



**AN INVESTIGATION INTO 2010 FIFA WORLD CUP™ PLANNING: A CASE
STUDY OF THE EDEN DISTRICT MUNICIPALITY, WESTERN CAPE, SOUTH
AFRICA**

by

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DECLARATION

Hereby, I, Tracy Daniels, declare that this study is my own original work and that all sources have been accurately reported and acknowledged, and that this document has not previously in its entirety or in part been submitted at any university in order to obtain an academic qualification.



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30 November 2012

Date

ABSTRACT

Sport tourism, mega-events and the impacts thereof, especially in developing countries, have, in the past, tended to have been overlooked academically. This study investigated 2010 Federation of International Football Associations (FIFA) World Cup™ initiatives in the Eden District Municipality (EDM), Western Cape, South Africa, which is situated between the host cities of Cape Town and Port Elizabeth. The research investigated whether or not planning initiatives being conducted by the district and individual towns in the region were integrated or not, with special reference to the accommodation sector. The sector was the focus of the research, as most plans being conducted in the region were centred on the development of team base camps as accommodation satellites for travelling spectators.

The research design consisted of self-administered electronic questionnaires, which were sent to a sample of 587 accommodation establishments. From the survey, a response of 251 valid questionnaires were received. In addition to the questionnaires, five key informant interviews were conducted with representatives from towns in the EDM.

The findings indicated that, although stakeholders in the EDM were interested in becoming involved in 2010 FIFA World Cup™ planning, and despite the majority being involved in planning initiatives, little information reached the accommodation establishments in the region. As a result of such paucity of information, establishments were embarking on their own planning initiatives, which were not in conjunction with those being conducted by the EDM. The research also showed that awareness levels of plans being conducted by various stakeholders in the region were very low and that accommodation establishments knew very little about the plans concerned. Moreover, there was scant awareness of the roles of various stakeholders and involved parties in the region.

The research established that, although a large number of establishments were aware of the services offered by MATCH Event Services Pty, which was appointed by FIFA to administer its Tour Operator Programme on its behalf, not many had registered with the body, due to any one or more of a range of reasons.

Key informant interviews conducted as part of the study found that most of the above-mentioned respondents were working on projects in conjunction with other stakeholders, rather than in isolation, and that the level of buy-in from accommodation establishments was not very high. The majority of key informants agreed that there had not been sufficient or significant communication about the event from the EDM or from local municipalities and that the initiatives of which they were aware lacked a strong legacy focus.

From the research conducted, recommendations made were that there should be a more consolidated marketing and planning effort for all towns in the EDM concerned with an event of this nature, while the individual needs, offerings and the nature of each of the towns should still be considered. Planning initiatives in a district municipality should involve all levels of stakeholders, and both communication channels, as well as the roles and responsibilities of all parties involved, must be clearly defined. In planning for the hosting of such an event as the FIFA World Cup™, the long-term needs of the area and the legacy of the event should be the main considerations in ensuring community development and sustainability radiating from the event.

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LIST OF TERMS

ACSA	Airports Company South Africa
AFC	Asian Football Confederation
ASGISA	Accelerated and Shared Growth Initiative for South Africa
B&B	Bed and Breakfast
BBBEE	Broad Based Black Economic Empowerment
CAF	Confederation of African Football
CONCACAF	Central American and Caribbean Association Football
CONMEBOL	Confederation Sudamericana de Futbol / South American Football Confederation
CTOBC	Cape Town Olympic Bid Committee
CVA	Community Viewing Area
DEAT	Department of Environmental Affairs and Tourism
DEDT	Department of Economic Development and Tourism
EDM	Eden District Municipality
FCC	FIFA Confederations Cup
FIFA	Fédération Internationale de Football Association / Federation of International Football Associations
GDP	Gross Domestic Product
GDPR	Gross Domestic Product per Region
HDI	Human Development Index
HIV	Human Immuno Deficiency Virus
IDP	Integrated Development Plan
IOC	International Olympic Committee
IRB	International Rugby Board

LED	Local economic development
NOCSA	National Olympic Committee of South Africa
OC	Organising committee
OFC	Oceania Football Confederation
PE	Port Elizabeth
PSDF	Provincial Spatial Development Framework
PVA	Public Viewing Area
SA	South Africa
SAFA	South African Football Association
SPV	Special Purpose Vehicle
SANParks	South African National Parks
SAFA	South African Football Association
SALGA	South African Local Government Association
SEDA	Small Enterprise Development Agency
SMME	Small, Medium and Micro Enterprises
SPSS	Statistical Package for Social Science
TBCH	Team Base Camp Hotel
TBCTS	Team Base Camp Training Site
TEP	Tourism Enterprise Programme
TGCSA	Tourism Grading Council of South Africa
UEFA	Union of European Football Associations
UN	United Nations
VFR	Visiting Friends and Relatives
VSTH	Venue-Specific Training Hotel
VSTS	Venue-Specific Training Site

WC World Cup
WCPG Western Cape Provincial Government

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CHAPTER 1

INTRODUCTION TO THE STUDY

1.1 PREAMBLE

All over the world global events like the Olympic Games and the *Fédération Internationale de Football Association* / Federation of International Football Associations (FIFA) World Cup™ have given rise to grassroots bidding and to the development mobilisation of towns and regions, even if the areas are not directly involved in the core event itself (Maennig, 2007). Preparations for South Africa's hosting of the 2010 FIFA World Cup™ were no exception, and the evidence from the 2006 event in Germany has illustrated the process quite dramatically. The FIFA World Cup™ is, according to viewership, regarded as the largest sporting event in the world, and in May 2004 the announcement was made that South Africa would be given the opportunity to host the event in 2010 (Jordaan, 2006:3). The event was to consist of 32 teams that were to play 64 matches over 200 viewing hours at 10 stadia (in 9 different cities), with an estimated 2.78 million tickets to be sold (Jordaan, 2006:3). Approximately 400 000 to 500 000 overseas visitors were expected during the event, which was hosted from 11 June to 11 July 2010 (Jordaan, 2006:4).

The Western Cape Department of Economic Development and Tourism (DEDT) (2008) states that the vision of the 2010 FIFA World Cup™ South Africa was to strengthen and enhance the image of Africa and South Africa, and to create relationships with other countries (Western Cape [South Africa]. DEDT, 2008). The vision was closely aligned with the legacy of an event of this nature. Legacy can be defined as “ensuring that as many long-term benefits are generated for the host city, region and nation well before, during and after the event” (Mann, 2008:65). The four dimensions of legacy, as identified for 2010 FIFA World Cup™ South Africa, included an Africa-wide legacy, football development, South Africa legacy and the African diaspora (Western Cape [South Africa]. DEDT, 2008). The Department also highlighted four legacy areas for the 2010 FIFA World Cup™, namely the economic, infrastructure, health and safety, and social areas.

The City of Cape Town was named as one of the host cities for the 2010 FIFA World Cup™ in South Africa, along with Nelson Mandela Bay (Port Elizabeth [PE]), Johannesburg, Manguang/Bloemfontein, Durban, Rustenburg, Mbombela (Nelspruit), Polokwane and Tshwane (Pretoria) (FIFA, 2008). As a result, the city entered into a contractual agreement with FIFA.

As the biggest sporting event in the world, the 2010 FIFA World Cup™ would provide Cape Town with the opportunity to “harness innovation, investment, development and available funding” (Western Cape [South Africa], 2006:9). The City also planned to use the event to create opportunities for local communities, as well as to improve their surrounding natural and built environments. Infrastructure and facilities built for the event would allow the City to further promote itself as a tourist destination, while providing economic opportunities for local residents.

The joint business plan between the City of Cape Town and the Western Cape (2006) illustrates that, as Cape Town was to be hosting a competition match, the entire province would be affected and impacted by a greater influx of tourists than usual and by the movement of people to various match venues across the province. “Make the game better, take it to the world and make the world a better place” (Blatter, 2006) was the departure point for the City of Cape Town and Provincial Government of the Western Cape’s 2010 strategic plan. The developmental approach stemmed from the need to build a shared economy that was firmly located in the Accelerated and Shared Growth Initiative for South Africa (AsgiSA), the Provincial Growth and Development Strategy and the City’s 2010 vision for the development of Cape Town (Western Cape, 2007).

Mega-events are associated with a range of positive and negative impacts, such as with social and cultural, economic, physical and environmental, political and tourism-related impacts. Best practice indicates that local strategies and initiatives need to be aligned with those of municipalities and local governments (EDM, 2007d). Various regions can work together so that they all benefit from a mega-event, resulting in the elimination of unhealthy competition. The 2010 FIFA World Cup™ offering, especially in relation to base camps, where teams lived and trained for the duration of the event, and public viewing areas (PVAs), provided the

opportunity to spread benefits to smaller towns in the region. The benefits to be derived from the tournament will be further discussed below, using the Eden District Municipality (EDM) as a case in point.

The EDM is one of 38 district municipalities in South Africa (SA Routes bookings and information systems, 2005), and covers the Kannaland, Hessequa, Mossel Bay, George, Oudtshoorn, Plettenberg Bay (Bitou) and Knysna Local Municipalities. The municipality is located between Cape Town and PE, which were two 2010 FIFA World Cup™ competition host venues. Relatively large centres in the municipality include George, Mossel Bay, Oudtshoorn, Knysna and Plettenberg Bay, with 20 smaller towns also being sited in the area (EDM, 2007:1). Some of the functions of the EDM include planning for the district as a whole and promoting tourism for the area. In 2007, the EDM was identified as one of three regional motors that constitute over 85% of the economic input in the Western Cape, and as the third largest regional motor, contributing 6.15% to the provincial gross domestic product per region (GDPR) in 2004 (Eden, 2007:4). The Provincial Spatial Development Framework (PSDF) for the Western Cape identified the Eden District as one of three 'growth nodes' in the Western Cape (with the other two being the Cape Town and West Coast regions). As such a node, the Eden District is considered a location of high growth potential and human need. The identified potential and need would make it a priority location for fixed capital investment and economic intervention by the Western Cape Provincial Government (WCPG) (Rasool, 2007:4). Despite said factors, like most other regions in South Africa, the area faces the challenge of relatively high unemployment (18%), widespread poverty (with the living standard of 30% of the population being below the poverty line), sprawling informal settlements that are inadequately serviced, growing human immuno-deficiency virus (HIV) and crime rates, and major income and wealth inequalities (EDM, 2007:9). There are also issues with regard to bottlenecks at key infrastructure points and skills shortages (EDM, 2007:10).

For the Eden District, which was already one of South Africa's preferred tourism areas, 2010 offered a range of very specific challenges and opportunities. In particular, the region could bid to become the base camp for one or more soccer teams of the participating countries. Such a possibility would be in addition to the

region being a key accommodation hub and satellite accommodation town for travelling spectators, with increased numbers of touring visitors being likely to be attracted to the region throughout the event month, as well as both before and after the event. Due to the district being located between the two host cities of Cape Town and PE, a growth in through travel was to be expected, as tourists and teams would travel to match venues.

To succeed with such a bid and to obtain the best longer-run development spin-offs from the events required concerted, well-managed and strategically planned action on the part of all relevant players and stakeholders in the region. Logically, the EDM was to be the coordinating body, since one of its key functions is to plan for the development of the District Municipality as a whole (EDM, 2007a).

The EDM identified the key development opportunities associated with the 2010 FIFA World Cup™, which were in line with the region's strategic objectives, as identified in the its Integrated Development Plan (IDP), as being to:

- Unite the people of Eden, build lasting partnerships and unlock the wealth of social cohesion;
- Accelerate economic transformation;
- Create a lasting legacy that would benefit soccer promotion and development that was to be inclusive of local economic development (LED), environmental awareness and social development;
- Market and brand the region in order to impact tourism;
- Refocus the energy of the youth through participation in soccer and healthy leisure lifestyles;
- Improve infrastructure and social services; and
- Showcase the region and its economic assets and sectors (EDM, 2007a:18).

Despite the above, the 2010 World Cup™ was to be a mega-event whose effects might only be short-term. Once the games were over and the tourists had left, the key question would be whether or not the event had left a lasting legacy in the host and non-host areas. In order to ensure such a legacy, the involvement of all

stakeholders, including local government and the private sector, was necessary (Atkinson, 2009:18).

Despite all of the positive impacts mentioned above, non-host areas also tend to face challenges when creating opportunities related to such mega-events as the hosting of the 2010 FIFA World Cup™. Key challenges and constraints that required to be considered in planning for the event in the Eden District included the lack of infrastructure, broadcasting rights that would impact on the organisation of PVAs, a perceived lack of information amongst local stakeholders regarding Eden's 2010 plans, a lack of funding for 2010-related initiatives, inter-town rivalry in the district, and the desire to keep the benefits, which would accrue from the hosting of the games, within the local communities (EDM, 2006:1). In order to overcome the above-mentioned challenges and risks, open communication was required between all stakeholders in the district, as well as involvement at municipal and local levels.

In planning for the hosting of the 2010 FIFA World Cup™, preliminary projects were established by the region in the fields of branding and marketing; the development of transport and infrastructure facilities; the decongestion of bottlenecks and congested areas; safety and security; emerging enterprise development; local communication and media contact; base camp bids; the expansion of accommodation capacity; PVAs; entertainment and recreational festivals; financial resources and sponsorships; and mobilisation and use of volunteers (Swart, 2008:9). It was anticipated that the projects would aid in leveraging economic growth in the region.

At the time of the current study, the region lacked the necessary soccer practice facilities, there were several five-star hotels in the area that would fulfil the requirements of a host team and various golf estates that could provide the necessary accommodation facilities. A number of hotels were shortlisted by FIFA as possible base camp hotels in the Eden District (Swart, 2008:9). Key selection criteria were developed by FIFA in order to assist teams when considering a base camp (Western Cape [South Africa], 2006:9). For the purpose of the current research, the selection criteria that was of importance included compliance with FIFA base camp requirements; team and travelling fan considerations; costs

associated with lobbying and hosting teams; competitor cities'/towns' lobbying and hosting and the lobbying initiatives that were under way at the time of the current study in EDM (Western Cape [South Africa], 2006:9).

