines – SAA, Mango, SA Express, to be marketed as one in the continent and the region can take advantage of that and look at the potential in the continent(8-BN,2013).*

In a nutshell, in order to avoid duplications, the region's marketing bodies have to move towards working together and key to that is role clarification when formulating a joint marketing strategy – in the process, pull limited resources, create synergies instead of

competing when the end result sought is similar. How do these marketing organisations move away from duplications and overlaps and maximise their marketing efforts. The discussion below will highlight this.

4   Determine how better inter-organisational collaboration can be achieved

For the region to maximise its tourism marketing initiatives, better inter-organisational collaboration has to take place. One participant said it well in pointing out that "as a region we have to sometimes put our politics and mandates aside and look at it from a visitor perspective" (3-VC, 2013). Collaboration among organisations involves and uses joint decision-making and shared resources by stakeholders of a domain to solve problems that they cannot individually solve. It has the synergy among partners to better solve problems and accomplish goals (Olden, 2003).

D'Angella and Go (2009) state that many destinations 'suffer' from a scarcity of financial resources needed to establish a budget that is adequate for the development and implementation of a tourism marketing strategy. This has been highlighted by both Wesgro and Cape Town Tourism as the main factor for reaching out and maximising the use of marketing funds available to them. CTRU for example as pointed out by one participant that they had a funding of up to R60 million six or seven years ago and this dwindled to R25 million per annum two years ago when the process to incorporate it into Wesgro commenced. In 2012, Cape Town Tourism had to relook its marketing strategies for the 2012/2013 fiscal year due to budget cuts (News 24, n.d.).

In 2012, the City of Cape Town reduced the budget for Cape Town Tourism by about R10 million (News24, n.d). Such financial challenges have been seen to be responsible for the growing interest in collaboration for tourism marketing. Such partnerships have been deemed to give organisations and destination areas a competitive advantage by bringing together and sharing their combined knowledge, expertise, capital and other resources (Fyall & Garrod, 2005). Certainly in the Western Cape, the participants do indicate the need to collaborate and maximise the scarce funds allocated to tourism marketing; which is evident by the following response received.

> *Not long ago, 6 or 7 years ago, the budget for CTRU was approximately R60 million per annum. The year, last year before we transitioned, it was down to about R25 million per annum. One has to understand that there are other priorities, issues like housing, services, security and all of that is putting a drain on the resources. The merger between CTRU and Wesgro is not a bad option, because in doing that you are actually you cluster 2 sets of resources, in doing so you get efficiencies and in*

doing so you can free up more of the little budget you have in terms of getting it into marketing (6-DC, 2013).

This sentiment is echoed by Cape Town Tourism when the following is pointed out:

Collaborating essentially makes more sense, we have so many marketing organisations and there are duplication somewhere, as Cape Town Tourism we have our limitations with budgets compared to other destinations in the world but if we start to pool resources with Province, Wesgro and key partners in the industry, the hotel groups who have huge budgets; as a region we need to have all arrows pointing in the same direction to be more effective (3-VC, 2013).

What these stakeholders are advocating for is what Olden (2003) refers to as the stakeholder collaboration's collective model which aims to integrate a wider range of participants and a more diverse group of community interests in order to achieve broader tourism marketing objectives for the region.

Such collaboration can also be seen as contributing to tourism growth, one participant points out, "if you listen to MEC Alan Winde, he says currently tourism of the WC is 10% of the GDP and he wants it to be 15%. You can't do that if you don't use every bit of resources to market" (Respondent 6-DC, 2013). This view is also highlighted by another participant who said:

In the industry collaboration is about relationships and you can only build those by working together – we still have a long way to go, there are still a lot of grey areas, but it is a lot better, we are currently at like 30% in terms of working together as different marketing agencies and regional stakeholders. Cape Town Tourism, Wesgro and the City of Cape Town have to sit and say what we are going to do together and not work in silos (3-VC, 2013).

So, how do these organisations plan to work towards collaborating and doing so on a continuous basis? Cape Town Tourism and Wesgro have already started working towards a common goal; the tourism marketing agencies are looking at working together on specific campaigns as they have done since November 2012 with the World Travel Market in London and the winter campaigns. Cape Town Tourism and Wesgro are also working together in terms of media hosting with giving the media fraternity tourism focused city experiences while Wesgro takes them out into the region's tourist attractions.

Cape Town Tourism is at the beginning of its 2013/2014 Financial year, in partnership with Wesgro, we are looking at putting together a joint marketing agreement with the things we want to collaborate on in this year, it will probably be

World Travel Market in London, ITB Berlin in Germany, India and China Road shows
and Tourism Indaba hosted in Durban South Africa. We have worked together, we
just need to formalise it. As Cape Town Tourism, we have a challenge that our
funding is annual and we can't really have longer agreements but agreements are
key to formalising our relationships (3-VC-2013).

Currently, especially for the 2012/2013 fiscal, most of these marketing initiatives these organisations having been working together on have been ad hoc but the stakeholders are now looking at a clear plan for the coming year.

They (Wesgro and Cape Town Tourism) are starting to look at an annual plan, I think
it is not a bad idea to have a strategic partnership and look at collaboration, there is
much better alignment between City and Province, which can be beneficial, I also
think there is a lot of work to be done still (6-DC, 2013).

One participant gave the example of how tourism and business can tap into each other's resources to meet set objectives:

Wesgro has a more business focus approach, they want to drive investment into the
country, they use tourism as a hook tourism can be used to access the market of your
country through tourism; you attract the business, that's what Wesgro does. Cape
Chamber will bring delegations from other countries, Wesgro will present the
opportunities we have here to that delegation, Wesgro can show them the potential of
the Western Cape, where do they go, what do they do, what are the incentives (1-JJ,
2012).

Another way is for the stakeholders to work together through strategic partnerships. One participant from the City of Cape Town pointed out, "there is an initiative by Provincial Minister Alan Winde to create a joint Western Cape Economic Development Partnership (WCEDP), the role initially played by CTRU. The WCEDP will create a mechanism where everyone will cooperate. This is one way we can all work together in a broader economic partnership (2-TV, 2012). It has to be noted at this juncture that the WCEDP has since been formalised and is fully operational.

On this note one participant pointed out that the WCEDP can be the coordinator to help with ensuring a strategy based approach with a holistic message with each stakeholder using it to structure their marketing messaging, be it for tourism, destination or business purposes. As indicated in the literature review (Chapter Two), in Ireland collaboration was also used by the public agencies involved in sports tourism. As is common in processes of inter-organisational collaboration, the agencies, Northern Ireland and the Republic of Ireland had diverse missions, structures and processes. An external consulting firm played the role of

convener, facilitating communication between them and pushing the project ahead (Devine et al, 2009). How can this approach be applied in the Western Cape region? One possible way to ensure an optimal degree of inter-organisational coordination which was articulated by one respondent:

> There is a more strategy based approach now with the Western Cape Economic Development department, Cape Town needs to develop what we call the Brand Partnership which will bring all these organisations that in one way or another market Cape Town, be it the Cape Chamber of Commerce, Cape Town Partnership, Cape Town Tourism, Western Cape Economic Development department Accelerate Cape Town or Cape Town International Convention Centre (5-GL, 2013).

Through this brand partnership, these stakeholders can tell one story about the Western Cape region:

> There must be 30 organisations that are all promoting Cape Town for their own purposes, but they don't have a single story – they don't all tell the same story, the only way to get to that story is by forming a partnership between all of them and work out what the story is and once we've worked out what the story is then we say you go out and tell the story in your own way and I will do the same but at least we are telling the same story. I think that is the next phase we are going to go into by getting all of those role players around a table and say how we make sure we've got the same story (5-GL, 2013).

The above respondent thus outlines one potential means to achieve successful inter-organisational collaboration whilst avoiding excessive bureaucracy, as well as avoiding a turf-watching silo mentality that could hamper attempts to develop a coordinated strategy as suggested by Dinnie et al (2010).

What has emerged from the above discussion is that in order to achieve better inter-organisational collaboration, an alignment between these different agencies, spheres of government and other parties is critical. This must also create synergies which will help maximise the use of limited resources and marketing budgets. This can be possible through joint decision making processes which will lead to successful marketing initiatives. A stakeholder collaboration model is also important and key to that is collective leadership. Such a model has been referred to as strategic partnership or brand partnership with the creation of one message, telling one story. As each stakeholder comes with its own mission, structure and processes, an overseer may be the solution such as the newly formed Western Cape Economic Development partnership which will manage the strategy based collaborative approach and make sure that it is clearly communicated to all partners.

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Table 4.2: Applying Greer's Model

Greer (2002) came up with a Four Point Model on conditions which can influence partnerships. The table below applies this model to tourism marketing partnerships in the Western Cape and Cape Town. The indication is that substantial of progress has been made to enable higher collaboration.