In relation to the FIFA Fan Fests that were to be held at the official, free FIFA PVAs, the 2010 FIFA World Cup™ Cape Town and the Western Cape business plan identified nine potential venues for PVAs across South Africa, including George, Knysna and Oudtshoorn. Community viewing areas (CVAs) could also be established in order to create economic opportunities within local communities, and in order to make the 2010 FIFA World Cup™ more accessible to all residents living in, and visitors to, an area. The viewing areas had to be established in good-quality public spaces or community halls (Western Cape [South Africa], 2006:9).

In order to effectively manage accommodation services in satellite areas, such as the EDM, and to ensure that they were of the required standard, FIFA appointed MATCH Event Services PTY to administer the 2010 FIFA World Cup™ Tour Operator Programme on its behalf (FIFA, 2007). In order to be selected as a satellite area by MATCH, an area was required to have a minimum of 200 rooms that were graded by the Tourism Grading Council of South Africa (TGCSA), as well as to have a well-developed road infrastructure (FIFA, 2007). Although proximity to tourist attractions was not a prerequisite, such a factor, along with proximity to an airport, was regarded as advantageous (Atkinson, 2009:12).

For a mega-event to be successful, and in order to reap the benefits from such an event, effective strategising, management and support from local government was necessary. Consideration had to be given to the development of a 'tourism destination zone', with the nature of the attractions concerned being fundamental to the area's long-term development (Atkinson, 2009:13). Integrated planning and development and joint marketing were considered to be vital for success, given the limited time-frames that were being faced at the time of the study. In order for Eden to ensure a positive legacy and in order to minimise the identified risk, all stakeholders involved in Eden 2010 initiatives were required to recognise the importance that the planning of all developments should consider the long-term relevance for the area and for Eden's tourism, sport and recreation infrastructure. The real importance and focus

of the EDM for the following few years was to transform from a FIFA World Cup™ focused initiative to a much broader EDM LED process (Swart, 2008:14). For the transformation to be effective, the coordination of 2010 FIFA World Cup™ planning initiatives being conducted by event coordinators, destination marketing offices, local businesses and chambers of commerce was required. Such coordination would aid in the elimination of competition and in the development of integrated and consolidated planning efforts and bids.

1.2 RESEARCH PROBLEM

The Eden District is comprised of seven local municipalities. In addition to the main centres of George, Knysna, Mossel Bay and Plettenberg Bay, there are 20 smaller towns in the district. The existence of so many large centres in the district posed the problem of individual towns conducting their own 2010 FIFA World Cup™ planning initiatives without considering the guidelines and strategies of the overarching district municipality. Across the district, 2010 FIFA World Cup™ coordinators, destination marketing offices, businesses and chambers of commerce seemed to be conducting their own individual planning efforts without communicating with one another and without considering one another's strategies, while they should have been working together with the district municipality. The key 2010 FIFA World Cup™ initiatives for the area appeared to be the development of tourism, base camps and PVAs, but the stakeholders concerned did not seem to be working together in order to meet the necessary requirements.

In the efforts that were exerted to form a base camp, the accommodation sector played an important role. A further issue arose as, in order to meet requirements; establishments required grading by the TGCSA and registration with MATCH. Such registration included the payment of a registration fee, although it did not guarantee occupation during the event. The role played by the accommodation sector was also essential to the region, as far as its efforts to provide satellite accommodation for travelling fans and to create an official accommodation satellite town were concerned.

The problem presented in the current research was the lack of consolidated 2010 FIFA World Cup™ planning initiatives in the Eden District, in the light of the

competition that was developing between the various towns in the region. Two different levels of planning emerged, with one being the individual municipal level and the other being the district municipality level.

The initiatives at the different levels might have begun to clash, which could have hindered the efforts exerted in the area to gain from the hosting of the 2010 FIFA World Cup™. Municipalities may also have been relatively successful in their efforts to conduct their own planning initiatives. Due to the size of the district, planning initiatives might not have suited individual municipalities in the region.

1.3 THE AIMS AND RESEARCH OBJECTIVES OF THE STUDY

The intended aims and objectives of the study are discussed in this section.

1.3.1 The aims of the study

The aim of the current study was to ascertain what the best mega-event planning strategies were for districts consisting of individual local municipalities and overarching district municipalities that hosted no 2010 FIFA World Cup™ competition matches. The study also investigated the benefits to be gained by individual municipal planning efforts in contrast to those that were exerted in a district as a whole. Furthermore, the study investigated the willingness of municipalities to participate in regional bidding initiatives.

1.3.2 The research objectives of the study

Research objective 1 was to analyse whether or not the 2010 planning initiatives at town level were aligned with those at local municipality and district municipality levels.

Research objective 2 was to identify the 2010 planning initiatives conducted by each town in the EDM and to assess how the initiatives were structured.

Research objective 3 was to assess to what extent 2010 FIFA World Cup™ coordinators, tourism offices, the accommodation sector and chambers of commerce were working together to conduct planning initiatives and to ensure that the necessary requirements for planning were met.

Research objective 4 was to identify 2010 planning efforts being conducted by various accommodation establishments in EDM towns.

Research objective 5 was to gauge the success of the EDM in conducting a consolidated base camp bid for the area.

Research objective 6 was to gauge the willingness of accommodation establishments to participate with the EDM in 2010 planning initiatives.

1.4 RESEARCH QUESTIONS

The following research questions concerning 2010 FIFA World Cup™ and accommodation planning were developed from the objectives listed in subsection 1.3.2 above.

1.4.1 2010 FIFA World Cup™ planning

The research questions concerning 2010 FIFA World Cup™ planning were as follows:

- What are the key 2010 FIFA World Cup™ initiatives being conducted by the EDM?
- What is each town in the EDM doing with regard to planning for the 2010 FIFA World Cup™ and how are these initiatives structured?
- Are the 2010 planning initiatives being conducted by various stakeholders, such as tourism offices and chambers of commerce, in the EDM integrated in any way?
- Are 2010 FIFA World Cup™ planning initiatives being conducted by the EDM and the various local municipalities of the area aligned?

1.4.2 Accommodation planning

The research questions concerning accommodation planning were as follows:

- How are the EDM and the accommodation sector working together in terms of planning for the 2010 FIFA World Cup™?

- What kinds of 2010 FIFA World Cup™ planning initiatives are being conducted by accommodation establishments?
- Which of the accommodation establishments in the EDM are suitable to serve as base camps, according to FIFA guidelines?
- Have accommodation establishments in the EDM signed up with MATCH, and if not, for what reasons have they not done so?

1.5 RESEARCH APPROACH AND METHODS

This section provides an overview of the research approach and methods used in the current thesis.

1.5.1 Research design

The 2010 FIFA World Cup™ was identified as an area of opportunity for growth and development in both host and non-host areas. The current study of 2010 planning in the non-host area of the Eden District aimed to ascertain what the best mega-event planning strategies were for districts consisting of individual local municipalities and overarching district municipalities that hosted no 2010 FIFA World Cup™ competition matches. The study also investigated the benefits to be obtained from individual municipal planning efforts as opposed to those to be obtained from the efforts of a district as a whole.

Standard quantitative and qualitative methods were employed to collect data in order to meet the research objectives identified above. Both primary and secondary data sources were used.

1.5.1.1 Primary data

For the purpose of the current study, primary data included those obtained by means of the employment of survey questionnaires and key informant interviews. The reasoning behind deploying the above-mentioned methods is explained below.

1.5.1.1.1 Survey questionnaires and interviews

The use of survey questionnaires contributed to the investigation by enabling the gathering of information that formed part of the analysis. Structured questionnaire surveys were administered electronically via email to accommodation

establishments in the Eden District. Key informant interviews were also conducted with five key stakeholders in the EDM area in order to gain a relatively broad perspective on 2010 planning and the various initiatives that were under way in the area at the time of the study.

1.5.1.2 Secondary data

Secondary data was used for obtaining background information in reference to the study. The data were gleaned from journals, books, articles, Internet websites and reports on sport tourism events. The use of such an approach provided a holistic understanding of the events covered, while simultaneously placing them in context.

1.5.1.3 Sampling

The targeted sample included accommodation establishments in the EDM. A database of accommodation establishments in the EDM, from which a sample was drawn, was obtained from local tourism offices. The sample was configured using every third establishment that was listed on the database and was representative of the wide range of establishments, including hotels, bed and breakfasts (B&Bs), self-catering units and resorts, in the region. Representatives from local municipalities and the district municipality, along with role-players in sport and tourism in the region, were targeted during the key informant interviews.

1.5.1.4 Data analysis

The Statistical Package for the Social Sciences (SPSS) was used as a tool for data inputting and for the analysis of the surveys completed by accommodation establishments. The reflection on the analysis is provided as evidence in the study. The analysis of the close-ended questions in the survey is presented in the form of tables, bar charts and pie charts in order to justify the reliability and the validity of the findings and recommendations thereof. Qualitative data obtained by means of the posing of open-ended questions and the key informant interviews were analysed using the constant comparative method, following four stages: stage one – the comparison of incidents applicable to each category; stage two – the integration of categories and their properties; stage three – the delimitation of the theory; and the writing up of the theory (Isaac & Michael, 1981:65).

1.6 MOTIVATION FOR INVESTIGATION

The need for fundamental research on the impact of mega-events on non-host areas, such as the EDM, devolves from the desire to embark on planning initiatives that are sustainable and environmentally, economically, socially and politically acceptable and sound. In the past, the impacts of mega-events on such areas were neglected, with them being given few opportunities to benefit from such events (Atkinson, 2009:2). The current research is aimed at informing the hosting of potential future events of this nature, in order to help ensure long-term benefits for the towns and their residents concerned and to aid in the growth of a lucrative events industry.

In the case of districts consisting of individual municipalities, there is a need for research that highlights the impacts of individual versus consolidated bidding and planning efforts, and which provides specific planning guidelines for such areas, which are usually environmentally sensitive. Whether or not such areas should allow municipalities with varying characteristics to embark on their own individual bidding and planning initiatives, or whether they should be controlled by overarching district municipalities, needs to be established. The focus of the research was on inter-town rivalry in the district, versus the adoption of a more consolidated approach to planning.

1.7 OPERATIONAL DEFINITIONS

The operational definitions of the most important terms used in the current thesis are given below.

1.7.1 Accommodation

Accommodation refers to food and lodging provided to tourists in a particular area (Dictionary.com, 2008). This can be divided up into four categories: serviced accommodation; self-catering accommodation; homes of friends or relatives; and other accommodation. Serviced accommodation includes establishments where staff provide such services as meals and room service. Self-catering accommodation includes establishments where sleeping facilities are provided, but no additional personal services (Bennett, 2000:50).

1.7.2 Base camp

Each national team participating in the FIFA World Cup™ had to select a team base camp that consisted of a top-quality training site that was in close proximity to the match venues. Accommodation for the base camps could range from hotels to sport schools and universities, and might have been in any of a number of widely differing areas, including cities or quiet rural areas. The teams used the facilities in their chosen area as their base for the duration of the tournament, travelling to the venues, in principle, only on the day before their specific matches (FIFA, 2006a:1).

1.7.3 Bid

A bid is a document, covering the entire concept of an event and its planning, that is submitted to the organising committee (OC). The preparation of a bid can involve a number of stakeholders, including sponsors, donors, providers of goods and services, marketing companies, venue organisers, government bodies, convention associations, tourism and hospitality partners, and voluntary organisations (Van der Wagen, 2005:159).

1.7.4 Fan Fests

Fan Fests are official FIFA PVSs, offering screens, live entertainment, food and beverages, and official merchandise (South Africa, n.d.:8).

1.7.5 FIFA

FIFA was founded in 1904 and is based in Zurich (FIFA, n.d.). The association, whose goal is the constant improvement of football, has 208 members. FIFA's mission is to use football as a symbol of hope and integration to touch the world, to protect football standards, to encourage competition, and to promote solidarity in the world game (FIFA, n.d.).

1.7.6 Host

A host is defined as "a national of the visited country who is employed in the tourism industry and provides a service to tourists" (Reisinger & Turner, 2003:38). Such a national includes hoteliers, front office employees, waiters, shop assistants, customs officials, tour guides, tour managers, and taxi and bus drivers.

1.7.7 Legacy

A legacy entails “ensuring that as many long-term benefits are generated for the host city, region and nation well before, during and after the event” (Mann, 2008).

1.7.8 Mega-events

Mega-events are considered the largest type of events, which are generally targeted at international markets. Mega-events are associated with specific impacts relating to tourism, media coverage and economics (Van der Wagen, 2005:5).

1.7.9 Municipality

A municipality can be defined as the local self-government of people living in a town or city, or an urban district that has corporate status and powers of self-government (Word Reference, 2008).

1.7.10 Public viewing area (PVA)

A PVA is a match viewing area for supporters who are unable to travel to match venues or who wish to watch other matches together with other supporters (Fowles, 2007:2).

1.7.11 Tourism

Tourism is defined as “the activity that occurs when tourists travel. This encompasses everything from the planning of the trip, the travel to the place, the stay itself, the return, and the reminiscences about it afterwards. It includes the activities the traveller undertakes as part of the trip, the purchases made, and the interactions that occur between host and guest. In sum, it is all of the activities and impacts that occur when a visitor travels” (George, 2003:17).

1.7.12 Tourists

Tourists are defined as people who are not the permanent residents of a place or region, but who usually stay there for at least one night. According to Reisinger and Turner (2003:37), a tourist is “a temporary visitor staying at least 24 hours in the region visited for the purpose of leisure (holiday, sport, study, recreation), business, family (visiting friends and relatives), or meetings and conferences”.