Conditions that influence partnerships	Western Cape Province and Cape Town partnership status
Contextual conditions	
Belief that more can be achieved through working together.	**Yes** – As each of the identified stakeholders has a role to play in tourism and destination marketing, there is a good deal of synergy in terms of organisational structures and objectives. Target source markets are similar and both organisations are funded by local and provincial government, factors which would contribute to an effective partnership.
An environment of understanding and respect.	**Yes** – Relationships already established between Cape Town Tourism and Wesgro.
Historically and politically supportive environment, similar ideologies.	**No** – Though funded by City Cape Town Tourism operates independently as an agency while Wesgro has a Provincial Act to adhere to. It was evident that collaboration is necessary/practical and the executives of the two organisations are working towards that though with concerns of political interference and personalities.
Stakeholder/organisational conditions	
Equal balance of power.	**No clear yet** – This may be dependent on who has the funds and who owns the message. At the time of interviews, the organisations where about to sit to plan for the 2013/2014 fiscal and the approach was equal partnership
Joint problem Solving.	**Mostly** – No difficulties in Agreeing to joint priorities. Through joint planning and agreeing on a set plan of action for each fiscal in terms of target markets and marketing trips.
Decision making conditions	
Open and informal decision making.	**Yes** – Clear decision-making structure along formal lines at senior level with Cape Town Tourism Board members and CEO sitting on the Wesgro board, Formalised Regional Forums which meet on a quarterly basis.
Effective communication.	**Not clear** – This is a work in progress, as Wesgro's Chief Marketing Officer and the CTT's Executive Marketing Manager were about to sit to share their marketing plans and form a joint marketing plan at the time of interview
Partnership operation	
Clear strategy.	**Not yet** – This will be addressed in the joint marketing plans when they are being formulated and a strategy should be clearly articulated in relation to similar objectives.
Consultative Approach.	**Yes** – This has been achieved through participation at board level, regional forums and in the planning of joint marketing initiatives in November 2013 (World Travel Market, London, ITB Berlin and 2013's successful joint exhibition at the Tourism Indaba.

4.3.1 Emerging Themes

A total of 12 themes were identified from the primary data in this study. These themes are presented below:

- *Political interference and bureaucratic processes*

  Participants responded to the question on the current level of collaboration between tourism and marketing bodies by citing the limitations caused by political interference. This has been identified as a deterrent to effective inter-organisational collaboration for tourism marketing in the Western Cape and Cape Town. This fragments the available financial resources and compromises the marketing of the region. This has in the past created a lot of competition between the then CTRU and Cape Town Tourism, created mistrust, and stakeholders were not willing to share information or work together. Political interference has also been highlighted as a cause for lack of innovation as it comes with a lot of bureaucratic processes. Bureaucratic processes necessitated by the Western Cape Act limited CTRU's innovativeness, with the City of Cape Town considering incorporating Cape Town Tourism's role, it may compromise this innovation and creativity.

  There has been talk of Cape Town Tourism being incorporated back into the City of Cape Town's Tourism, Events and Marketing Department. Some participants had concerns that with the political landscape changing, there will be no continuity with regards to the marketing strategies. When the City or Province ends up being run by another political party; outsourcing the marketing portion to agencies such as Cape Town Tourism will ensure continuity. Another concern is on the independent agency's flexibility to move and create; incorporating it into a government structure may slow Cape Town Tourism down.

- *Lack of maturity*

  A question was asked to establish if collaboration can be continuous instead of being issue–based. Some participants indicated that this may be a challenge at present despite inroads being made by Wesgro and Cape Town Tourism due to the current South African political landscape which has not reached the maturity to allow for a strategy by design approach. The current thinking and philosophy is all about what can be gained from an individuality perspective. The problem with tourism, as highlighted by most of the participants, is that it is very personality driven. If one individual does not really like another then they will not allow themselves to see the merit in what is being proposed. This personality-driven approach had in the past caused the marketing of the region to suffer as the focus was more on positioning the agencies instead of the destination and another problem indicated by one participant was the intolerance of leadership to see the value of working together to market the destination.

- *Align to avoid duplications*

  The researcher asked the question on the commonalities in targeted source markets for tourism marketing, a key reason to collaborate. Clear alignment between the various agencies which directly or indirectly contribute to tourism marketing is critical. Wesgro and Cape Town Tourism are mandated to market the City of Cape Town, the two organisations are targeting the same source markets and attending the same marketing trade shows across the globe, aligning their marketing strategies and sharing the responsibility makes business sense for both organisations.

- *Scarcity of resources* and *funding challenges*

  D'Angella and Go (2009) state that many destinations 'suffer' from a scarcity of financial resources needed to establish a budget that is adequate for the development and implementation of a tourism marketing strategy. The participants were asked the question of financial constraints and all agreed that funding challenges should be a good enough reason to collaborate and maximise the use of available budgets. One participant even highlighted the fact that funding comes from local and provincial governments who have other priorities such as housing, service delivery and security which are all putting a drain on the available resources. The marketing budget tends to be the first to be cut back when government revise their priorities. By collaborating, Wesgro and Cape Town Tourism can stretch their limited budget and get more mileage through joint marketing initiatives.

- *Role clarification*

  This theme seemed to come up in the participants' responses including when they were asked to indicate who is responsible for marketing the destination. Van Vactor (2011) states that collaborative partnerships are characterised by shared goals and rewards, clearly defined areas of responsibilities, and open lines of communication. Wesgro and Cape Town Tourism are looking at having annual agreements for joint collaboration and these agreements will be critical to formalising their relationship or partnership and ensure the collaboration's specific objectives are mutually beneficial. It is important to ensure clarity on roles and responsibilities to ensure successful collaboration. As pointed out by one participant, interrelations between stakeholders have to be clearly defined, what is expected from each stakeholder in the tourism sector and who should do what activity within the collaborative relationship as opposed to everyone trying to do the same thing. One example of this is with reference to the seasonality issue which impacts the Western Cape and Cape Town. Seasonal airlines are willing to extend their flight routes to the winter months as long as both business and economy class seats can be filled. Cape Town Tourism can push to fill the economy seats but will also rely on Wesgro,

business through the Cape Town Chamber of Commerce, Accelerate Cape Town and Cape Town Partnership.

- *Synergy and integration at the senior strategic level*

This theme emerged from the responses to the question on current levels of collaboration and what can enable higher collaboration. The Boards and executive management level of these stakeholders have to ensure synergy in their marketing plans. To achieve this, Wesgro and Cape Town Tourism have made sure that relevant executives sit on the boards and that joint planning is done for the 2013/2014 financial year. The two tourism bodies' marketing teams have met in July 2013 to share their marketing plans and to map out the markets they will jointly focus on. The two tourism bodies are also considering signing an agreement with a focus on collaboration for the World Travel Market, London Trade Show, ITB Berlin, India and China Road Shows, as well as the South African Tourism Indaba.

- *Collective leadership*

This theme emerged out of the question asked on how the Western Cape can apply the Three Cities Alliance concept adopted in a partnership between Cape Town, Durban and Johannesburg to jointly market urban tourism. Regional stakeholders identified in the research tend to come together for specific projects, some participants do not see this as being bad but do see it as a springboard to continuous collaboration for another pressing issue for government bodies, such as job creation. The stakeholders are said to be 'scrumming' together for the bigger purpose of job creation. There is an emergent of organisations in the region acknowledging that it is not the government's job alone to address unemployment but it is for business and tourism to create a collective leadership approach to solving the problem. What these stakeholders are advocating is what Olden (2003) refers to as the stakeholder collaboration's collective model which aims to integrate a wider range of participants and a more diverse group of community interests in order to achieve broader tourism marketing objectives for the region. Through collective leadership, the region can look at how it can collectively address the seasonality issue and fill the low demand times in the year by working on attracting big events and conferences to the Western Cape.

- *Proactive communication and information sharing*

A question was asked whether close co-operation can help each stakeholder tap into another's resources and marketing platforms, ensuring a balance in the development of joint marketing initiatives. From the onset of inter-organisational collaboration, it is important to position the joint structure. The stakeholder engagement model has to be

clearly defined and communicated to all participants. In the past, collaboration has failed due to a lack of consultation, communication and information sharing between stakeholders. Information sharing is critical to any successful inter-organisational collaboration. Wesgro and Cape Town Tourism have identified this. The two marketing bodies met in July 2013 to share their marketing plans and markets they aim to target. The two marketing bodies are also using this opportunity to sign an agreement for joint marketing.

- *Joint brand and marketing strategy*

  This theme was identified from the responses to the question on close co-operation which can assist the stakeholders meet their business objectives while ensuring that there are no duplications when targeting international source markets. Participants are advocating for change in the marketing approach, thus from being about the City or Province to being about what the tourists want to see and do. The marketing bodies have to also move away from working together on an ad hoc basis but to jointly formulate a clear marketing plan for the coming year.