Tourists can be classified by purpose of visit. Conventionally, the following three categories are used for classification purposes:

- Leisure and recreation – including holiday, sport and cultural tourism and visiting friends and relatives;
- Other tourism purposes – including study and health tourism;
- Business and professional – including meetings, conferences, missions, incentive and business tourism (Cooper, Gilbert, Fletcher & Wanhill, 2005:18).

1.8 CHAPTER SEQUENCE

The current chapter provided an introduction to the study and identified a range of opportunities for such non-host areas as the Eden District, while also describing the potential conflict that might have arisen as a result of the number of planning initiatives being conducted by the various organisations in the region.

Chapter 2 is a literature review that provides a theoretical overview of opportunities offered by, and possible impacts of, the 2010 FIFA World Cup™ for non-host areas; community perceptions of mega-events; possible spill-over effects of mega-events; non-host economic opportunities and issues; local government responses and involvement in non-host areas; tourism in rural areas; experiences of previous hosts (base camps and PVAs); and key football tourism and investment markets.

Chapter 3 is a second literature review chapter, providing an overview of the EDM, its strengths and weaknesses, its potential growth areas, 2010 FIFA World Cup™ planning initiatives undertaken in the district, and planning initiatives of individual towns.

Chapter 4 provides a discussion of the methodology used in the current study. The chapter includes details of the research design, and identifies the survey population, methods and tools of data collection, and sample size.

Chapter 5 focuses on the analysis of the data collected. The data generated in SPSS are presented in tables and charts, with the outcomes obtained being

analysed and discussed. Qualitative data that were collected during key informant interviews are also analysed and discussed.

Finally, Chapter 6 provides conclusions to the study, which were arrived at in accordance with the research objectives, as well as recommendations and a discussion of the study limitations. The chapter ends with a brief description of the possible future research direction for the study area concerned.

1.9 SUMMARY

This study aims to determine what the best mega-event planning strategies are for districts consisting of individual local municipalities and overarching district municipalities by analysing the case of 2010 FIFA World Cup™ planning initiatives conducted in the EDM, Western Cape, South Africa.

In conducting the research, various existing literature sources are consulted as well as primary research conducted in the form of surveys and key informant interviews which were designed to collect both qualitative and quantitative data.

The following section of the research provides a background to sport tourism and sport tourism development as well as on the 2010 FIFA World Cup™ in South Africa.

CHAPTER 2: SPORT TOURISM AND THE 2010 FIFA WORLD CUP™

2.1 INTRODUCTION

The current chapter provides an overview of the concept of sport tourism, as well as a discussion of the role played by the 2010 FIFA World Cup™ in South Africa, with special reference to the potential impacts of the event on both host and non-host areas. The issues of community perceptions of mega-events, economic opportunities and issues for non-host areas, local government involvement and responses, and tourism in rural areas will also be discussed. Insight will be given into the phenomenon of both international and domestic football tourists and, finally, experiences of previous FIFA World Cup™ hosts will be analysed, highlighting best practices and guidelines for South Africa for hosting the 2010 FIFA World Cup™.

2.2 SPORT TOURISM

Several different definitions of sport tourism found in the literature will be elaborated upon below. Gammon and Robinson (1997:5) identify two definitions of sport tourism, namely a hard and a soft definition. The hard definition is based on the active or passive participation at a competitive sporting event, meaning that a sport tourist is someone who specifically travels to be involved in sport either actively or passively. For such tourists, the prime motivation of travel is sport. The soft definition of sport tourism refers to those tourists who travel to be actively involved, and to participate recreationally, in sport (Gammon & Robinson, 1997:5).

Standeven and De Knop (1998:13) define sport tourism as travel for non-commercial (holiday) or for commercial (non-holiday and business) reasons, with the intention of participating in, or observing, sporting activities. Based on the above definition, eight types of sport tourism can be identified: single sport activity; multiple sport activity; organised; independent; connoisseur observer; casual observer; active sport; and passive sport (Standeven & De Knop, 1998:13). Active sport tourists may engage in sport during holidays either as a single sport activity, in which case sport is the main reason for travel, or as a multiple sport activity, during which there is participation in several sport forms. Passive sport tourists are grouped into casual observers and connoisseurs, with the former being those who

have extensive passive involvement in the sport activity, as they watch it either as spectators or as officials (Standeven & De Knop, 1998:14).

Gibson (1999:35) writes that sport tourism encompasses three macro behaviours: participating in sport (i.e. active sport tourism); watching sport (i.e. event sport tourism); and visiting sport-related attractions (i.e. nostalgia sport tourism). Active sport tourism can either take the form of a sport vacation, during which visitors take part in sport, or it can take the form of a private sporting holiday in which people take part in informal games (Gibson, 1999:35). Event sport tourism (which is the focus of the current dissertation) ranges from travel to such mega-events as the Olympics to travel to smaller, club-level events by people who are from another place than that in which the event is held. Tourists travel to the above-mentioned events in order to experience being present at them, and generally spend a great deal while they are there. Consequently, events of this nature require extensive planning, organisation and marketing, and can even aid with local development (Gibson, 1999:35). Gibson also states that nostalgia sport tourism, which is the last of the three major types of sport tourism mentioned above, involves travel to stadia that hosted major events in the past, or to such sport-related attractions as museums and halls of fame.

The above definitions of sport tourism both mention that such tourism includes travel, and either active or passive involvement in sport. They also both distinguish between the various types of sport tourism and different types of involvement in it.

In sport tourism, the decision to travel is not only based on a need for escapism or for involvement in a sport, but also on a need for rewards, recognition and prestige (Kurtzman & Zauhar, 2005:30). Factors that also influence the decision to travel include age, health conditions, disposable income, and demographics (Kurtzman & Zauhar, 2005:30). Considering said influences, four categories of motivation for travel can be found in sport tourism, namely:

- Physical motivators, which are directly linked to such physical needs as the need for fitness;

- Cultural motivators, which are linked to tradition, way of life and such heritage as that which is reflected in museums and halls of fame;
- Interpersonal motivators, which include the potential to socialise, as can be seen, for instance, in sports resorts; and
- Status and prestige motivators, which are demonstrated by those who are attracted to high-profile events and destinations (Kurtzman & Zauhar, 2005:27).

Along with the above, five categories of sport tourism can be identified (Kurtzman & Zauhar, 1997:22), as follows:

- Spectators: According to Kurtzman and Zauhar (1997:22), the amount of attention that has been paid to spectatorship has so grown in recent times, as a result of advances that have been made in the fields of technology, mobility and urbanisation, that it has by now come to be considered a significant part of the tourism experience. The two researchers further note that spectators tend to identify themselves with the event(s) that they watch, and about which they tend to display a sense of deep commitment and emotion.
- Organisational workers: Sport tourists who are organisational workers include both paid and unpaid members of organisations, as well as volunteers, who are often incentive driven (Kurtzman & Zauhar, 1997:22). They further state that the tasks of the workers can be of either a permanent or a temporary nature.
- Participants: Participants may take part in an event individually or as part of a team, and the nature of involvement can be widely varied for any of a range of participants (Kurtzman & Zauhar, 1997:22). They also add that participants in an event are likely to obtain a level of satisfaction from their participation.
- Needs classification: In sport tourism, no particular need takes precedence, and there are varying concerns and implications regarding the five basic sport tourism categories that consist of cruises, tours, events, attractions and resorts (Kurtzman & Zauhar, 1997:22). Kurtzman and Zauhar add that, as a result of such variation, the needs of sport tourists should be related to products and services that they utilise for purposes of achievement,

independence, exhibition, recognition, dominance, affiliation, nurturance, sexuality, stimulation, diversion, novelty, understanding, consistency or security.

- General appeal: According to research conducted, the experience of a tourist is influenced by different stages of life. For instance, younger tourists and newlyweds tend to have relatively good access to credit, while having relatively few responsibilities, whereas families with children tend to have to travel on a more restricted budget, and tourists who are unaccompanied by children are likely to have more leisure time for travel than either of the former groupings (Kurtzman & Zauhar, 1997:23). According to the above-mentioned research, those sport tourists who are most likely to have a positive economic impact on a destination are usually relatively young or newlyweds.

2.2.1 The relationship between sport and tourism

The similarities and differences between sport and tourism have been identified by De Villiers (2001:66), who states that sport is performance-oriented, whereas tourism is an experience-oriented activity, and if sport is considered as a component of tourism, the former will then be regarded as being interdependent of tourism. However, it can be argued that both activities are oriented towards both performance and experience, as tourists not only want to experience tourism products, but also to participate in them.

Standeven and De Knop (1998:5) describe the relationship between sport and tourism in the modern world as symbiotic, as sport not only influences tourism by offering a range of visitor experiences, but tourism also aids sport by drawing spectators and participators to sport activities. The relationship between sport and tourism is illustrated in Figure 2.1 below, in which sport is identified as a special segment of the tourism industry. The figure also illustrates that sport and tourism are interactive within said industry.

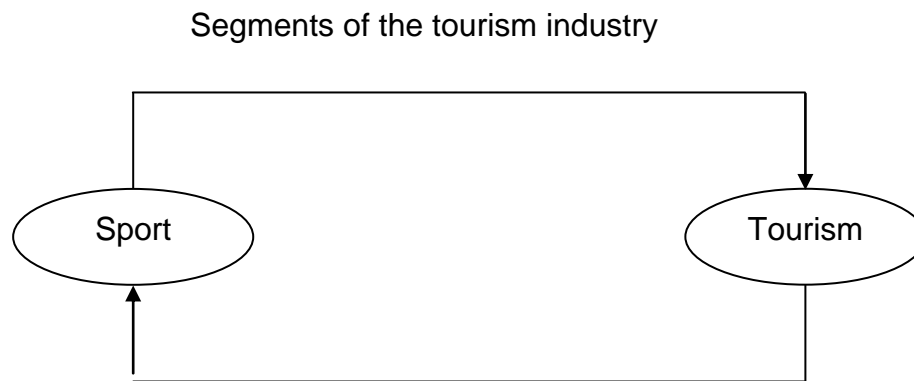


Figure 2.1: Basic model of sport tourism

Source: Standeven & De Knop, 1998:5.

Standeven and De Knop (1998:5) further state that the nature of the tourism product has changed from one in which people choose to travel to relax and seek health, to one in which tourists tend to perform activities in the host country. People are also travelling in order to support athletes and participants.

Sport and tourism share such common goals as understanding other cultures and lifestyles, contributing to the promotion and consolidation of peace among nations, and forging closer relations between people of different cultures (Standeven & De Knop, 1998:12). Besides the above-mentioned goals, certain differences can be discerned between the two, as sport may be based on a competitive or recreational environment in which performances and results are the key and also in which friendship between rivals is commonplace.

Thwaites (1999:2) states that sport tourism offers products that are similar to those that tourism offers. In terms of such offerings, the characteristics of sport tourism can be divided into two sets, namely into those that are supply-related and those that are demand-related. The supply-related characteristics of such tourism arise from sport tourism being treated as a multi-sectoral and complex product that represents a combination of various elements, including the destination, together with its facilities, attractions and accessibility; the highly fragmented supply, intangibility, perishability and inseparability of certain aspects; and staff issues, since tourism is regarded as a “people industry” (George, 2004:307).

The demand-related characteristics of sport tourism relate to the high elasticity of sport tourism, due to the seasonal nature of the product and the changing needs, attitudes and preferences of customers (Getz, 1998:84). Moreover, customers have difficulty in remaining loyal to a tourism brand, and the highly heterogeneous customer grouping can be seen as a challenge. Getz (1998:84) provides a sport-event tourism model that not only includes the demand and supply aspects, but that also considers the role played by intermediaries. Intermediaries are those bodies that link the sport tourist with the event or the destination in various ways.

In recent years, according to Weed and Bull (2004:112), there has been a dramatic growth in sport tourism. Such growth can be attributed to an increase in the amount of leisure time available, to improved transport systems, to a change in people's attitudes and values, to globalisation, to corporate capitalism and to the media. The two researchers say, in addition, that the expansion of reasonably priced and good-quality accommodation facilities has also contributed to the growth in sport tourism, as well as to the development and popularity of such sport mega-events as the 2010 FIFA World Cup™.

With the growth has come the development of sport tourism events, which encompasses travel for the purpose of participating in, or viewing, a sport event. Said form of tourism also aids development and marketing aimed at achieving economic and community benefits for a destination (Turco, Riley & Swart, 2002:45). In this context, the following subsection of the thesis provides a brief description of sport mega-events and their significance.

2.2.2 Sport mega-events

Mega-events can be described as "large-scale cultural (including sporting and commercial) events, which have a dramatic character, mass popular appeal and international significance" (Roche, 2000:1). Events such as these have significant impacts on a host area, attract mass media, and have the ability to transmit international promotional messages through television and other forms of telecommunications (Horne & Manzenreiter, 2006:2).

Over the past twenty years, there has been a significant growth in the size and popularity of such sport mega-events as the Olympic Games and the FIFA World Cup™. Horne and Manzenreiter (2006:3-8) suggest that the growth is a result of such new technological developments in mass communication as the development of satellite television; the formation of a sport–media–business alliance that transformed professional sport in the course of the twentieth century; and promotional opportunities for cities and regions. Along with said factors, mega-events are viewed as opportunities for destinations to elevate themselves to world-class status and to develop potential legacies, whether social, cultural, environmental, political, economic or sporting (Horne & Manzenreiter, 2006:8-9). The following section provides a discussion of the background of hosting and bidding for mega-events in South Africa.

2.3 Sport tourism policy and policy making

The place of sport in the political sphere is not easy to determine due to the diverse nature of both fields. In the area of public administration, key questions which arise in relation to sport include what the consequences are of giving responsibility of sport to semi-independent agencies such as sport bodies or councils; the importance of public officials in sport tourism policy making; what administrative factors could influence the implementation of sport policy; and how are local communities and other stakeholders views communicated to administrators (Houlihan, 2007:35).

In terms of analysing sport tourism policy, the place of public concerns in policies needs to be considered as well as the effectiveness of various policy instruments and the impact of the policy once it is in practice (Houlihan, 2007:35)

2.4 HOSTING AND BIDDING FOR MEGA-EVENTS IN SOUTH AFRICA

In 1995, South Africa successfully hosted the Rugby World Cup. During such a politically sensitive time in the country, according to Swart (1999:8), it shocked both locals and the rest of the world to see black and white supporters standing together to support a predominantly white national rugby team. Swart states further that the hosting of the event demonstrated the impact that sport can have on a nation, even

after years of the artificial separation of different racial groupings that was enforced by the apartheid system.

In 1990, Raymond Ackerman, a leading South African businessman, initiated the Cape Town 2004 Olympic Bid. In order to decide on an official candidate city to be put forward by South Africa in 1993, the country underwent a national bidding process conducted by the National Olympic Committee of South Africa (NOCSA) (Swart & Bob, 2004:1314). Three of South Africa's major cities, namely Durban, Johannesburg and Cape Town, entered the bidding process, after which Cape Town was selected and proposed by NOCSA as the candidate city in January 1994 (Swart & Bob, 2004:1314). In 1995, the Cape Town Olympic Bid Committee (CTOBC), which was a public and private sector partnership, officially presented Cape Town's candidature to the International Olympic Committee (IOC). Cape Town had to compete with 10 other cities, including Istanbul, Rio de Janeiro and Buenos Aires, for the hosting of the 2004 Olympic Games, with there, thus, being a record number of competing cities from developing countries. In September 1997, after visiting the candidate cities, the IOC voted for the Olympic host city by secret ballot in a process that normally takes several rounds. During the rounds of voting, Cape Town was, unfortunately for South Africa, eliminated (Swart & Bob, 2004: 1314).

South Africa had entered into the 2004 Olympic bid as it saw it as an opportunity to promote the country and to create a new South African identity after the apartheid era had been brought to an end in the mid-1990s. The opportunity was also viewed as being an ideal way in which to bring South Africa back into the world arena (Swart & Bob, 2004:1317). South Africans generally felt that the construction of Olympic facilities and infrastructure would provide an opportunity for community and sport development after the games had ended, in such a way as to accelerate transformation and integration (Swart & Bob, 2004:1317).

In 1998, at the Africa Cup of Nations final in Burkina Faso, the South African Football Association (SAFA) indicated that it would be bidding to host the 2006 FIFA World Cup™ finals. Prior to making such a bid, South Africa had successfully hosted the 1995 Rugby World Cup and the 1996 Africa Cup of Nations, in both of

which South Africa had distinguished itself by winning. With the announcement that South Africa would bid for the 2006 FIFA World Cup™ came much uncertainty, according to Cornelissen (2004:1294), as the proposed hosting would require a high level of investment and be of a scale much larger than any of the other events that had previously been hosted in the country. She further states that, along with such a daunting challenge, South Africa had failed in its bid to host the 2004 Olympic Games. Despite this, the South African government viewed the FIFA World Cup™ as a nation-building project, and as an event that could be used to help overcome any remaining racial divisions. Unlike rugby and cricket, soccer in South Africa is seen as a predominantly 'black' sport, and although it does not have the financial backing of other sports, it is the one that is most widely played. Said factor meant that, unlike in the case of the Olympic bid, which had been predominantly white-driven, the soccer event would have the immediate advantage of across-the-board support (Cornelissen, 2004:1297).

Cornelissen (2004:1298) further states that an important element of the 2006 bid was that, in order to maximise the amount of support obtained, SAFA and the Bid Committee involved several cities and stadiums in the bid process, in order potentially to spread the projected impacts of, and benefits to be gained from, South Africa's proposed hosting of the event. The slogan 'It's Africa's turn!' was also used to remind the world that Africa, a large soccer-playing nation, had not previously had the opportunity to host an event of the nature and scale of such a mega-event.

On the downside of making such a bid, from an early stage onwards, difficulties were experienced, as Morocco, another nation that is also located on the African continent, was entering their third bid for the event. Morocco's bid, in addition to being very similar to that made by South Africa, was aided by the fact that the country has the third largest tourism market in Africa. In addition, its political background and proximity to Europe stood in its favour (Cornelissen, 2004:1297).

Cornelissen (2004:1301) states that the announcement that South Africa had lost the bid to Germany was made at a critical time for the country, as it was made soon after the third democratic elections that were held in April 2004. With the event having been promoted as a remedy to many of the country's domestic problems,

South Africa's political leaders had placed a strong emphasis on the ability of the event to unite post-apartheid South Africa. Given such reasoning, the leaders concerned were determined that South Africa would host the 2010 FIFA World Cup™.

In mid-2000, during the voting for who was to host the 2006 FIFA World Cup™, a number of issues were raised with regard to the structure of FIFA, the organisation of the voting process, and the personal loyalties and political pressures influencing voting (Cornelissen, 2004:1299). In order to help quell such objections, FIFA decided that, for the 2010 tournament, a new rotation system would be implemented, in which the privilege of hosting the tournament would circulate amongst the six FIFA confederations, namely the Confederation of African Football (CAF); the *Confederación Sudamericana de Fútbol* / South American Football Confederation (CONMEBOL); the Union of European Football Associations (UEFA); the Asian Football Confederation (AFC); the Oceania Football Confederation (OFC); and the Confederation of North, Central American and Caribbean Association Football (CONCACAF) (Cornelissen, 2004:1299). In 2002, it was announced by FIFA that the African region would be the first to benefit from the new rotation system. The positive nature of the announcement encouraged South Africa in its intention to bid for the 2010 tournament, which resulted in the country's success in its endeavour (Cornelissen, 2004:1299).

In order to emphasise the magnitude and meaning of the success, a discussion of the FIFA World Cup™ follows.

2.5 THE FIFA WORLD CUP™

The current section provides an overview of the FIFA World Cup™, as well as of the MATCH Tour Operator Programme and the experiences of previous hosts of the event.

2.5.1 History of the event

Since the first FIFA World Cup™ was hosted in 1930 in Uruguay, the event has consistently grown in popularity and prestige. The idea of the tournament originated with a group of French football administrators, led by Jules Rimet, who wanted to

bring the world's best national football teams together to compete. In acknowledgement of Rimet's spearheading the event, the original gold FIFA World Cup™ trophy was engraved with his name. However, the Second World War put an end to the event for 12 years (FIFA, n.d.).

The FIFA World Cup™, which is regarded as the largest sporting event in the world (according to viewership), was initially held alternatively in Europe and the Americas. For the first time, in May 1996 the two Asian countries, Korea and Japan, were selected as co-hosts of the 2002 event (FIFA, n.d.).

2.5.2 National context

In May 2004, the announcement was made that South Africa would host the FIFA World Cup™ in 2010. The event, which was the first World Cup to be held in Africa, consisted of 32 teams (who arrived in the country two to three weeks in advance of the event), who played 64 matches over 200 viewing hours at 10 stadia (in 9 different cities), for which event an estimated 2.78 million tickets were sold (Dlamini, 2008:3). Approximately 400 000 to 500 000 overseas visitors were expected during the event that was to last from 11 June to 11 July 2010 (Walters, 2008). The host cities in which the event took place were Cape Town; PE; Durban; Nelspruit; Polokwane; Rustenburg; Johannesburg; Pretoria; and Bloemfontein. Final and semi-final matches were played in Johannesburg, Cape Town and Durban respectively. Current statistics show that 3.1 million spectators watched the FIFA World Cup™ over 31 days (Western Cape [South Africa], 2011:16). For the period of the World Cup, 309 000 foreign tourists visited South Africa, of whom 38% were from Africa (with the majority being from Mozambique, followed by a large number from Swaziland and Botswana); 24% were from Europe; 13% were from Central and South America; and 11% were from North America. For most of the visitors, the average stay was 10 nights (SAT, 2010:9). Figure 2.2 below illustrates the numbers of visitors, by top source country, to South Africa during the FIFA World Cup™.

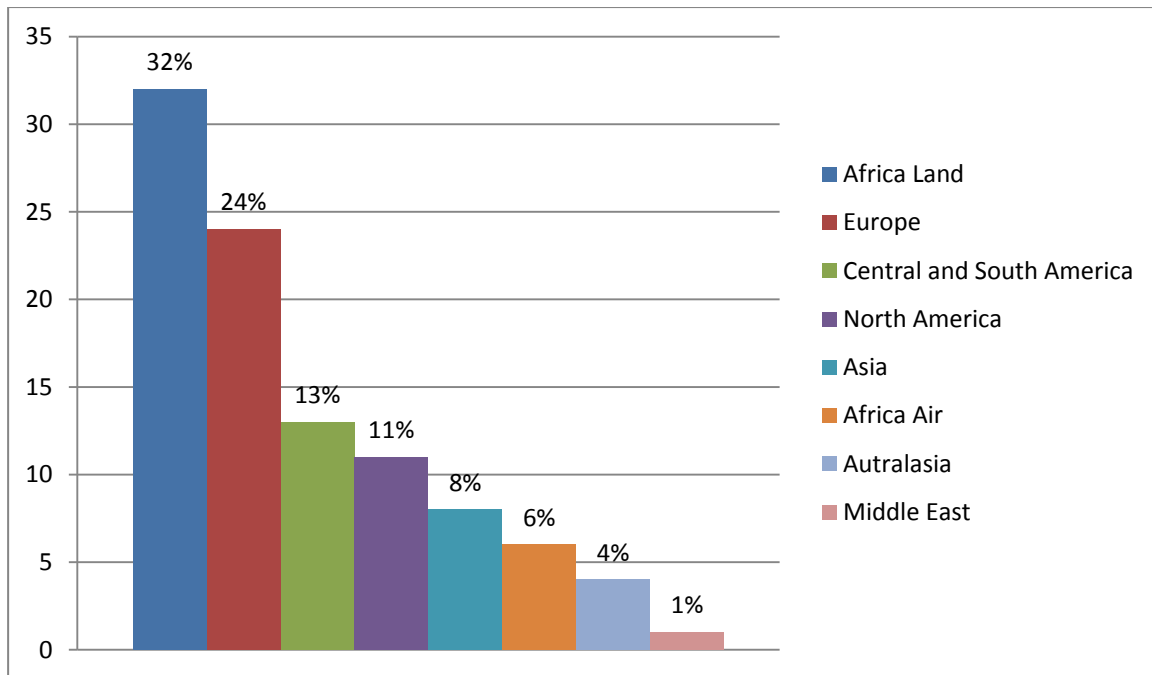


Figure 2.2: Tourist arrivals for the 2010 FIFA World Cup™ from top source countries in each region (in %)

Source: SAT, 2010:9.

Figure 2.2 above illustrates that the majority of foreign visitors to South Africa during the World Cup came from the rest of Africa, and had travelled to the event over land. This percentage was followed by European visitors (24%), and then by the 13% of visitors from Central and South America, with many of the inhabitants of said continents tending to be zealous followers of football tournaments.

The 2010 World Cup provided host cities with numerous opportunities to reposition themselves with regard to their images, to improve the quality of their infrastructures, to promote tourism, to generate media exposure and to promote South Africa as a world-class destination (Swart, 2008). The above-mentioned host cities were required to fulfil their obligations, as stated in the signed host city agreement, with support from both local and provincial government. The host city agreement set out contractual requirements, including what was needed as far as the following went: stadium and training facility development; the development and upgrading of infrastructure; the official Fan Fests; and compliance with FIFA guidelines (South Africa, n.d.:8). Post-event research has shown that, for the duration of the event, Gauteng was the province most visited (by 220 000 visitors),

followed by the Western Cape (by 108 000 visitors) and KwaZulu-Natal (by 83 000 visitors) (Western Cape [South Africa], 2011:16).

The 2010 FIFA World Cup™ was estimated as contributing R51.1 billion to South Africa's gross domestic product (GDP) between 2006 and 2010, in addition to various multibillion rand hotel developments across the country (South Africa, n.d.:7). In order to provide opportunities for local businesses, the event was the first World Cup in which FIFA made use of such non-hotel accommodation as guest-houses and B&Bs (South Africa, n.d.:7). Current research available on the event shows that the total revenue generated by tourists amounted only to approximately R3.6 billion (Western Cape [South Africa], 2011:16).

In order to ensure the effective and efficient organisation of the event, the 2010 FIFA World Cup™ OC was established as a non-profit company, which was made responsible for the organising of the tournament. The OC consisted of representatives from the South African football sphere, the government and local businesses (South Africa, n.d.:8).

The vision for the 2010 FIFA World Cup™ in South Africa was to “strengthen the African and South African image and promote new partnerships with the world through the staging of a unique and memorable event. This vision aimed to inspire South Africans and drive their collective determination to be significant global players in all fields of human endeavour” (Dlamini, 2008:3). In order to achieve such a vision, South Africa first needed to meet FIFA requirements for the event, which included ensuring the provision of infrastructure, stadia, transport and safety and security measures during the event, as well as the overseeing of ticket sales, broadcasting rights, sponsorships and merchandising (Dlamini, 2008:3).

Along with the above requirements, the country was also obligated to deliver on legacy aspects of the event, as it was the first World Cup to have a dedicated legacy manager. Dlamini (2008) further states that, in order to ensure a positive legacy after the event, the country had to focus on social issues, education, health, arts and culture and football involvement by the youth, women and the disabled.

Focus was also laid on strengthening the image of the country, promoting strategic partnerships for all stakeholders, and staging a world-class event.