  The regional stakeholders have to also look at creating a common holistic brand message: tell one story. As Olden (2003) points out, collaboration generates creative, comprehensive, practical, and synergistic thinking (and solutions) for complex, multi-sectoral problems and this notion can be applied to the creation of one message, sharing of one story about the Western Cape and the region. Brand partnership has to be formulated by taking all the stakeholders that in one way or another market Cape Town and the Western Cape and ensuring that they all tell the same story, as observed by one participant in the marketing approach displayed by Barcelona and Catalonia. Through this partnership, the region can work out a coordinated plan between stakeholders to showcase the destination so that visitors can get this an experience from urban to regional tourism when they are here.

- *Brand and message ownership*

  This theme emerged from the responses to the question on whether the region can apply the Three Cities Alliance approach formulated by Cape Town, Durban and Johannesburg when they formed a strategic partnership to jointly market urban tourism. There has to be clarity on the control or ownership of the brand message from the onset and all the participants in the collaboration have to be comfortable and in agreement.

- *Expansion to new markets: Africa*

  This theme emerged from the question on the issue of "scarcity of financial resources" experienced by the marketing bodies, Cape Town Tourism and Wesgro, and how collaboration can assist in stretching those budgets to grow the industry. The marketing bodies can also use collaboration to attract tourists from the African continent; it is one market Cape Town has not really pursued.

- *Transformation*

  Participants were asked whether they thought collaboration can play a key role in transforming the tourism sector and creating sustainability. At the 2012 Cape Town Tourism 8th Annual General Meeting, the Executive Mayor of Cape Town stated that the "tourism sector remains a vitally important contributor to economic growth, development and inclusion in Cape Town," (Executive Mayor De Lille, 2011) One participant also alluded to this notion referring to his organisation, Tourism Enterprise Partnership, which is mandated to grow small businesses, transform the tourism sector and create sustainability for the sector. To meet all these objectives, the regional stakeholders have to enable collaboration. They have to partner to champion transformation of the industry. Collaborate to help transform the industry and in the process champion inclusion of all communities in the region.

The following table categorises the themes which emerged from the research findings. These are categorise as per limitation to inter-organisational collaboration; steps to be taken by the stakeholders in this study to achieve higher collaboration and what these stakeholders can achieve for the Western Cape region through higher collaboration. Categorising the themes in Table 4.3 present a clear picture of the status of inter-organisational collaboration in the Western Cape Province at the time this study was conducted, how this picture can be changed and what will be achieved by each stakeholder if the suggested steps are implemented.

Table 4.3: Categorising Emerging Themes

Limitation to collaboration	Steps to achieve higher collaboration	What can be achieved through higher collaboration
o *Political interference* which can create conflict and uncertainty especially when there are two spheres of power o *Bureaucratic process* which can affect free flow of information, compromise innovation and creativity o *Lack of maturity* which is highlighted in the personality-driven decision making o Ownership of the message (Brand message) o Focus on the issue based approach instead of the strategy by design approach	o *Alignment* to avoid duplications o *Combine scarce resources* and funding o *Role clarification* in the creation of joint marketing strategy o *Synergy and integration* at senior strategic level o *Collective leadership* o *Proactive communication and information sharing* o *Joint brand and marketing strategy* o *Clarity on brand and message ownership*	o *Maximise scarce resources and funding to effectively achieve tourism marketing objectives* o *Creation of one message, which can be a thread in all marketing initiatives by the various stakeholders* o *Expansion to new markets. e.g. Africa* o *Transformation and growth by maximising tourism marketing initiatives and use of available funding*

Source: Table created by B.N Nyilika (November, 2013)

4.4 Conclusion

In analysing the research findings, the researcher hoped to determine whether collaboration witnessed in the planning and execution of the Soccer World Cup 2010 in the Western Cape region translated into continuous collaboration post the soccer event.

The researcher engaged eight participants, six of whom represented the identified stakeholders as per Chapter One. Only two stakeholders failed to commit to an interview, thus the Provincial Department of Finance, Economic Development and Tourism as well as Cape Town Partnership. To meet the minimum requirement of eight participants, the researcher interviewed two journalists who have done extensive coverage of the regional

political arena as well as tourism. The research interviews were conducted between October 2012 and September 2013.

The findings indicate that though collaboration in tourism marketing is taking place, it is still in its infancy having been only applied in the past two years, thus between 2012 and 2013. Through the research questions, overlaps were identified between Cape Town Routes Unlimited (CTRU) which was responsible the destination marketing of the Western Cape and Cape Town Tourism which was tasked with marketing Cape Town as a preferred tourist destination. CTRU has since been incorporated into Wesgro, a trade, promotions and destination marketing agency for the region. Since this merger, Wesgro has identified the role of inter-organisation collaboration, appreciate the expertise of Cape Town Tourism and are willing to tap into that knowledge and resources to assist in marketing the region.

Though some progress in inter-organisational collaboration has been noted between destination marketing agency, Wesgro, and tourism marketing agency, Cape Town Tourism, the participants interviewed in this study do highlight the need for more collaboration and ways to maximise this approach for the transformation and growth of the industry. As highlighted in the findings, the Provincial Minister for the Department of Finance, Economic Development and Tourism wants to see tourism's contribution to the Province's GDP move from the current 10% to 15%.

On embarking in this study, the researcher had a number of objectives with the overarching one being to establish if and why inter-organisational collaboration between these stakeholders is crucial to the effectiveness of the region's tourism marketing initiatives.

To meet this main objective, secondary objectives were formed, thus to establish the current levels of collaboration between identified stakeholders in tourism-related marketing initiatives undertaken by each entity, to establish the current co-operation of tourism-related marketing initiatives of the stakeholders, to identify any existence of overlaps in tourism-related initiatives as well as to provide guidelines for the way forward in optimising stakeholder collaboration in tourism-related marketing initiatives to grow the industry.

In determining the current levels of collaboration which are highlighted as minimal in the research findings, the participants seem to attribute these limitations to a number of factors, including political pressures and interference from the funding governmental

bodies; decisions made are mostly personality-driven due to a lack of maturity amongst role players within the organisations. A lack of consultation is also sighted as impacting the higher levels of collaboration. One participant attributed this to the fact that some of the collaboration efforts are not communication-driven and this has in the past led to a lack of alignment in the marketing initiatives embarked upon by the marketing bodies. Good communication has a vital role to play in the success of any collaborative arrangement (Huxham & Vangen, 2005; Devine et al, 2011).

On the issue of overlaps and duplication, what emerged from the research findings is that the marketing agencies have to move away from working in silos and appreciate the commonalities in their target markets. Each of the identified stakeholders has a role to play in tourism and destination marketing; there is a good deal of synergy in terms of organisational structures and objectives. They have what Wilson and Boyle (2004) referred to as "shared vision and objectives", which is a starting point for higher inter-organisational collaboration.

Target source markets are similar and the marketing bodies are funded by local and provincial government, factors which would contribute to an effective partnership according to Greer's (2002) research. Critical to working together will be the clarity in the roles each marketing body has to play when formulating a joint marketing strategy. The formulation of this strategy has to involve extensive consultation to incorporate all the key role players' input thus, the funding bodies in the region and the City as well as the destination and marketing bodies, Wesgro and Cape Town Tourism. This process should also not exclude the input from other regional stakeholders who have vested interest in tourism and destination marketing.

So, how do these stakeholders move away from the overlaps and maximise their marketing efforts? After all, as highlighted by Timur and Getz (2008), destination marketing organisations have the most crucial roles in achieving inter-stakeholder collaboration for developing a shared tourism policy, particularly because many and diverse industry actors trust or depend on them.

The answer lies in the achievement of better or increased inter-organisational collaboration. On this note, Devine et al (2011:31) state that "collaboration is built on a foundation of good working relationships and trust, which makes the staff involved in a collaborative venture a critical success factor." What has emerged from the research findings is that an alignment between these different marketing bodies, spheres of government which funds them and other interested parties is critical. This must also

create synergies which will help maximise the use of limited resources and marketing budgets. The relational exchange theory which was cited in the first two chapters explains how organisations choose to form collaborative relationships because of the mutual advantages to be gained (Devine et al, 2011). This can be possible through joint decision making processes which will lead to successful marketing initiatives. A collective stakeholder model is also important and key to that is collective leadership. Such a model has been referred to as strategic partnership or brand partnership with the creation of one message and telling one story. As each organisation comes with its own mission, structure and process, an overseer may be the solution such as the newly formed Western Cape Economic Development Partnership which will manage the strategy based collaborative approach and make sure that the strategy is clearly communicated to all partners.

Using the research findings, the Greer (2002) Four Point Model which can influence partnerships was applied to determine whether the marketing bodies, Cape Town Tourism and Wesgro are in a good position to build higher inter-organisational collaboration. Under the four points in the model, there are sub-themes Greer (2002) highlights and of those the two marketing bodies are doing well in five elements thus, the "belief that more can be achieved through working together, an environment of understanding and respect, joint problem solving, open and informal decision making and consultative approach." The two organisations have also made some inroads with two more elements thus, "equal balance of power" and "effective communication." This clearly highlights the tangible potential for continuous collaboration in tourism marketing.

The research findings also produced 12 themes with some highlighting the limitations to collaboration while others highlighted what can be achieved through higher collaboration and what steps need to be taken by these stakeholders to achieve higher collaboration.

The following chapter will share the conclusion of the study and the recommendations from the researcher.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the study. It clarifies key findings of the study and concludes with recommendations based on the research findings.

As indicated in Chapter 1, the purpose of this study was to investigate the levels of collaboration among identified regional stakeholders involved in tourism marketing. The researcher's view was that collaboration is not optimal and that there is much room for improvement in terms of this kind of cooperation and synthesis. In the process of understanding these levels of collaboration, the researcher identified overlaps in the tourism and destination marketing organisations' initiatives. The research also investigated if higher collaboration can warrant effective tourism marketing and as an outcome give guidelines to ensure stakeholder collaboration in the marketing of the Western Cape and Cape Town.

5.2 Revisiting the initial research problem

This interest was sparked as a result of the researcher's observation before and during the 2010 FIFA Soccer World Cup, when the identified regional stakeholders formed strategic partnerships to ensure a successful hosting of the soccer event in Cape Town. Post the soccer event such collaboration was neither optimised nor seen as continuous. When the researcher embarked on this study in 2011, the Western Cape had two key destination and tourism marketing agencies: CTRU, which was funded by the Provincial Government and Cape Town Tourism, funded by the City of Cape Town. As highlighted in the literature review, CTRU had a mandate to market the region but within the region is the City of Cape Town. Cape Town Tourism's mandate was to market the City and there lies the overlap. Due to funding challenges, CTRU was incorporated into Wesgro in 2012. Wesgro was at the time responsible for the region's Trade and Promotions and now has added Destination Marketing.

The study focused on the following four organisations with vested interest in the tourism industry:

- Provincial Government of the Western Cape's Department of Finance, Economic Development and Tourism.
- City of Cape Town Tourism, Events and Marketing Department.
- Marketing agencies Wesgro (CTRU) and Cape Town Tourism.

The participants included board members, executive management and marketing managers. Due to the challenges faced by the researcher in securing interviews with participants from the Provincial Government and Cape Town Partnership, the researcher resorted to engaging journalists who covered the region's tourism, business and political landscape in their reporting pre, during and post the soccer event of 2010. Of the three journalists approached, two committed to being interviewed for this study.

5.3 Reconciliation of problem and research design

Qualitative research design was applied using the semi-structured interview approach and questions. This method allowed the researcher to be the primary source of data collection (Merrian, 2009). For the purpose of this study, the qualitative research design was chosen as it was important to learn from the participants – in the way they experience it, the meanings they put on it, and how they interpret what they experience (see paragraph 3:1).

From the researcher's perspective, this data was best sourced through qualitative research and specifically by utilising the semi-structured interview approach with semi-structured questions to allow for flexibility from one interview to the next. Flexibility was visible from the way the basic questions evolved as the interviews progressed. This research approach worked well for this type of researcher study as it allowed for probes which guided the participant in the right direction to comfortably share their experiences.

The findings revealed some similarities in the experiences of the participants. Participants seem to agree that inter-organisational collaboration was the best way available to allow for the funding to be stretched but they seem to disagree on the role of the marketing bodies in collaborating to transform the tourism industry.

5.3.1 Research Challenges

The research method was not without its challenges. The researcher did encounter some resistance from the City of Cape Town while Cape Town Partnership was not keen to be part of this study, referring the researcher to Cape Town Tourism (See Annexure B). Provincial representatives seemed to refer the researcher from one individual to the next and this ended with the last referral informing the researcher to engage Wesgro on the matter.

From the e-mail and telephonic engagement the researcher had with these organisations, the resistance to participate may have to do with the discomfort to sit across an interviewer. This is despite the researcher having shared the basic questions with the potential participants.

Another reason may have to do with the transformation which was taking place with the merging of CTRU into Wesgro, a process which involved a number of the identified stakeholders in this study as well as the reluctance to reveal their strategic direction with regards to tourism marketing.

5.4 Findings

5.4.1 Answering the research question and problem and addressing the secondary questions

This study addressed the research problem: discovering whether the current levels of collaboration among the identified stakeholders is optimal. The secondary research questions focused on the identification of these key regional stakeholders as well as the importance of inter-organisational collaboration between them which is critical to achieving effective tourism marketing. Other questions looked at the current co-operation in tourism marketing and the existence of overlaps in tourism marketing initiatives. The last questions aimed to find and give guidelines on the way forward for optimising stakeholder collaboration. The questions will be discussed separately.

What are the current levels of collaboration between identified stakeholders and how does this affect tourism growth?
The findings of this study reveal that collaboration has in the past, as observed in the relationship between Cape Town Tourism and CTRU, been hindered by political interference from the funding bodies. Collaboration is supposed to increase the use of available resources and allow for more creativity. This can lead to successful development and implementation of projects involving multiple organisations.

Inter-organisational collaboration has been impacted by a number of factors including political interference especially between Cape Town Tourism and CTRU who at one time were mandated to market the Western Cape of which Cape Town is one of the municipalities. As both agencies were receiving funding from the City, they failed to capitalise on their similarities due to political pressure and instead competed for the same funding in the City of Cape Town. This affected any possibilities of collaborating despite going on the same marketing trips. As the research findings in Chapter 4 indicate, they would rather exhibit next to each other with the same marketing material despite promoting the same city and province.

From the primary data, politics is not the only issue cited as the problem in lack of continuous collaboration for the region; personalities and lack of maturity are also highlighted as deterrent to collaboration. One respondent points out that as a region "we have to sometimes

put our politics and mandates aside and look at it from a visitor perspective ..." (3- VC, 2013).

The levels of collaboration had also been limited due to a lack of alignment between the tourism and destination marketing bodies. Despite this, the research indicates that some progress has been made over the past year with participants giving it a 30% level and with room for more collaboration in the coming year.

What are the current overlaps in the marketing initiatives embarked upon by the destination marketing organisations in the Western Cape?

From the findings, it is clear that the roles and responsibilities of each stakeholder in the collaboration being embarked on must be clarified when formulating a joint marketing strategy. A solution oriented partnership through collective leadership, synergy and integration at senior level can enable the creation of a joint marketing strategy with one message. This approach can address the issue of overlaps between the marketing agencies when marketing the region, increase levels of collaboration with continuous joint marketing initiatives on an annual basis and ensure effective tourism marketing of regional tourism.

Can a more established inter-organisational collaboration ensure the achievement of effective tourism marketing of the region?

In order to achieve better inter-organisational collaboration, an alignment between different tourism and marketing organisations, spheres of government and other parties is critical. This must also create synergies which will help maximise the use of limited resources and marketing budgets. The Western Cape Tourism and Destination Marketing organisations and their key stakeholders should also look into conveners thus 'the catalytic agent(s) who can facilitate collaboration and bridge unaware, unsure or sceptical participants to explore the possibilities of cooperation.' Conveners may likely behave as project champions who are sensitive to organisational politics and culture and can comfortably use persuasion techniques in facilitating collaboration.

A potential convener in the Western Cape region can be the newly formed Western Cape Economic Development Partnership (WCEDP) — which can play the role of coordinator to facilitate the inter-organisational collaboration in the region. The research findings do indicate that participants from these organisations are keen on this approach as the role of the WCEDP is "to mobilise and organise partners across all sectors, spheres and regions to establish a common agenda and align mandates and resources so that partners can collectively and more creatively address the multiple and persistent challenges of unemployment, poverty and inequality" facing the region of the Western Cape (Western

Cape Economic Development Partnership, n.d.). This initiative, as pointed out by the research participants will create a platform where everyone can corporate towards a joint marketing strategy. This body will also help ensure a strategy based approach with a holistic message which will resonate with each organisation's messaging be it tourism, destination marketing or business.

Are the conditions in Greer's Four Point Model (2002, see Table 4.2) that can influence partnerships applicable in these regional stakeholders?

When the researcher applied the model to the tourism marketing partnerships in the Western Cape and Cape Town, it indicated that of the nine elements, five of them were met and with some small progress in the other four. Wesgro and Cape Town Tourism, the main marketing bodies do believe that more can be achieved through working together, a relationship has been established between the two bodies with more planned for the 2014/2015 financial year. The marketing bodies have also established open and informal decision making structures at senior level. Formalised Regional Forums which meet on a quarterly basis have been formed as well. The other elements the marketing bodies have made good progress on are the consultative approach and joint problem solving as seen with the Berlin, London and Tourism Indaba marketing trips.