In achieving the above-mentioned legacy, four dimensions of African legacy at national level, which are illustrated in Table 2.1 below, were identified. Said dimensions were managed and guided by the African Legacy Programme, which was the joint responsibility of the OC and the government, and was aimed at ensuring the maximum and effective participation of all African countries, the development of the game of football in Africa, and the improvement of the global image of South Africa (South Africa, n.d.:2). The Programme, which involved collaboration between FIFA, CAF and the United Nations (UN), incorporated consideration of a number of their existing initiatives (South Africa, n.d.:2).

Table 2.1: Four dimensions of African legacy

Africa-wide legacy	Football development	South Africa legacy	African diaspora
<ul style="list-style-type: none"> • Focus on African Legacy issues other than football • A stakeholder forum • Partnerships with FIFA, CAF, the African Union and the South African government 	<ul style="list-style-type: none"> • Focus on African football legacy issues • Liaison with CAF, national associations, sporting bodies and the African Union • Diaspora • Partnership with FIFA and CAF 	<ul style="list-style-type: none"> • Focus on South African legacy • Coordination of South Africa Stakeholder Forum • Partnerships • Business • FIFA • Council of Southern African Football Associations • SAFA • South African government 	<ul style="list-style-type: none"> • People of African origin living outside the continent – willing to contribute to the development of the continent • Focus on South African football legacy issues • Liaison with SAFA • Liaison with former players

Source: Dlamini, 2008.

In the African Legacy Programme, the government was to use the hosting of the 2010 FIFA World Cup™ as a catalyst for economic growth and for achieving development goals and objectives. Development initiatives would ensure that, among other things, sports facilities, transport, infrastructure and telecommunications were improved, while a healthy lifestyle and a spirit of pride in the African continent were promoted (South Africa, n.d.:4-5).

The Western Cape DEDT (2008), under which the EDM falls, illustrates the working structure for the event at local and provincial level as follows:

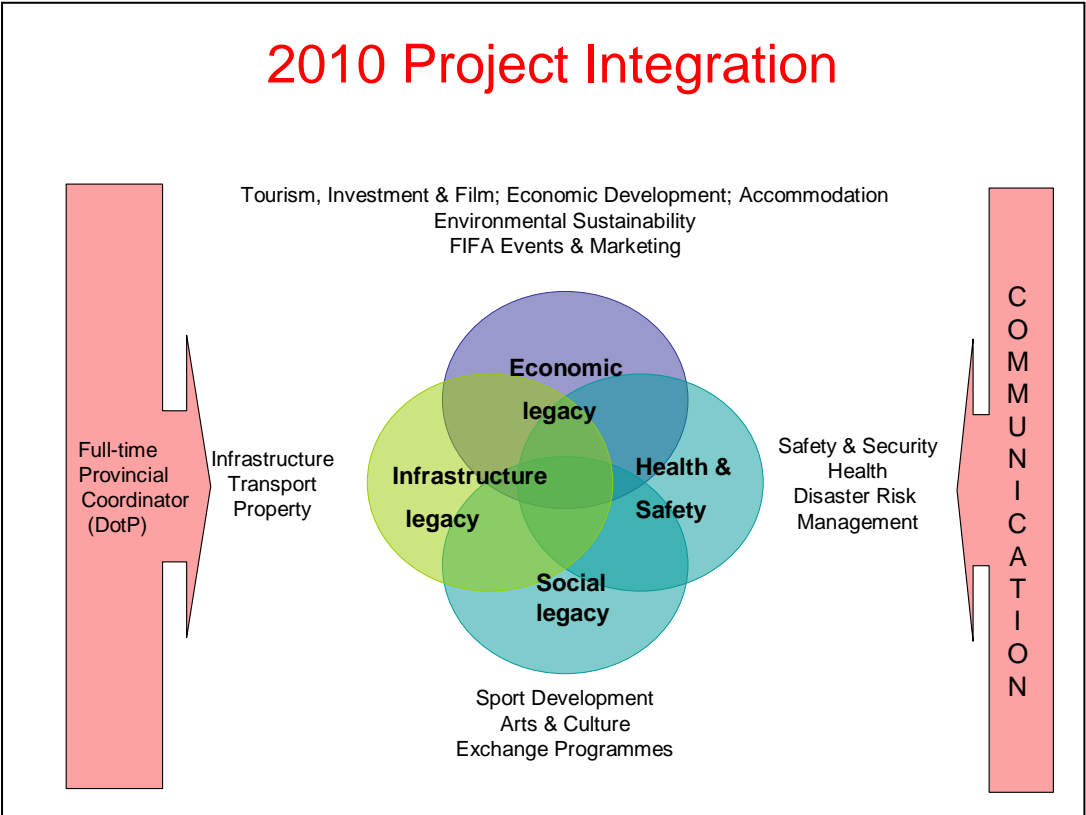


Figure 2.3: Working structure for the 2010 FIFA World Cup™ Cape Town and the Western Cape Business Plan

Source: Western Cape [South Africa]. DEDT, 2008:4.

Figure 2.3 above illustrates the four legacy areas for the 2010 FIFA World Cup™. The infrastructure legacy included transport and property; the social legacy included sport development, arts and culture and exchange programmes; the health and safety legacy included safety and security, health and disaster risk management;

and the economic legacy included economic development, accommodation, environment sustainability, events and marketing (Western Cape. DEDT, 2008:4).

The following section provides a discussion of the 2010 FIFA World Cup™ MATCH Tour Operator Programme as it directly impacted on the accommodation sector.

2.6 THE 2010 FIFA WORLD CUP™ MATCH TOUR OPERATOR PROGRAMME

For the 2010 FIFA World Cup™, FIFA decided to allocate a number of tickets to be used in the Tour Operator Programme. In November 2007, FIFA launched the Programme at the Soccerex conference by way of a series of media briefings and workshops. The two main programmes that were announced were the Tour Operator Programme, to be administered by MATCH, which is a professional services company that is based in Switzerland, and a Hospitality Programme, set up by FIFA and also administered by MATCH (FIFA, 2007a).

According to MATCH, the prime motivation behind the Tour Operator Programme was the specific tourism environment that would be offered to tourists by South Africa during the 2010 FIFA World Cup™ (FIFA, 2007a). Taking the environment into consideration was particularly important at the time, as tourists travelling to the tournament were expected to stay in the country for a longer duration than attendants at previous World Cups had done in the host countries, as South Africa is a long-haul destination. Accordingly, the provision of adequate accommodation for tourists was regarded as very important by FIFA. FIFA and MATCH also aimed to provide guests with an unprecedented degree of flexibility during their stay in South Africa (FIFA, 2007a).

The Tour Operator Programme involved registration and application on the websites of both FIFA and MATCH, after which contracts were sent to successful applicants, indicating the number of tickets that the applicant was accredited to sell (FIFA, 2007a). Accredited tour operators had to pay a licence fee of 20% of the face value of tickets, as well as having to comply with the laws and to be duly qualified and licensed in each of the jurisdictions in which they intended to operate. Tickets were sold in Authorised Travel Packages, which included accommodation and international air transport (where tour operators originated from outside South

Africa). Strict usage guidelines and approval processes were applied to the accreditation of Authorised Travel Packages, and firms were selected on such criteria as their longevity and the duration of their establishment. Tickets and Authorised Travel Packages carried an emblem (or authenticating mark) that reflected the exceptionality of South Africa as a destination (FIFA, 2007a).

2.6.1 Strategic decisions made by FIFA and MATCH around the Tour Operator Programme

Strategic decisions that were made by FIFA and MATCH with regard to the Tour Operator Programme included the decision that contracts would be signed only with establishments that were graded by the TGCSA and the Tourism Enterprise Programme (TEP), which is an initiative that is aimed at facilitating and encouraging the growth and expansion of small enterprises in tourism, as well as at increasing job creation and skills development opportunities (South Africa. Department of Environmental Affairs, n.d.) (FIFA, 2007a). The requirement concerned was intended to speed up the grading process, with contracts being drawn up for satellite accommodation areas, with the national and provincial parks, and with universities providing accommodation (FIFA, 2007a).

The memorandum of understanding between FIFA/MATCH and the South African National Parks Board (SANParks) stated that national parks might provide accommodation in the form of three-star rest camps, five-star accommodation facilities, and community-operated camps, which would accommodate the relevant sport tourists in tented camps (FIFA, 2007a).

Tour operators in the Programme were encouraged to secure one or more base camp hotels, and bookings at establishments which had to be for a minimum of three nights. Penalties were levied for cancellations, and a payment schedule was drawn up, according to which a deposit and instalment payments were payable (FIFA, 2007a).

2.6.2 Contents of the Hospitality Programme

The FIFA/MATCH Hospitality Programme was completely separate from the Tour Operator Programme, and aimed to secure an inventory of 100 000 beds to retail in

the form of various packages. The packages included all match stadium packages, four-match packages (including the final, semi-final and two other matches), follow-your-team packages and location-specific packages (FIFA, 2007a).

MATCH was to be the exclusive rights holder to the FIFA Hospitality Programme until 2014, but appointed a joint venture company as its exclusive sales agent for South Africa and for the rest of sub-Saharan Africa (Biz Community, 2008). The company concerned represented two of South Africa's biggest sports marketing groups: CIRCA Hospitality and Warwick Hospitality & Events (Biz Community, 2008).

The target market for the Hospitality Programme was principally international, and 7% commission was payable by accredited service providers, such as accommodation facilities and tour operators (FIFA, 2007a).

2.6.3 Ticketing

For the 2010 World Cup™, tickets were sold in bundles along with other travel services, including transportation and accommodation. The tournament was the first where ticketing was undertaken in this way, as ticket distribution for previous tournaments had been the responsibility of OC. The objective in providing such a form of ticket distribution was to increase match attendance (FIFA, 2007a).

Across the provinces of South Africa, a gross capacity of 3 037 468 tickets was projected, of which 350 000 were made available through the Tour Operator Programme. The tickets in question were not made available for the corporate market, but only for private use, and a maximum of tickets for attendance at seven matches per household was sold (FIFA, 2007a).

The tickets made available through the Tour Operator Programme were packaged according to team-specific tickets; fixed team-specific tickets; conditional team-specific tickets; venue series tickets; individual match-specific tickets; and hospitality packages (FIFA, 2007). Sixteen percent of all tickets sold were to be sold through the national associations, and the ticket consignments by FIFA to households would occur via the association platforms (FIFA, 2007a).

2.7 KEY GOVERNMENT PROGRAMMES FOR THE 2010 FIFA WORLD CUP™

The current section provides a description of the government programmes, including those related to transport and access to South Africa, that were in place at the time of the 2010 FIFA World Cup™ and that were relevant to the current study.

2.7.1 Transport

The transport programme for the 2010 FIFA World Cup™ was focused on the movement of fans, FIFA officials, association members and members of the media. In addition, an upgraded and improved public transport system would leave a lasting legacy for South Africa (South Africa, n.d.:9). According to the 2010 FIFA World Cup™ Cape Town and the Western Cape Business Plan (2006), a total of R293 million was allocated by the National Department of Transport to upgrading and improving the transport system that was available at the time. The funding was made available for the following projects: rail systems; strategic public transport corridors; restructured road-based public transport; long-distance transport facilities; non-motorised transport facilities; intelligent transportation management systems (including integrated ticketing); stadium precinct infrastructures; operational management and integration; provincial Fan Fest transportation; and other projects (Western Cape (South Africa), 2006:19).

In order for said projects to be implemented, the Department of Transport, in consultation with the transport sector, developed the 2010 Transport Action Plan aimed at integrating transport, security, emergency response and socio-economic development related to the event (South Africa, n.d.:9).

2.7.2 Access to South Africa

“The South African Government will provide special immigration procedures for FIFA delegates, participating teams and other accredited individuals, as per the guarantee to FIFA” (South Africa, n.d.:16).

Along with the above, the South African government also developed processes that would ensure efficient access for tourists to South Africa by way of arrangements made with neighbouring countries, as well as by means of partnerships with major football nations. The long-term programme developed for the upgrading of ports of

entry into the country included an investment of R71 million in upgrading the infrastructure at airports, as well as an investment of R1.5 million in improving the physical infrastructure at land ports of entry, and one of R1.5 million in upgrading the existing seaports (South Africa, n.d:9).

2.8 IMPACTS OF MEGA-EVENTS

The current section provides an overview of the impacts of mega-events, focusing on the potential impacts of the 2010 FIFA World Cup™ on both host and non-host areas. Table 2.2 below lists the tangible costs and benefits of events with regard to society and culture, the economy, the environment, politics and tourism.

Table 2.2: Tangible costs and benefits of events

Arena	Benefits	Costs
Social and cultural	<ul style="list-style-type: none"> • Community development • Civic pride • Event production extension • Shared experience • Revitalising of traditions • Building of community pride • Increased community participation • Introduction of new and challenging ideas • Expanding cultural perspectives 	<ul style="list-style-type: none"> • Disruption of resident lifestyles • Traffic congestion • Noise • Crowding • Community alienation • Manipulation of community • Bad behaviour • Substance abuse • Social dislocation • Loss of amenities
Economic	<ul style="list-style-type: none"> • Long-term promotional benefits • Induced development and construction expenditure • Additional trade and business development • Increased property values • Promotion of investment • Increased tourism • Employment creation • Improved image and profile of country 	<ul style="list-style-type: none"> • Exodus of residents • Interruption of normal business • Underutilisation of infrastructure • Misallocation of funds • Lack of accountability • Loss of community ownership and control • Risk of event failure
Physical and environmental	<ul style="list-style-type: none"> • Showcasing of the environment • Providing of models for best practice • Increased environmental awareness • Infrastructure legacy • Improved transport and communications • Urban transformation and renewal 	<ul style="list-style-type: none"> • Vandalism • Damage to property • Pollution • Degradation of natural environment • Destruction of heritage • Traffic congestion
Political	<ul style="list-style-type: none"> • International prestige • Improved profile • Social cohesion • Development of administrative skills 	<ul style="list-style-type: none"> • Propagandising • Legitimation of ideology
Tourism	<ul style="list-style-type: none"> • Destination promotion and increased number of tourist visits • Extended length of stay • Job creation 	<ul style="list-style-type: none"> • Community resistance to tourism • Loss of authenticity • Damage to reputation • Inflated prices • Opportunity costs

Sources: Dwyer *et al.*, 2000:35; Hall, 1989:38.