5.5 The research's contribution to the public relations academic field

In the literature review found in Chapter 2 of this study, the researcher highlighted the role of strategic PR in accessing social capital through social networks and stakeholder relations which falls within the realm of strategic PR has been identified as a form of social capital (Ojala & Luoma-aho, 2008). Social capital is the access to information that stakeholders possess and allows for cooperation between stakeholders. The research findings place emphasis on the fact that such stakeholder relations lead to relationship building. This can be possible with the expert guidance of PR Strategists within these organisations.

The research has highlighted some shortcomings of PR Strategists in most of the organisations targeted, in other words, the role they could have played in steering their decision makers in the right directions in reference to inter-organisational collaboration for tourism marketing. One may argue that the practitioners are not given the opportunity to do so but a counter-argument is that PR Strategists have to showcase their value to the organisation at a strategic level and influence the organisation's leaders.

The PR Strategists have to move away from the technical aspect of PR and tap into their resources to contribute towards the strategic role of PR in their organisations. One research

participant (2-TV, 2012) highlighted the fact that "collaboration between these entities is not communication-driven," — who but the PR Strategists can facilitate this conversation and give guidance to building mutually beneficial relationships.

Steyn (2007:4) research paper, *Contribution of Public Relations to Organisational Strategy Formulation*, states that in its strategic role PR contributes to the "organisation's strategic decision-making and especially to the formulation of an organisation's enterprise strategy" which speaks to non-financial goals such as obtaining legitimacy, trust, a good reputation, being a good corporate citizen, and building sound relationships and partnerships with stakeholders — a huge contribution to the Triple Bottom Line — People, Planet and Profit (Steyn, 2007).

Two things were highlighted in the findings, scarce resources and funding for the tourism and destination marketing organisations. In the same breath these organisations are expected to grow tourism's contribution to the Western Cape's GDP by 5 % from its current 10% contribution. How do they achieve this with the limited funding they receive, by collaborating and stretching these funds even further? How do they collaborate? — By building mutually beneficial relationships. PR Strategists are better positioned to enable this process. PR assists organisations adapt to its societal and stakeholder environment by feeding intelligence with regards to strategic stakeholders, their concerns and expectations. Looking at the relationship or lack thereof between the now defunct CTRU and Cape Town Tourism, the PR practitioners either faced challenges in steering the conversations for inter-organisational collaboration or did not see the critical role they could have played in helping build mutually beneficial relations which are solution-oriented (Krucken & Meroni, 2006).

The research findings identified 12 themes of which eight speak to how PR strategists within these identified stakeholders can influence and guide the conversation to address the issues raised. The 12 themes speak to alignment, role clarification, synergy and integration, collective leadership, proactive communication, joint strategy, brand message creation and industry transformation. All these themes in one way or another speak to the public relations strategic role in the formulation of a mutually beneficial enterprise strategy for the identified stakeholders (Steyn, 2007). The role rests within the responsibilities of the PR Strategists to influence the decision-making process and steer these organisations and their funders towards mutually beneficial inter-organisation collaboration which can help these organisations "creating new value together."

PR strategists provide an outside perspective to strategic decision making, as boundary spanners who anticipate issues and stakeholder concerns they advise and assist the

organisation's top management in forming strategic relationships — drawing together the economic resources, political support and special knowledge of stakeholders into a corporate community, transferring it into financial and social wealth (Steyn, 2007). This will not be possible without the close involvement of public relations expertise. One must also not forget that PR Strategists are very knowledgeable about two-way symmetrical communication and building relationships with stakeholders as partners who create economic and social wealth — through collaborative problem solving.

The research findings have highlighted the lack of influence and guidance from the identified stakeholders' PR strategists and as also pointed out by one participant, "collaboration between these entities is sometimes not communication-driven, there is lack of co-operation and consultation" (2-TV, 2012) in finding mutually beneficial solutions to marketing the region as a preferred tourist destination. As pointed out in Chapter 2, "to create advantage, practitioners need to engage in a continuous process of nurturing the collaborative processes and one issue that appears significant in the nurturing process is trust", (Vangen & Huxham, 2003:5).

5.6 Recommendations for further research and conclusion

This research looked at the current levels of inter-organisational collaboration in the Western Cape with the main focus on the marketing of the region. The research identified ways in which higher collaboration can be achieved. The aim was to also examine the current relationship of the tourism and destination marketing agencies, Wesgro and Cape Town Tourism as compared to the relationship Cape Town Tourism had with CTRU.

5.6.1 Limitations of the study

This research examined the current levels of collaboration and investigated ways in which higher collaboration can be achieved between the tourism and destination marketing bodies of the Western Cape. Further studies have to be conducted to quantify or measure how from a financial perspective inter-organisational collaboration benefits these bodies and the region they market. Further research has to be conducted to explore the strategic role of public relations in inter-organisational collaboration and why it is not currently taking place as this study has revealed. This may also address the challenges PR Strategists may face in adding value in positioning organisational relationships and whether their approach to experiencing their value is effective. The findings highlight the importance of communication, consultation and co-operation in tourism and destination marketing. It also highlights the need for creating a common message. Creating such relationships speak to the so-called 'soft skills' PR Strategists possess and excel in the management of perceptions and expectations that are critical to creating strategic partnerships (Steyn, 2002).

5.6.2 Recommendations

This section is answering the secondary question on specific guidelines to ensure continuous inter-organisational collaboration in the marketing of the Western Cape and Cape Town.

5.6.2.1 Inter-organisational stakeholder collaboration model

Destination marketing organisations have the most crucial role to play in achieving inter-stakeholder collaboration for developing a shared tourism and destination marketing policy. The stakeholder collaboration collective model aims to integrate a wider range of participants and a more diverse group of community interests in order to achieve broader tourism marketing objectives (Olden, 2003). The identified stakeholders for the purposes of this study have to form a stakeholder collaboration steering committee and that steering committee has to devise an inter-organisational collaboration model for collaborative problem solving. This has to facilitate inclusion of all interested parties, such as the Cape Town Chamber of Commerce and Industry, Accelerate Cape Town, Cape Town Partnership, the Provincial and City of Cape Town tourism government departments and the agencies they fund, Wesgro and Cape Town Tourism to be able to develop a joint marketing strategy. This process will help achieve an excellent model to warrant stakeholder participation (Simmons, 2008).

5.6.2.2 Solution-oriented partnerships

In the quest to achieve higher inter-organisational collaboration, the tourism and destination marketing bodies have to form what Krucken and Meroni (2006:1503) refer to as "solution oriented partnerships". Such partnerships can be formed when the role-players share a common vision on how to deliver a "conceived solution idea". The idea has to be jointly formulated and agreed upon by all stakeholders. The identified stakeholders already have a common purpose, to promote the region, be it for business or tourism purposes. Holistic messaging speaks to that conceived solution to better market the region. The regional bodies have to formulate one message. Once formulated and agreed upon, each of these can go and share the story and tell it their own way, as per their marketing objectives, as long as the common thread is visible in what they all say.

5.6.2.3 The role of effective communication in formulating an inter-organisational collaboration model

In developing an inter-organisational stakeholder collaboration model, stakeholders have to understand that good communication has a vital role to play in the success of any collaborative arrangement (Huxham & Vangen, 2005). The following communication aims, which were formulated by Krucken and Meroni (2006), can be applied in developing solution-oriented partnerships and also address the value alignment mechanism formulated by Frow and Payne (2011). As indicated in the research findings, a lack of alignment in the past has led to a lot of duplication in marketing the Western Cape region and Cape Town.

5.6.2.4 Stakeholder engagement communication aims

- To explore the interest of possible integrative partners in a solution idea, by outlining the idea which in this research will be the joint brand and marketing message 'telling one story' and underlining the possible benefits for each stakeholder in joining the solution oriented partnership.

- To discuss and to make new partners converge upon a solution idea, clearly agreeing on tasks, responsibilities and benefits for each player, within a previously defined framework of constraints (mandates). As identified in the research findings, one recurring theme is the issue of role clarification: to ensure that everyone within this partnership is aware of what is expected of them, how it relates to the rest of the roles and the objectives of the partnership.

- To verify the interests of possible solution users, and to get feedback from them. This speaks to stakeholder identification and proactive communication and information sharing by all parties as highlighted in the research findings themes.

- To make the solution known, and to present the solution to possible users. It immediately emerges that communication is a critical issue and can play a leading role in helping networks of partners to be born (created) and grow up (develop/mature).

5.6.2.5 Stakeholder Engagement Value Alignment Mechanism

In conjunction with applying Krucken and Meroni's 2o06 stakeholder engagement communications aims, it is advisable that a steering committee utilises Frow and Payne's 2011 Stakeholder Engagement Value Alignment Mechanism. The following elements have been identified to be relevant for enabling higher inter-organisational collaboration:

- Stakeholder identification

    It is of utmost importance to identify relevant stakeholders for any collaboration to work, stakeholders who will benefit from the partnership and add value through their contribution. This research has already identified key stakeholders who can play a role in formulating a solution-oriented partnership for tourism and destination marketing of the Western Cape and Cape Town.

- Dialogue facilitation and knowledge sharing

    This speaks to the proactive communication and information sharing theme identified in the research findings. Stakeholder collaboration had failed to materialise in the past due to a lack of consultation, communication and information sharing between the destination and tourism marketing agencies. For any collaboration to be successful, it is clear that extensive communication and knowledge sharing between all relevant stakeholders is

critical. To facilitate the knowledge or information sharing element, the steering committee has to ensure that this is done in an open and honest manner to build trust, a precondition for successful collaboration (Adrian et al, 2011).

- Value co-creation identification

Through collaboration, stakeholders can create mutual value, which will enhance relationships and secure future benefits for the organisation's marketing initiatives and objectives. As Olden (2003) points out, stakeholders bring unique information, resources, power, interrelationships, experience, capabilities, support, credibility, and access to target groups which are key to effective inter-organisational collaboration. Such elements play a key role in creating that joint brand strategy and messaging which will ultimately ensure that in each stakeholder's marketing messaging, there is a common thread which can be seen by the recipient of the message and ensure that the Western Cape and Cape Town is a preferred tourism and business destination.

5.6.3 Recommendations for future research

- Quantifying benefits of stakeholder/inter-organisational collaborations

This study focused on establishing the level of current collaboration and satisfaction between the stakeholders. It also assisted with determining how higher inter-organisational collaboration can be achieved to warrant the attainment of effective tourism marketing. Richards and Morse (2007) state that through the use of qualitative research, new understanding of a particular subject can be effectively derived from the participants. To determine how higher inter-organisational collaboration can be achieved, qualitative collaboration, which Hanekom (2008) saw as very suitable to promote an in-depth understanding of a social issue, should be considered.

What this study did not do was to quantitatively measure the contribution of inter-collaboration in tourism marketing. This can highlight the financial benefits of collaborating and how much can be saved or how far provincial resources can be stretched to achieve more when two organisations pull their limited resources together. The challenge a researcher will face is easy access to the tourism and destination marketing organisations' budgets, which will highlight the financial investments in tourism initiatives jointly embarked on, how far these budgets were stretched to achieve more marketing as well as the outcomes of such initiatives for the region compared to pre-higher inter-organisational collaboration for tourism marketing period in the region.

- The role PR Strategists can play in coordinating inter-organisational collaboration

One participant stated that "collaboration is about relationships" (3-VC, 2013) and who is better positioned to assist with the strategic partnerships/stakeholder model than PR Strategists of these organisations. The research findings have revealed the lack of influence and guidance from the identified stakeholders' PR strategists and as pointed out by one participant, "collaboration between these entities is sometimes not communication-driven, there is lack of co-operation and consultation" (2-TV, 2012). PR Strategists are knowledgeable about two-way symmetrical communication and are strategic in building relationships with stakeholders as partners who create economic and social wealth — through collaborative problem solving. A challenge of this research was the reluctance by almost all targeted stakeholders' PR and Communication Managers to participate in this research, for any future studies to be effective, their participation will be crucial (See Annexure B).

5.7 Conclusion

Optimal inter-organisational collaboration is critical to achieving effective tourism marketing initiatives. Collaboration is supposed to increase the resources and creativity and thus the likelihood of successful development and implementation of projects involving multiple organisations (Dorado et al, 2003). It does not always work that way, and more often than not, collaboration results in inefficient use of resources, turf battles and inaction. This has been the case in the relationship or lack thereof between Cape Town Tourism and CTRU as highlighted in the research findings. Scholars, such as Adrian et al (2011), have argued that these problems derive from differentials in power and culture among the collaborating parties. Others such as Van Vactor (2011) have discussed the high transaction costs deriving from the required coordination mechanisms. Finally, Greer (2002) has also discussed the obstacles deriving from pre-existing conditions — both contextual to the partnership and private to the organisations.

The research findings reveal the progress made by Cape Town Tourism and Wesgro. The two organisations seemed to be doing well in Greer's 2002 Four Point Model on the conditions which can influence effective partnerships, as indicated in *Table 4.2* under the research findings. So how do these marketing agencies keep the momentum and build on what they currently have?

The recommendation for the Western Cape Tourism and Destination Marketing bodies and their key stakeholders should consider what Dorado and Vaz (2003:141) refer to as conveners thus "the catalytic agent(s) who can facilitate collaboration and bridge unaware, unsure or sceptical actors to explore the possibilities of co-operation." The two

scholars also suggest that successful conveners may likely behave as project champions who are sensitive to organisational politics and culture and can comfortable use persuasion techniques in facilitating collaboration.

What is pivotal to the facilitation of collaboration is the role of Steering Groups, usually comprising of a number of stakeholders and in this study that will include not only the key tourism and destination marketing organisations and their funders but also those organisations with vested interest in the region's tourism such as Cape Town Partnership, Accelerate Cape Town, Cape Town Chamber of Commerce and Industry and Airports Company South Africa (ACSA), Cape Town International Airport. So who in the Western Cape is best positioned to facilitate the Steering committee? To answer this, the newly formed WCEDP is best positioned to take on this role.

WCEDP's role is to "mobilise and organise partners across all sectors, spheres and regions to establish a common agenda and align mandates and resources so that partners can collectively and more creatively address the multiple and persistent challenges of unemployment, poverty and inequality facing our region," (Western Cape Economic Development Partnership, n.d.). This has been indicated in the findings in Chapter 4. The WCEDP can help develop and nurture this collaboration with the support from each of these stakeholder's PR Strategists. These strategists have excellent communication skills, know how to listen and have good working knowledge of stakeholder concerns to contribute positively to the development of higher collaboration in the Western Cape Province.

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ANNEXTURES

ANNEXTURE A: Semi-structured questions

1. What in your opinion is the level of current collaboration with regards to tourism/destination marketing between regional stakeholders?

2. In your opinion, what in general is the overall purpose and focus of the tourism bodies thus Cape Town Tourism and Wesgro's Destination Marketing)?

3. Do you think there are commonalities in targeted source markets for tourism marketing between Cape Town Tourism and the destination marketing division of Wesgro?

4. "Collaboration can play a role to transform the sector and create sustainability" (Cape Chamber Board member, 2012) "The tourism sector remains a vitally important contributor to economic growth, development and inclusion in Cape Town" (Executive Mayor, 2011) What's your view on this?

5. Do you believe collaboration among destinations or within governmental agencies in the region can serve to enhance the economic impact of the tourism industry? Do you agree that job creation is a common denominator which can lead to more collaboration between government, business and the tourism industry?

6. Scholars say that the growing interest in collaboration in the tourism is the belief that organisations and destinations areas may be able to gain competitive advantage by bringing together and sharing their combined knowledge, expertise, capital and other resources. Do you agree with this statement and why? / Why not?

7. Scholars state that many destinations 'suffer' from a scarcity of financial resources needed to establish a budget that is adequate for the development and implementation of a tourism marketing strategy. In June 2011, Cape Town Tourism had to relook its marketing strategies for the 2011/2012 fiscal due to budget. Last year the City reduced your budget by about R10 million. We also saw the demise of CTRU? Is this something which could have been avoided if a collaborative approach had been adopted by CTT and Cape Town Routes Unlimited? Do you think with such budget challenges collaborating with the likes of Wesgro can be a benefit these marketing agencies?

8. At the Cape Town Tourism AGM in October 2012 it was announced that City is taking over the role of marketing. Do you think it is a good call for the City to consider taking over destination marketing?

9. Do you think close co-operation, can help organisations tap into another's resources and marketing platforms, ensuring a balance in the development of joint marketing initiatives, meet each stakeholder's business objectives while ensuring that no duplication occurs when targeting international markets?

10. Should collaboration be limited to issue-based or purpose-oriented approach such as with major events(SWC) or marketing drives such as the Seasonality issue rather than time based(fixed calendar/arrangement)?

11. Cape Town, Durban and Gauteng signed a 3 cities alliance agreement at last year's Indaba in Durban, do you thing regionally it is something the DMOs along with their funders should consider for Cape Town and the Western Cape?

ANNEXTURE B: E-MAILS SENT TO PARTICIPANTS

From: Nonkanyiso Nyilika
Sent: 24 July 2013 05:25 PM
To: 'guy@guylundy.com'
Subject: RE: Request: Participation in a Research for a Masters Thesis

Dear Guy,

I trust this e-mail finds you well. I'm making a follow up on the below. Your assistance will be much appreciated. Are you able to accommodate me this Friday or next week? I'm doing the last interviews as I have to submit this September. Your support will be much appreciated.