Table 2.2 above shows that events have a number of impacts that tend to have both a positive and a negative effect on the host areas concerned. The impacts

experienced can result in either costs or benefits to the host area's culture and society, economy, physical environment, politics and tourism, all of which will be elaborated on later on in the current chapter.

2.9 EXPERIENCES OF PREVIOUS FIFA WORLD CUP™ HOSTS, BASE CAMPS AND FAN FESTS

The current section provides a description of the experiences of the previous hosts of the FIFA World Cup™ tournament, followed by a description of the experiences of those involved with the previous base camps and FIFA Fan Fests.

2.9.1 Experiences of previous FIFA World Cup™ hosts

The following subsections provide a description of the hosting of the three previous World Cup tournaments in Germany, South Korea and Japan, and France. The lessons that could have been learnt in preparation for the 2010 FIFA World Cup™ in South Africa are highlighted.

2.9.1.1 Hosting of FIFA World Cup™ 1998 by France

For the 1998 FIFA World Cup™ in France, according to Allmers and Maennig (2007:3-4), some 500 000 foreign tourists were expected to visit the tournament, but a decline in the number of overnight stays was experienced during the hosting of the event. The two researchers further state that there was an approximate decline of 142 000 (1.2%) in overnight stays in June 1998 compared with the number that was experienced in June 1997, and in July 1998 the decrease amounted to 49 000 (0.2%). They further add that, compared to previous years, France registered an increase in receipts from international tourists of some US\$795 million and US\$825 million in the second and third quarters of 1998, respectively (Allmers & Maennig, 2007:5). As with Germany, the amount was balanced by an increase in the spending of French tourists abroad, and therefore no significant effects could be attributed to the FIFA World Cup™.

With regard to the employment figures, France experienced an increase at the time of the hosting of the tournament and in the second quarter of 1998, with the mean employment in the country being 425 000 employees (which was 3.11% higher than the previous year) (Allmers & Maennig, 2007:7). Allmers and Maennig also state

that the experience of France was similar to that of South Korea and Japan, as the perceived economic benefits were not realised after the hosting of the event. Despite such being the case, as with Germany and Asia, there was an increase in employment as a result of the event. The increase was significant for South Africa, as the event was used to generate employment and to promote the social and economic well-being of South Africans (Allmers & Maennig, 2007:7). They further mention that, in the case of Germany, one of the most significant impacts of the 2006 FIFA World Cup™ was that of the ‘feel-good effect’. Through the hosting of the event, Germany was able to change the world’s perception of its people as being cold and unfriendly to that of its people as comprising a welcoming and fun-loving community.

2.9.1.2 Hosting of FIFA World Cup™ 2002 by Japan and South Korea

At the 2002 FIFA World Cup™ tournament, during which a total of 64 matches were played, there were over 3 million spectators, with ticket sales generating approximately \$1.2 billion, and with over 35 billion people watching the matches live (Baade & Matheson, 2004:89).

Being the most recent tournament after the September 11th attacks, thorough post-event economic studies found that \$4.7 billion had been invested in the 20 sports facilities that were built in both South Korea and Japan with the event in mind (Baade & Matheson, 2004:89). They state further, however, that almost the entire amount was due to Japanese involvement in the hosting of the games, as, during the preparation for the event, they were building their way out of the recession. For the 1998 World Cup in France, only 10 stadia were used for the entire tournament, but for the 2002 event each host nation built 10 stadia, which were meant to be made available for the Korean and Japanese Soccer Leagues after the tournament.

In hosting the 2002 FIFA World Cup™, Japan and South Korea aimed to generate economic income and to create a positive impact on the quality of life of the local people by helping to unite them and to create a sense of community (Horne & Manzenreiter, 2005). Horne and Manzenreiter state further that another aim of the event was to enhance and to speed up development in economic centres by constructing 20 new stadia. Despite the stadia being close to capacity during the

tournament, their usage declined after the event and post-event cost analyses have shown that a negative financial legacy has, in fact, been left. The legacy is the result of numerous factors, including over-investment in the construction of too many new stadia, over-dependence on sport infrastructure as an income generator, and the high costs of technologically advanced stadia (Horne & Manzenreiter, 2005:12).

Another cause of the negative financial legacy may be the substitution effect experienced by Japan / South Korea during the tournament. One of the most regular tourist markets in South Korea is the Japanese market, according to Horne and Manzenreiter (2005:12), but as Japan was co-hosting the event, the Japanese tended not to visit the former country during the tournament. Even though there were higher numbers of European tourists in South Korea than usual at the time, the two researchers state further that such numbers did not compensate for the loss of generally high-spending Japanese tourists. In fact, South Korea had fewer visitors at the time of the World Cup than they would normally have had, given the number that they had received during the equivalent period in the previous year (Horne & Manzenreiter, 2005:13).

In a study conducted by Kim, Gursoy and Lee (2004:112), examining the perceptions of South Koreans of the 2002 FIFA World Cup™ before and after the event, it was found that many of the residents' perceived benefits prior to the tournament failed to materialise. Such benefits were associated with cultural exchange, economic, natural resource and social benefits, which, in all fields, were much less than they had expected them to be. However, some of the perceived negative impacts of the event held prior to the tournament, such as traffic congestion, pollution, price increases and social problems, also did not materialise (Kim *et al.*, 2004:112).

As regards the FIFA World Cup™, the experiences of the Japanese and South Koreans were in strong contrast to those of the Germans and highlight important lessons for South Africa for the 2010 event, as South Africa, Japan and South Korea are all long-haul destinations for most travelling football fans. Clearly, the global political and economic environment plays an important part in the hosting and success of the event, with an event of this nature demanding a high amount of

expenditure, which is not guaranteed to result in a positive financial legacy. Along with the potentially negative legacy, the loss of regular high-spending tourists may result in the substitution or crowding-out effect. Despite the negative financial and economic impacts experienced in the past, at the time of the current study it was felt that the positive impacts of the mega-event could still be realised, as South Africa's hosting of the event could promote nation-building and community development. The factor was important for South Africa for 2010, as the event could be used to address social issues, to unite the nation and to create a sense of pride amongst South Africans (Maennig, 2007:87).

2.9.1.3 Hosting of FIFA World Cup™ 2006 by Germany

Allmers and Maennig (2007:3) refer to a study conducted on the 2006 Germany World Cup which projected an estimated 340 000 foreign tourists, spending almost US\$1.1 billion. An even more optimistic estimation was made by the German Hotel and Catering Association, which projected an estimate of up to 3.3 million foreign tourists.

The actual data showed that overnight stays in Germany increased by 1 million from June 2005 to June 2006 (3.5%), and again by 159 thousand in July 2006 (0.5%) (Allmers & Maennig, 2007:3). Despite the above, Allmers and Maennig add that there was also a 3.5% increase in overnight stays from 1996 to 2005, which was before the hosting of the event, meaning that none of the significant increases experienced can be directly linked to the FIFA World Cup™. Furthermore, figures from the years 2004 and 2006 show the possibility of a crowding-out effect, as the World Cup months were immediately preceded and followed by lower numbers of tourists. The reduction in numbers could be the result of tourists transferring their stay to World Cup months, thus enabling them to maximise the benefits to be gained from their holidays (Allmers & Maennig, 2007:3).

With regard to income from tourism, the Deutsche Bank reported additional income of US\$1.7 billion (25.9%) from tourism during the World Cup, in comparison with the amount generated from tourism during the same period in the previous year. The increase in international tourism began in May 2006, reaching its peak during the hosting of the event in the following month. The increase, however, was balanced

by an increase in the number of German tourists who were abroad during that time, according to Allmers and Maennig (2007:5). The researchers also state that, in a survey conducted by the German Association of Chambers of Industry and Commerce, it was estimated that the 2006 FIFA World Cup™ would create 60 000 new jobs. During the hosting of the tournament there was a marked increase in employment figures, which, in June 2006, rose by 323 000 employees (0.83%) compared to the previous year. The total increase in July amounted to 352 000 employees. As a result of Germany's hosting of the World Cup, the mean employment in Germany rose by about 1.98% compared to previous years and, throughout 2006, employment figures exceeded those of previous years.

From Germany's experience, it can be seen that there should have been an increase in the number of overnight stays in South Africa during the event, although a possible crowding-out effect cannot be ignored, as was also the case with other previous hosts. Although the event was being held during the low tourist season in South Africa, it was a period of school holiday during which there tends generally to be an increased amount of domestic tourism. Income through tourism was due to an increase dramatically during the World Cup and employment opportunities were likely to have been generated through the hosting of the event.

2.9.2 Experiences of previous base camps and Fan Fests

For the purpose of the current study, it is important to highlight the experiences of previous base camps and Fan Fests, as providing a base camp or establishing a viewing area for fans was the main activity focused on by non-host areas in order to leverage opportunities during the 2010 FIFA World Cup™. A number of establishments in the Eden District were conducting plans to host a travelling team or to provide a viewing area for locals and travelling fans. In this section of the study, the case of the 2006 FIFA World Cup™ in Germany is highlighted in order to provide insight into their experience and in order to establish best practices for the event being held in South Africa.

In the case of the 2006 FIFA World Cup™ in Germany, during contractual negotiations with FIFA with regard to the bidding process for base camps, numerous challenges were faced, such as the negative economic development

experienced in the country at the time, the spread of benefits, and the contractual conditions of the OC (FIFA, 2006b:9). Applicants who bid to become base camps included hotel groups, private hotels, cities / municipalities / local authorities, federal states, private training site operators, associations and sport academies, and representatives of sport clubs and associations. Once the base camps were selected, a catalogue of those that were available was produced and distributed to all national associations. Hotel agreements were forwarded to the 2006 FIFA World Cup™ Accommodation Service for processing, and inspection tours were planned with the local OC. Following said part of the process, national associations were able to place a non-binding option on their desired team base camp up until the time of their qualification for the event. Despite this ability, national associations were not obliged to select a base camp from the catalogue, and were also allowed to find their own base camps (FIFA, 2006b:10). However, Figure 2.4 below shows that most camps were, indeed, selected from the distributed catalogue.

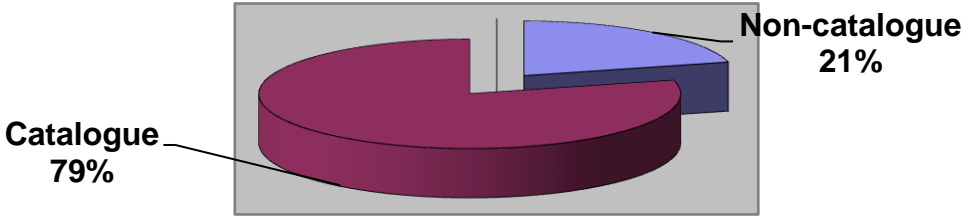


Figure 2.4: Overview of camps from catalogue – Germany 2006

Source: FIFA, 2006b:11

After the successful bidding for, and the development of, the base camps, 26 were selected from the catalogue, with one team base camp rejecting the official FIFA base camp agreement in advance (FIFA, 2006b:12).

The base camp choice of the English national football team during the 2006 FIFA World Cup™ is presented below as an illustrative example. For the duration of the 2006 FIFA World Cup™ in Germany, the English football team chose Baden-Baden, a town in Baden-Württemberg, Germany, which is situated in the foothills of the Black Forest and on the banks of the Oos River, as their base camp (FIFA, 2006b:13).

The location was selected for its potential as a destination where the team would be able to relax and concentrate in preparation for their upcoming matches. In ensuring that the hotel facilities were ideal for the England players, their bedrooms were fitted out with computer games, as well as with other facilities, such as those for sporting activities, such as table tennis and darts, and those for the maintenance of the general health and well-being of the players, such as massages and other treatments (FIFA, 2006b:13). Due to the large number of fans and supporters following the English team across Germany, their requirements for the base camp included a high level of privacy, along with the supply of well-equipped rooms and a spa and gymnasium facilities, as well as a very high standard medical centre. The town of Baden-Baden was an ideal site for the English team, as it was near to both the training pitch and the airport, but was at a reasonable distance from the bustling central business district (FIFA, 2006b:13).

The Bühlerhöhe Schlosshotel in Baden-Baden at which the English players stayed had a total of 74 rooms and 16 suites, which were essential venues for the holding of daily meetings with players and coaches. The only challenge faced by the hotel was the allocation of rooms, but the task in question was handled by the team management. A major drawcard for the hotel was that it boasted two nearby golf-courses, which were used by the team in the afternoons. With regard to the issue of safety and security and team management, the hotel worked together with the local police and private security companies (FIFA, 2006b:14).

The experience of Germany in providing a base camp for the English team is relevant to the current study, as it illustrates that establishing a base camp poses a number of challenges. It can also be seen that travelling teams require a prime location, where they can relax and train, and which has excellent facilities, such as a gymnasium, a spa and other entertainment facilities, that relate to their particular needs.

In the case of the hosting of the FIFA World Cup™ in Germany in 2006, the local planning committees had expected eight million visitors to attend the Fan Fests, which were organised in all host cities, in cooperation with FIFA and the four official partners: Coca-Cola; Hyundai; MasterCard; and Toshiba (FIFA, 2006b:13). In the

end, 18 million people celebrated a giant summer party over four weeks at the Fan Fests. Surveys that were conducted at the various Fan Fests in Berlin, Frankfurt and Munich concluded that almost three-quarters of the visitors were men, who were mostly younger than 45 years of age (FIFA, 2006b:13). The vast majority of Fan Fest visitors were dedicated followers of football and, on average, earned a mid-range to high disposable income. Thirty-five percent of visitors said that they had heard about the Fan Fest events from friends or acquaintances, and more than one-third were encouraged to visit the Fan Fest because they lived close by (FIFA, 2006b:13). A further proportion of more than one-third of the interviewees responded to the survey that they wanted to watch a World Cup match with a group (36%) or with others (35%) (FIFA, 2006b:14). Most fans at the Fan Fests appreciated the live transmission on the video walls more than any other aspect of the experience, and 95% were of the opinion that the Fan Fest was not just an event for Germans, which was an unequivocal declaration of the international nature of the tournament. Of the respondents, 84% visited the Fan Fest with friends, and, on average, visitors travelled a distance of 81km to visit Fan Fests, while 28% travelled more than 100km to do likewise (FIFA, 2006b:14). The percentages concerned are important for accommodation establishments to note, as they indicate that fans do not necessarily need to be located near to Fan Fests, and are prepared to travel to attend them.

At the 12 Fan Fests that were held for the 2006 FIFA World Cup™, 3.5 million litres of beer were drunk and 3.5 million bratwurst sausages were eaten. In Dortmund, hotels were booked to full capacity on the days of the matches, as well as on the day beforehand in each case (FIFA, 2006b:14).

For the 2006 FIFA World Cup™ in Germany, non-host cities created public viewing and entertainment programmes in order to stimulate local businesses and in order to increase the amount of tourism concerned (Kaiser Associates Economic Development Practice, 2007:50). In the Franken-Heilbronn region, three cities collaborated to develop a group of Fan Villages, for which they jointly marketed the public viewing and entertainment area using the Internet and working together with the regional economic development agency. Each village obtained sponsorship from a major brand, such as Hyundai, worked with a local events agency and

obtained catering services from local companies. Local transport companies were used to transport tourists to all the local attractions and to official match venues. The private sector was involved through the development of tented camps near the main festivals to be used as cost-effective accommodation for the duration of the event. Internationally, the villages were marketed at exhibitions in the United Kingdom, Spain and other European countries, with local celebrities acting as ambassadors in numerous other public relations campaigns (Kaiser Associates Economic Development Practice, 2007:50-51).

The experience in Germany highlighted the significance of the base camps as regards them attracting not only the team concerned, but also their support teams and travelling fans. In addition to the high standard that is required of a base camp, the hosting of a team can provide a number of economic opportunities for an establishment and its surrounding areas. From the German Fan Fests, it can be seen that the designated sites are extremely popular with supporters and, in general, tend to attract a relatively young crowd, who seek to party and to celebrate during the event. The experience of the Franken-Heilbronn region illustrates the importance of integrated planning between cities for an event of this nature, as well as of government involvement and support.

2.10 POTENTIAL IMPACTS OF THE 2010 FIFA WORLD CUP™

An event of the scale and nature of the FIFA World Cup™ has various impacts on the host country. Table 2.3 below illustrates the estimated impacts of the 2010 FIFA World Cup™ in relation to other events.

Table 2.3: Estimated impacts of the 2010 FIFA World Cup™ in relation to other events

	FIFA World Cups™	Other mega-events
GDP contribution in 2010	R66.75 billion (Grant Thornton, 2008)	R850 million – R6 billion
Additional visitors during the period/year of the event	33% increase in overnight stays	20 000 – 110 000
Average visitor spend per day during the event	R1 525	R854–R2 244
Employment generated (job year equivalents)	50 000–570 753	3 000–60 000
Longer-term impacts	Significant perception changes, due to country branding	Increase in city business ranking

Source: Kaiser Associates Economic Development Practice, 2007: i.

Table 2.3 above illustrates that the 2010 FIFA World Cup™ would have significant impacts, of both a positive and potentially negative nature, on South Africa. It is also evident that, in relation to other mega-events previously held in South Africa, the impacts of a World Cup were likely to be significantly more.

Table 2.4 below illustrates the economic impact projections for South Africa in 2008, compared to those for 2003.

Table 2.4: Economic impact projections

Projections for 2003	Projections for 2008
<ul style="list-style-type: none"> • Direct expenditure of R12.7 billion • Contribution of R21.3 billion to the GDP • Generation of the equivalent of 159 000 annual jobs • An additional R7.2 billion in government taxes • Upgrading of stadia and infrastructure (R2.3 billion) • Major development projects 	<ul style="list-style-type: none"> • Direct expenditure of R14.75 billion • Contribution of R66.75 billion to the GDP (2006 – R51.1 billion) • An additional R19 billion in government taxes • Upgrading of stadia and infrastructure (R33 billion) • Major development projects

Source: Grant Thornton, 2008.

Table 2.4 above illustrates that, between 2003 and the time of the study, the projections for the economic impact of the 2010 FIFA World Cup™ had changed and that numbers had increased to project an increase in the following: direct expenditure; contribution to GDP; and government taxes. Along with such an increase, the upgrading of stadia and infrastructure had come to be estimated as

costing significantly more than had previously been expected (Grant Thornton, 2008).

The South African government viewed the hosting of the 2010 FIFA World Cup™ as a strategy by means of which to fast-track economic development, which was regarded as being likely to result in poverty alleviation through job creation and in the creation of engines of growth. Contrary to the projections summarised in Table 2.4 above, such fast-tracking of economic development is not always the case, as the hosting of mega-events may lead to an increase in gross, as opposed to net, spending. The multiplier effect, which suggests that further spending is stimulated by initial direct spending, does not always transpire as ‘the multiplier for mega-events might be lower than that for spending on other local goods and services’ (Matheson & Baade, 2004:1091). In the case of the 2006 FIFA World Cup™ in Germany, when looking at the income generated by tourism, the amount concerned might have increased as a result of German residents reducing their consumption elsewhere. Due to the crowding-out effect of such mega-events as the FIFA World Cup™, expenditure by German tourists in other countries, during the month in which the World Cup was held, was found to have increased, compared to the amount of expenditure experienced in the previous year (Maennig, 2007:1-6). Although the German national labour agency reported 25 000 to 50 000 additional jobs arising from the World Cup, most of them were temporary in nature (Maennig, 2007:9) illustrating that the perceived positive economic impacts of an event of this nature should be treated with caution.

Matheson and Baade (2004:1091) state that developing nations often host mega-events in an attempt to project positive images of themselves in order to overcome pre-existing stereotypical media images of them. However, in previous cases where countries have sought a revised image in this way, such as with the 1996 Cricket World Cup that was held in India, Pakistan and Sri Lanka, media outlets have rather tended to perpetuate than to challenge the negative stereotyping (Matheson & Baade, 2004:1091).

For developing countries like South Africa, spending on infrastructure tends to be very high and, as seen in previous cases of the hosting of the World Cup, stadium maintenance costs tend to be borne by the taxpayers (Pillay & Bass, 2008:340).

Where stadia and training facilities are developed in disadvantaged areas, the value of adjacent properties may be affected, changing the character of the area and displacing the local residents (Pillay & Bass, 2008:340). Table 2.5 below illustrates a cost-benefit analysis of the hosting of the 2010 FIFA World Cup™. It is important to note that various researchers have established varying figures in doing such analyses.

Table 2.5: Cost-benefit analysis of hosting the 2010 FIFA World Cup™

		Benefits	Costs/Risks
Government	Tangible	<ul style="list-style-type: none"> • R15.3 billion paid in taxes • R51.1 billion contribution to GDP • 196 400 new jobs created 	<ul style="list-style-type: none"> • R17.4 billion upgrade of stadiums and infrastructure
	Intangible	<ul style="list-style-type: none"> • Interest generated and profile of the country raised • Increase in tourism and direct foreign investment • Other similar events held in South Africa • Fostering of confidence and pride in the local population • Relief of pressure on the welfare system 	<ul style="list-style-type: none"> • R1.481 billion on non-infrastructure investment • Potential negative impact on traffic flows • Potential negative impact on residents living close to stadiums • Potential negative impact on local government • Possible soccer violence • Potential increase in the amount of petty crime perpetrated • Potential displacement of normal tourism
Private sector	Tangible	<ul style="list-style-type: none"> • R30.4 billion in revenue earned from spectator spend 	<ul style="list-style-type: none"> • Expenditure due to increased demand, particularly in infrastructure
	Intangible	<ul style="list-style-type: none"> • Increased demand for tourism facilities • Additional revenues from similar events • New direct foreign investment • Public/private partnerships for the supply of equipment • Marketing opportunities 	<ul style="list-style-type: none"> • Over-expenditure on facilities

Source: SACN, 2008:20.

Table 2.5 above illustrates that, although there were a number of costs or risks associated with the hosting of the 2010 FIFA World Cup™ in South Africa, they were outweighed by the benefits accruing to both the government and the private sector.

Ex-post analyses of the impact of the 2010 FIFA World Cup™ on the Western Cape show that as a result of capital expenditure (CAPEX), the event contributed

R14 billion to the province's gross geographic product (GGP), with R500 million resulting from operational expenditure (OPEX). Along with the above result, the event created 148 216 jobs in the province (City of Cape Town, 2010:20-21).

2.10.1 Potential impacts of the 2010 FIFA World Cup™ on non-host areas

People and communities in non-host areas are likely to be more optimistic and favourably disposed to the hosting of mega-events than are those in host cities (Atkinson, 2009:2), possibly because the former tend to be less adversely affected by such negative direct impacts of the event as overcrowding and traffic. Non-host communities, consequently, also tend to be more focused on the opportunities created by such events, as well as on reaping the benefits from them (Atkinson, 2009:2). In their analysis of community responses to a mega-event, Deccio and Baloglu (2002) investigated the perceptions of Garfield County residents in South Utah with regard to the 2001 Winter Olympics in Salt Lake City. In the study it was found that non-host communities felt that they could benefit from mega-events through the opportunities created by the construction of additional recreational amenities and by the improvement of such infrastructural facilities as roads. The only concerns of non-host communities were the competition for space that was regarded as being likely to arise as a result of increased tourist numbers and environmental degradation (Deccio & Baloglu, 2002:52).

Atkinson writes that, for non-host areas, there are typically four spill-over effects as a result of the hosting of such a mega-event as the 2010 FIFA World Cup™. The ramifications of such effects are discussed in the following subsections.

2.10.1.1 Base and training camps

As many teams prefer to stay at some distance from the hubbub around the main matches and events of a World Cup (Atkinson, 2009:11), non-hosting areas can act as base camps. Such a local area can then not only serve the team itself in the base camp, but often large numbers of fans and tourists are likely to be attracted to the area (Atkinson, 2009:11).

In order to act as a base camp, an area, town or city may not be more than an hour from an airport, and must have all the necessary facilities, including a first- class

hotel that meets the privacy and security requirements of the team, along with world-class training facilities (Pennington & Holdnak, 2007:71-72).

The FIFA requirements for base camps are as follows (Fowles, 2007:2):

- The training site must be equipped with the following:
 - Size of pitch: 68m;
 - Same type of quality of grass as in FIFA World Cup™ stadiums;
 - Security fence / controlled access around training site;
 - Floodlights: min. 1000 lux;
 - Stands for media (all training sessions must be open to the media for at least the first 15 minutes);
 - Stands with minimum capacity of 2 000 for public training sessions (NB: the team may not opt to use a different training site for such sessions);
 - A changing room with showers and toilets;
 - Access to the pitch for an ambulance / emergency services; and
 - Access for the team bus (in the form of access roads) (Fowles, 2007:2).

- In terms of hotels, the following must be allowed for:
 - A range of hotels from sports school / university to five-star hotel (as some teams prefer smaller hotels that they can reserve for their exclusive use);
 - A variety of locations, ranging from the city centre to quiet rural areas;
 - Dedicated meeting and dining-rooms, as such are generally preferred by teams;
 - A fitness room and swimming-pool at the hotel for recuperation, which are also preferred by teams;
 - Access to an airport within reasonable travelling distance for flights to and from match venues on the team's private aircraft; and
 - Accessible high-quality gymnasium facilities (Fowles, 2007:2).

2.10.1.2 Accommodation ‘satellite’ towns

Atkinson (2009) writes that fans often choose to stay in scenic areas beyond the city centre and to travel into town only for matches. Due to the transport and accommodation challenges in South Africa brought about by the magnitude of the event, ‘satellite towns’ were an important component for accommodation in 2010. A few towns in the EDM, including Knysna and Plettenberg, were identified as such prospective towns for the 2010 FIFA World Cup™.

2.10.1.3 Expansion of tourism

Atkinson (2009) states that, as South Africa is a long-haul destination, tourists were expected to stay between 10 to 15 days, creating business for all scales of accommodation facilities. Such creation of business also applied to non-host areas, as tourists were also expected to utilise the above-mentioned towns for satellite accommodation.

2.10.1.3 Through travel

Atkinson (2009:2) states that through travel occurs when fans migrate from one match venue to another, with them sometimes staying over *en route* to the next venue. As the EDM is situated between the host cities of Cape Town and PE, there would be an increased number of tourists travelling through the EDM to attend matches for the duration of the event. Non-hosting areas were given the opportunity to bid for 2010-related conferences and events leading up to the event.

In a presentation at the 2010 Municipal Forum in March 2009, Jappie (2009) stated that, as base camps were a key tool for use in spreading the effects of the 2010 FIFA World Cup™ beyond the host cities, provinces, municipalities, and destination marketing agencies should work together to attract teams to their areas. Jappie further mentioned that the benefits of hosting teams in the Western Cape included a number of new developments that were required in order to comply with FIFA guidelines, destination marketing, prestige and legacy.