Thank you and regards
Nkanyi
From: Guy Lundy [mailto:guy@guylundy.com]
Sent: Friday, August 03, 2012 05:47 PM
To: Nonkanyiso Nyilika
Subject: Re: Request: Participation in a Research for a Masters Thesis

Dear Nkanyi

Thanks very much for your email. I would be happy to participate in the research you are doing, but I must point out that I am no longer the CEO of Accelerate Cape Town. I have now stepped down from that position after 5 years and handed over to Chris Whelan, my successor. I will leave it to you to decide whether you still want me to be a respondent in my personal capacity or if you would like to connect with Chris Whelan (chris@acceleratecapetown.com) to get the view of Accelerate Cape Town.

I will wait to hear from you on this.

Regards,

Guy

On 30 Jul 2012, at 3:16 PM, Nonkanyiso Nyilika wrote:

Dear Guy,

I trust this e-mail finds you well.

I am currently working towards a Master of Technology degree in Public Relations Management, at the Cape Peninsula University of Technology, Cape Town Campus. As part of my degree, I have to produce a **Mini-Thesis** which is in partial fulfilment of my M-Tech requirements. The following is the topic of my research;

Tourism marketing in the Western Cape: Optimising inter-organisational collaboration among key regional stakeholders

My interest in this topic was triggered by my observation of the preparations leading-up to and during the Soccer World Cup. I saw key regional stakeholders collaborate and form strategic partnerships to ensure a successful soccer event in Cape Town and the region. In my current body of knowledge, I see such a collaborative approach limited to major events such as the Soccer World Cup and the bid for the Design Capital 2014. Mid-year in 2011, there was huge media interest in tourism when it was impacted by the economic crisis in Europe and the US- our key source markets. Some regional stakeholders made reference to the need for collaboration in marketing tourism and the

same thread is still visible this year especially with the recent concern for Seasonality being seen as a big threat to tourism in Cape Town.

Through my research I would like to find out what the current levels of collaboration are, if there are any partnerships or collaborative initiatives when it comes to tourism/destination marketing. We recently saw the tourism bodies (Cape Town Tourism, Johannesburg Tourism and Durban Tourism) sign the Three Cities Alliance- is something similar a possibility within the region itself?

As a critical stakeholder in the region, you are being invited to participate in this research study. Your input in this research is very important and your consent to participate will be much appreciated. Please also assist with a second participant from Accelerate Cape Town.
As part of my research methodology, I am conducting a communications audit so as to understand the current levels of collaboration between the regional stakeholders. This will guide me in formulating specific questionnaires for the one-on-one interviews to ensure that the time given by each participant is well utilised and little follow-ups are necessary.

Please find attached a detailed Participant Information Sheet with all the necessary information as to what the research entails. I've also attached the Ethical letter from the Cape Peninsula University of Technology, the Consent form and the Communications Audit questionnaire.

Please sign the consent form indicating whether you prefer your name/ job title/ your initials/ pseudonym/ respondent 1 be used in the research findings. Please respond to the Communications Audit questions and indicate your availability for the interview (please provide more than one option of date and time in the next 2 weeks).

Your support in this research will be much appreciated.

Thank you and warm regards
Nkanyi

Nonkanyiso Nyilika
Communications Officer
Cape Town International Airport
Airports Company South Africa

Direct: +27 (0)21 937 1361
Main: +27 (0) 21 937 1200
Fax to E-Mail: +27 (0) 86 601 4661
E-Mail: Nonkanyiso.Nyilika@airports.co.za
<imageb8c027.jpg@8a6ac7bd.6b3c4610>
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Mobi: m.airports.co.za
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DisclaimerV1.1
<Participant Information Sheet.doc><Ethical Letter.pdf><Consent form.doc><Communications Audit July 2012.doc>

EMAILS TO AND FROM POTENTIAL PARTICIPANTS

Cape Town Partnership E-mails

From: Mandy Wallace [mailto:mandy@capetownpartnership.co.za]
Sent: 31 July 2012 02:33 PM
To: Nonkanyiso Nyilika
Subject: RE: Request: Participation in a Research for a Masters Thesis

I have asked Lianne to advise if she is available and will let you know.
Mandy

From: Nonkanyiso Nyilika [mailto:Nonkanyiso.Nyilika@airports.co.za]
Sent: 31 July 2012 02:31 PM
To: Mandy Wallace
Subject: RE: Request: Participation in a Research for a Masters Thesis

Hi Mandy,

Thank you- Cape Town Tourism is part of the study as well, I will be interviewing them. Since the focus is on key regional stakeholders, I will be speaking to a number of organisations and will appreciate Cape Town Partnership's involvement. Please find out for me if she can recommend someone else within the organisation. If I can secure Lianne Burton, then that will be ok, I can just do an interview with her. Mandy I beg you please to help, i will be indebted to you.

Thank you so much
Nkanyi

From: Mandy Wallace [mailto:mandy@capetownpartnership.co.za]
Sent: 31 July 2012 02:25 PM
To: Nonkanyiso Nyilika
Cc: Lianne Burton
Subject: RE: Request: Participation in a Research for a Masters Thesis

Sorry Nkanyi, Bulelwa is hardly able to deal with her present workload, so will not be able to complete the questionnaire. Apologies for this, but perhaps it would be better to approach someone else from Cape Town Tourism.
Mandy

From: Nonkanyiso Nyilika [mailto:Nonkanyiso.Nyilika@airports.co.za]
Sent: 31 July 2012 02:15 PM
To: Mandy Wallace
Cc: Lianne Burton
Subject: RE: Request: Participation in a Research for a Masters Thesis

Hi Mandy,

Thank you so much for your quick response.

If Bulelwa and Lianne can accommodate me when they come back from their business trip, that will be much appreciated.

If they can, in the meantime during their hectic schedules, be kind enough to fill the Communications Audit questionnaire I sent through, that will be much appreciated. I can then prepare for the one-on-one interviews based on that and await their availability end of August/ beginning of September.

Thank you and regards
Nkanyi

From: Mandy Wallace [mailto:mandy@capetownpartnership.co.za]
Sent: 31 July 2012 02:10 PM
To: Nonkanyiso Nyilika
Cc: Deon Cloete; Ian Bartes; Lianne Burton
Subject: RE: Request: Participation in a Research for a Masters Thesis

Hi Nonkanyiso,

Unfortunately Bulelwa's time is very tight as she is travelling to Canada next week and has to prepare fully for this. I know Lianne Burton is also travelling with Bulelwa, so it is unlikely that you will get any time from them before the end of the month.

Lianne – please advise if you are available to meet with Nonkanyiso.

Best wishes,

Mandy Wallace
PA to Managing Director
Cape Town Partnership
The Terraces, 10th Floor, 34 Bree Street, Cape Town, 8001
P O Box 1997, Cape Town, 8000
Tel: 021 419 1881
Fax: 021 419 0896
Website:
www.capetownpartnership.co.za
www.creativecapetown.net – The official website of Creative Cape Town
www.capetown2014.co.za – **The World Design Capital Bid 2014 website**

From: Nonkanyiso Nyilika [mailto:Nonkanyiso.Nyilika@airports.co.za]
Sent: 31 July 2012 01:10 PM
To: md
Cc: Deon Cloete; Ian Bartes
Subject: Request: Participation in a Research for a Masters Thesis

Good day,

I trust this e-mail finds you well. I was referred to you by Ian Bartes from ACSA.

I am currently working towards a Master of Technology degree in Public Relations Management, at the Cape Peninsula University of Technology, Cape Town Campus. As part of my degree, I have to produce a **Mini-Thesis** which is in partial fulfilment of my M-Tech requirements. The following is the topic of my research;

Tourism marketing in the Western Cape: Optimising inter-organisational collaboration among key regional stakeholders

My interest in this topic was triggered by my observation of the preparations leading-up to and during the Soccer World Cup. I saw key regional stakeholders collaborate and form strategic partnerships to ensure a successful soccer event in Cape Town and the region. In my current body of knowledge, I see such a collaborative approach limited to major events such as the Soccer World Cup and the bid for the Design Capital 2014. Mid-year in 2011, there was huge media interest in tourism when it was impacted by the economic crisis in Europe and the US- our key source markets. Some regional stakeholders made reference to the need for collaboration in marketing tourism and the same thread is still visible this year especially with the recent concern for Seasonality being seen as a big threat to tourism in Cape Town.

Through my research I would like to find out what the current levels of collaboration are, if there are any partnerships or collaborative initiatives when it comes to tourism/destination marketing. We recently saw the tourism bodies (Cape Town Tourism, Johannesburg Tourism and Durban Tourism) sign the Three Cities Alliance- is something similar a possibility within the region itself?

As a critical stakeholder in the region, you are being invited to participate in this research study. Your input in this research is very important and your consent to participate will be much appreciated. I would be honoured if you avail yourself for this study and I would also like to include Cape Town Partnership's Consultant (Marketing and Communications Strategist), Lianne Burton as she worked at the Cape Town Tourism before.

As part of my research methodology, I am conducting a communications audit so as to understand the current levels of collaboration between the regional stakeholders. This will guide me in formulating specific questionnaires for the one-on-one interviews to ensure that the time given by each participant is well utilised and little follow-ups are necessary.

Please find attached a detailed Participant Information Sheet with all the necessary information as to what the research entails. I've also attached the Ethical letter from the Cape Peninsula University of Technology, the Consent form and the Communications Audit questionnaire.

Please sign the consent form indicating whether you prefer your name/ job title/ your initials/ pseudonym/ respondent 1 be used in the research findings. Please respond to the Communications Audit questions and indicate your availability for the interview (please provide more than one option of date and time in the next 2 weeks).

Your support in this research will be much appreciated.

Thank you and warm regards
Nkanyi

<u>Provincial Government E-mails</u>

From: Riana Meyer [mailto:Riana.Meyer@westerncape.gov.za]
Sent: 16 October 2012 01:15 PM
To: Nonkanyiso Nyilika
Subject: RE: Request: Participation in a Research for a Masters Thesis

Dear Nkanyi

Based on your research topic, I would suggest that it would be more beneficial for you to schedule a meeting with Wesgro which is the agency responsible for tourism destination marketing in the Western Cape as they will be able to provide you with the information you require. You may contact the Wesgro IQ unit to assist you with the information you need band will put you in touch with the relevant people at Wesgro. Their contact email is wesgroiq@wesgro.co.za

Best of luck with your thesis.

Kind regards
Riana

From: Nonkanyiso Nyilika [mailto:Nonkanyiso.Nyilika@airports.co.za]
Sent: 16 October 2012 12:52 PM
To: Riana Meyer
Subject: FW: Request: Participation in a Research for a Masters Thesis
Importance: High

Good day Riana,

I'm making a follow-up on the below request, please let me know if you would like to meet for further clarity on the topic and what help I require from you.

Your assistance is much appreciated.

Thank you and regards
Nkanyi

From: Labeeqah Schuurman [mailto:Labeeqah.Schuurman@westerncape.gov.za]
Sent: 07 August 2012 10:48 AM
To: Nonkanyiso Nyilika; Riana Meyer
Cc: Zubeida Ben-Davids
Subject: Re: Request: Participation in a Research for a Masters Thesis

Dear Nonkanyiso

By way of copy, I am asking Riana Meyer, Deputy Director: Tourism, Arts and Entertainment to assist you.

Best wishes with your thesis.

Regards

Labeeqah Schuurman
Chief Director: Tourism, Arts and Entertainment
Department of Economic Development and Tourism
Western Cape Government
10th Floor, 80 St Georges Mall
NBS Waldorf Building
Corner Castle and Burg Streets
Cape Town
Cell: +27 82 494 7990
Tel: +27 21 483 8759
Fax: +27 21 483 8776
Email: Labeeqah.Schuurman@pgwc.gov.za
Website: www.capegateway.gov.za

On 07 Aug 2012, at 10:20, "Nonkanyiso Nyilika" <Nonkanyiso.Nyilika@airports.co.za>
wrote:

Dear Labeeqah,

I trust this e-mail finds you well. I was referred to you by Phumzile Van Damme from MEC
Winde's office.

I am currently working towards a Master of Technology degree in Public Relations
Management, at the Cape Peninsula University of Technology, Cape Town Campus. As part
of my degree, I have to produce a **Mini-Thesis** which is in partial fulfilment of my M-Tech
requirements. The following is the topic of my research;

**Tourism marketing in the Western Cape: Optimising inter-organisational collaboration
among key regional stakeholders**

My interest in this topic was triggered by my observation of the preparations leading-up to
and during the Soccer World Cup. I saw key regional stakeholders collaborate and form
strategic partnerships to ensure a successful soccer event in Cape Town and the region. In
my current body of knowledge, I see such a collaborative approach limited to major events
such as the Soccer World Cup and the bid for the Design Capital 2014. Mid-year in 2011,
there was huge media interest in tourism when it was impacted by the economic crisis in
Europe and the US- our key source markets. Some regional stakeholders made reference to
the need for collaboration in marketing tourism and the same thread is still visible this year
especially with the recent concern for Seasonality being seen as a big threat to tourism in
Cape Town.

Through my research I would like to find out what the current levels of collaboration are, if
there are any partnerships or collaborative initiatives when it comes to tourism/destination
marketing. We recently saw the tourism bodies (Cape Town Tourism, Johannesburg Tourism
and Durban Tourism) sign the Three Cities Alliance- is something similar a possibility within
the region itself?

As a critical stakeholder in the region, you are being invited to participate in this research study. Your input in this research is very important and your consent to participate will be much appreciated. As part of my research methodology, I am conducting a communications audit so as to understand the current levels of collaboration between the regional stakeholders. This will guide me in formulating specific questionnaires for the one-on-one interviews to ensure that the time given by each participant is well utilised and little follow-ups are necessary.

Please find attached a detailed Participant Information Sheet with all the necessary information as to what the research entails. I've also attached the Ethical letter from the Cape Peninsula University of Technology, the Consent form and the Communications Audit questionnaire.

Please sign the consent form indicating whether you prefer your name/ job title/ your initials/ pseudonym/ respondent 1 be used in the research findings. Please respond to the Communications Audit questions and indicate your availability for the interview (please provide more than one option of date and time in the next 2 weeks).

Your support in this research will be much appreciated.

Thank you and regards

Nkanyi

ANNEXTURE C: Participant fact sheet

To whom it may Concern

Participant Information Sheet

I am currently working towards a Master of Technology degree in Public Relations Management, at the Cape Peninsula University of Technology, Cape Town Campus.

As part of my degree, I have to produce a **Mini-Thesis** which is in partial fulfilment of my M-Tech requirements. I have already finished my course work which comprised of Positioning Organisational Relationships, Managing Communication Strategy, Planning Stakeholder Communication, Technology, Communication & Stakeholders as well as the Research Methodology. The following is the topic of my research;

Tourism marketing in the Western Cape: Optimising inter-organisational collaboration among key regional stakeholders

You are being invited to take part in a research study. This research is looking at the current levels of stakeholder collaboration or inter-organisational collaboration in the Western Cape with focus on tourism marketing. The researcher believes that tourism in the Western Cape region contributes a huge percentage to the region's economic output and job creation. Therefore key regional stakeholders in tourism have to co-operate towards growing this industry. In this particular study, these key stakeholders include the following organisations:

- City of Cape Town(CoCT)'s Tourism, Events and Marketing Department;
- The Provincial Government of the Western Cape(PGWC)'s Department of Finance, Economic Development and Tourism;
- Tourism bodies funded by the City of Cape Town and the Provincial Government of the Western Cape, namely Cape Town Tourism and Cape Town Routes Unlimited (CTRU) which has been incorporated into Wesgro; and
- Organisations with a stake and or interest in tourism and who are critical stakeholders to the above, such as Airports Company South Africa (ACSA), Cape Town International Airport (CTIA) which is the gateway to the region, Accelerate Cape Town, the Cape Town Chamber of Commerce and Industry and Cape Town Partnership will form part of this research.

The researcher is of the view that if these different stakeholders and parties can utilise a platform of collaboration, marketing opportunities may be maximised and resources can be more optimally allocated. There has been little evidence of any sustained strategic collaboration in the researcher's body of knowledge but it should be noted that through this research and outcomes thereof, this can be clarified. It has to be noted that the researcher is aware that each organisation has a mandate to fulfil and this will be acknowledged in the research findings.

It is up to you to decide whether or not to take part and I hope you will participate. As a critical stakeholder in the region your input in this study is very important and your consent to participate will be much appreciated. When you do decide to take part you will be asked to sign a consent form.

As part of my research methodology, I am conducting a communications audit so as to understand the current levels of collaboration between the regional stakeholders. This will guide me in formulating the questionnaire for the one-on-one interviews to ensure that the time given by each participant is well utilised and little follow-ups are necessary. This process will also assist me to determine whether the level of collaboration between the identified stakeholders contribute to the tourism growth in the region or whether there is optimal communication between stakeholders to ensure uninterrupted cooperation and collaboration in the marketing of the Western Cape and Cape Town tourism industry.

Please be rest assured that all material received will be treated as confidential and be only used for the research process. All the material provided through the interviews and documents offered by each organisation and or individual will not be shared with anyone and the researcher will not use such information for personal gain, only for the study being conducted. This research has been approved by the Cape Peninsula University of Technology after a rigorous process which started in January 2011 when the researcher had to defend her topic and proposal in front of a panel made of members of the Research Department and the Public Relations Department at the university. A reference/ethical letter is attached.

Thank you for taking the time to read through this information sheet. Please feel free to contact me for any further clarity regarding this research. My contact details as follows;
Nonkanyiso Nyilika
Tel: 021 937 1361
Cell: 082 377 4737
E-mail: Nonkanyiso.Nyilika@airports.co.za

Research Supervisor
Dr Elsabe Pepler (Ph.D. Communication and Media Studies)
Cell: 083 273 9183
E-mail: elsabe.pepler@gmail.com