During a visit from the Spanish Football Federation to South Africa, a number of lessons were learnt, including that coastal venues should not be overlooked and

could serve as a drawcard for the bigger teams. Jappie (2009) felt that the most important factor when deciding on a base camp that emerged was the quality of the pitch. It was felt that, in many areas, significant pitch upgrades were necessary before the hosting of the 2010 FIFA World Cup™ could take place. As a result of the visit of the Spanish Football Federation, according to Jappie (2009), it also became clear that municipalities needed to prepare detailed information packs and to have clear goals and objectives as to why they wanted to act as a base camp. The offering that municipalities presented to potential teams had to be holistic and support services, such as entertainment and facilities for families, also had to be on offer. She further states that for the 2010 FIFA World Cup™ OC, strong linkage with MATCH was required and, where necessary, experts needed to be consulted to assist during the planning phases. Potential teams for base camps had to be extremely professional and would demand the provision of first-class services and facilities. Specific teams would have different needs, coming from different cultures, but the same sort of facilities would have to be provided.

In order to attract teams to set up base camps in the Western Cape, Jappie writes that the 2010 FIFA World Cup™ OC travelled to the Soccerex conference in Brazil in March 2009. It also engaged with teams during the FIFA Confederations Cup (FCC) tournament that was held in June 2009, in order to target those teams that seemed to have a greater chance of qualifying for the 2010 event.

Another option for a non-host area that can be used to generate positive impacts from the event was to provide a training site for travelling teams. Training sites should ideally be near team base camps. Included in the FIFA enumeration of requirements for training venues were listed the following:

- Training sites should be provided to FIFA free of any other commercial identification.
- Pitches had to be of excellent natural turf in very good condition, and should be close to the living quarters of teams and referees.
- One training site should not be shared with another national association on the same day.

- The Organising Association would be responsible for providing security and other facilities to the training sites.
- Training sites had to be made available to participating national teams ten days prior to their first match until ten days after their last match.
- Participating national teams were only to use the official training sites from five days before their first match through to the elimination of the team.
- Training sites had to have two separate and predefined entrance areas for accredited media representatives and the team.
- Security and stewarding services had to keep the entrances to the training sites under surveillance for the course of all training sessions.
- Separate entrances had to be clearly defined.
- Security was required at the access roads, the parking lots, the access points, the fields, the press conference areas, the locker rooms, and the enclosures, as well as on the stands.
- At all grounds, the playing surface had to be of the highest possible standard. For every training site, a club/venue representative had to be selected to be in charge of turf quality.
- All training sites had to have two fixed goals, two mobile goals, and goal nets on all four goals.
- Six corner flags and other equipment, such as free-kick walls, training bars and cones had to be supplied.
- Other equipment that was required included one strategy board per team locker room.
- One set of 40 marker balls had to be made available per team for the final training session.
- One ball compressor and two pressure gauges per locker room were required for the referees (FIFA, 2006c:3-6).

Other opportunities for non-host areas, as mentioned previously, included the ability to provide accommodation where they became satellite towns and the opportunities provided by an increase in through travel as tourists travelled from match to match and between the different host cities (Atkinson, 2009:2-12).

2.10.2 Local government responses and involvement

According to Atkinson (2009:3), the success of mega-events in both host and non-host areas is greatly dependant on the support that the area receives from its local government. The way in which non-host cities can maximise the benefits of mega-events in their areas by strategically structuring themselves is clearly illustrated in the case of the Australian Olympics in 2000.

Before the hosting of the Olympic Games, Australian non-host cities implemented various networking and relationship-building activities in order to assess which cities would be best suited to interact with which of the various international travelling teams (O'Brien & Gardiner, 2006:26).

Gold Coast City focused on community development and on maximising benefits for the city itself, by way of creating a community representative group that included representatives from the sport, tourism and business arenas. The functioning of the group was aligned with that of the local government through the municipality's Community and Recreation Facilities Branch. The major strength to emanate from the adoption of such an approach was the creation of a media centre that promoted tourism in the area (O'Brien & Gardiner, 2006:26).

The Hunter Valley region of Australia chose a different approach to the above, in that they promoted pre-games training as the main part of their business development strategy. In order to execute the strategy, they formed the Hunter Olympics Business Taskforce within the LED agency, and the Hunter Economic Development Corporation, with representatives from the 13 local government councils in the region. Members of the corporation also included members of local chambers of commerce, media agencies, tourism and hospitality authorities, education institutions and sport organisations. The task of the members was to visit travelling Olympic teams and to build relationships with teams and business representatives (O'Brien & Gardiner, 2006:26).

The varying approaches that were adopted by the different non-host areas in Australia illustrate the point that local strategies and initiatives need to be aligned with those of the municipalities and local governments. The above also shows how

various regions can work together so that they all benefit from the opportunities created by a mega-event and eliminate unhealthy competition among themselves.

2.11 FOOTBALL MARKETS AND PROFILES FOR THE 2010 FIFA WORLD CUP™

Both the 2010 FIFA World Cup™ OC and Cape Town Routes Unlimited (CTRU), the official marketing and promotion body for Cape Town and the Western Cape, identified target football markets for the event, as well as their profiles, so that suitable marketing tools could be implemented and also in order to ensure that the needs of the particular markets were met during the planning and hosting of the event. Tables 2.6 and 2.7 below illustrate the predicted major 2010 markets for South Africa and for the Western Cape.

Table 2.6: Major 2010 FIFA World Cup™ markets

Continent	Countries expected to qualify
Europe	England; France; Italy; Spain; Germany; Portugal; Sweden; Denmark; Netherlands; Russia; Greece; Czech Republic; Turkey; Croatia; Poland
Africa	Egypt; Morocco; Nigeria; Cameroon; Ghana; South Africa (host)
Asia	Korea; Japan; China; Saudi Arabia
South America	Brazil; Argentina; Paraguay; Peru
North & Central America; Caribbean	USA; Mexico; Jamaica

Source: Jordaan, 2006:8

Table 2.7: Western Cape international target market segmentation

2010 Markets (2006 national arrivals)	Africa & Middle East	Americas	Asia and Australasia	Europe
Core markets, including 2010		USA		United Kingdom; Germany; Netherlands
Tactical markets, including 2010	Nigeria		China; Japan	France; Scandinavia; Italy; Switzerland
Investments markets, including 2010		Brazil; Canada	Korea	Belgium; Ireland
Watch list markets		Argentina		Eastern Europe; Spain/ Portugal

Source: CTRU, 2007:22

Tables 2.6 and 2.7 above illustrate that the major football markets for the 2010 FIFA World Cup™ were mostly European and African, followed by smaller markets from Asia and the Americas.

In a survey conducted by Donaldson and Ferreira (2008:89) on the perceptions of international visitors to South Africa regarding safety and security, it was found that, for those who would attend the event, most would stay in a hotel, with family and friends, or in a guest house. Most would also be younger than 50 years old, and would most likely also be male (Donaldson & Ferreira, 2008:89).

The respondents stated that the key barriers preventing attendance were cost (46%), work commitments (9%) and distance (5%). Figure 2.5 below illustrates the reasons given by football tourists for not wanting to attend the 2010 FIFA World Cup™.

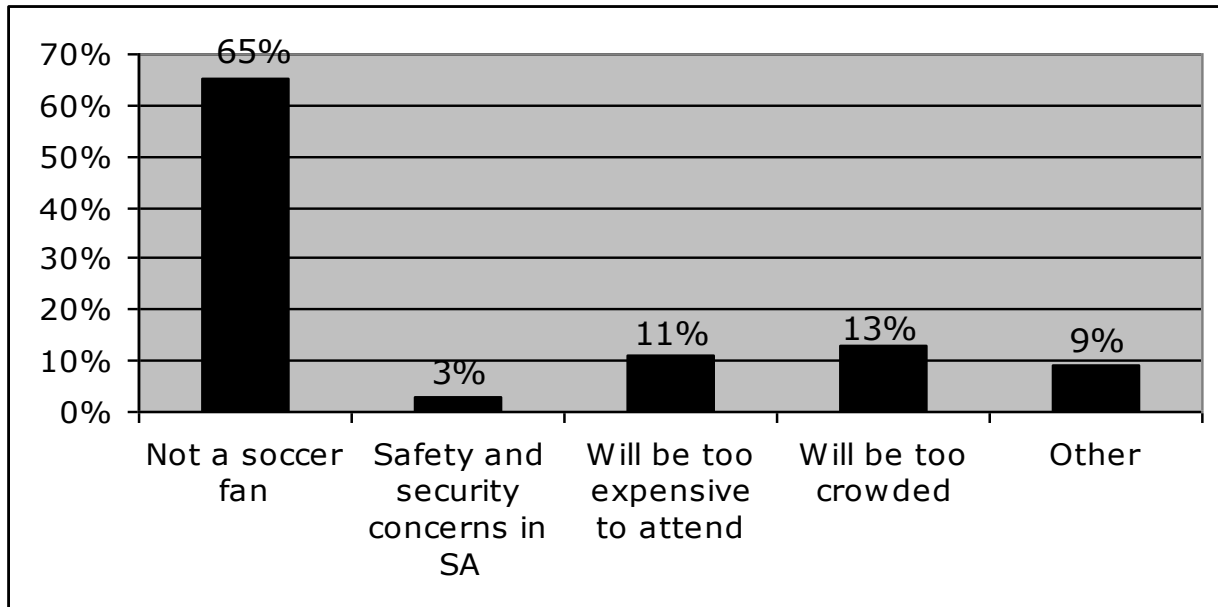


Figure 2.5: Reasons given for not wanting to attend the 2010 FIFA World Cup™

Source: Donaldson & Ferreira, 2008:90

Figure 2.5 above, sourced from Donaldson and Ferreira (2008:90), illustrates that the main reason for respondents not wanting to attend the 2010 FIFA World Cup™ was because they were not a soccer fan (65%), followed by crowding (13%), cost (11%), other reasons (9%), and because of safety and security concerns (3%).

In the above-mentioned survey, Donaldson and Ferreira (2008:90) also found that 27% of respondents stated that they might attend the 2010 FIFA World Cup™, whereas 14% indicated that they would definitely attend the event. Said two groups of respondents might give marketers in the tourism industry insight into what to expect from the potential visitors to the event. Slightly over half of the respondents who indicated that they might attend the World Cup in 2010 stated that they would be visiting the country for the first time, whereas the majority who stated that they would attend in 2010 stated that they had visited the country more than twice. Those who were contemplating attending the event had spent reasonably long periods of stay in South Africa during 2007. Travel groups consisted mostly of single

people or pairs were anticipated, although such groupings might have changed when those concerned actually attended the event (Donaldson & Ferreira, 2008:90).

In an international football supporter survey conducted in 2006 with regard to English nationals travelling to South Africa, the overwhelming majority (94.2%) of respondents stated that if England qualified to take part in the World Cup, they would consider travelling to South Africa in 2010, 88.8% had attended the World Cup final in 2006, and 4.4% had attended the World Cup in 2002 (IziCwe Academy, 2006). More than half (57.8%) of the respondents stated that the deciding factor for their decision to travel to South Africa in 2010 would be if they could get tickets and flights, 20.9% stated that if they could get flights they would come to South Africa even without tickets, and 21.3% stated that their coming would depend on the price of flights to South Africa. Almost half (49.8%) of the respondents stated that they would stay in South Africa for as long as England was still competing in the World Cup, 28% stated that they would stay for the period for which they had tickets, and 22.3% stated that they would stay for the full tournament and for perhaps even longer (IziCwe Academy, 2006). The majority of respondents stated that they would visit Cape Town (26%), followed by the game reserves (19.3%), Johannesburg (17.4%), Durban (17.1%), and PE (15.3%). Their preferred travel arrangements within South Africa would mainly be self-booked air, rail, coach and local public transport (72.4%), followed by independent vehicle hire (12.9%), and charter packages or group travel (9.5%). The most likely accommodation arrangements within South Africa would be hotels or B&Bs (63.8%); budget hostels or camping facilities (12.9%); any accommodation that could be found (10%); formal hotels as part of travel packages (9%); and staying with friends and family (4.3%) (IziCwe Academy, 2006).

In November 2009, after the 2010 FIFA World Cup™ final draw in Cape Town, football fans were able to apply for tickets, after which a random selection draw took place on 1 February 2010. The random selection draw was held in order to ensure that every fan had an equal chance of obtaining tickets (FIFA, 2009). Within the first 10 days of ticket sales, 500 000 tickets were applied for, of which 386 300 were requested by South African residents. At this stage, 22 942 tickets were requested by the USA, 20 232 by the UK, 6277 by Australia, and 4760 by Brazil (FIFA, 2009).

Current figures show that, of the 309 554 foreign tourists who arrived in South Africa to watch 2010 FIFA World Cup™ matches, the majority were from other African countries (38%), followed by Europe (24%), Central and South America (13%) and North America (11%) (Western Cape [South Africa], 2011:16).

2.12 SUMMARY

Internationally, sport tourism is being recognised as a phenomenon that cannot be ignored. Major sporting events, such as the FIFA World Cup™, attract large numbers of tourists to the host country, resulting in significant economic and developmental impacts.

Before bidding for the 2010 FIFA World Cup™, South Africa conducted successful bids for the 1995 Rugby World Cup and for the 1996 Africa Cup of Nations. Despite this, there were also two unsuccessful bids made for the 2004 Olympic Games and the 2006 FIFA World Cup™. A key element in the bids to host the above sport mega-events was the intention to change the image of South Africa and to market the country internationally as a sporting nation with the ability to overcome the legacy of apartheid and to unite the country's people through sport.

The FIFA World Cup™ was regarded as the largest sporting event in the world. In order to ensure the success of the event, the 2010 FIFA World Cup™ OC worked together with both local and provincial governments, where there was a focus on legacy in the areas of economics, health and safety, society and infrastructure.

The 2010 FIFA World Cup™ MATCH Tour Operator Programme was established to sell hospitality packages to tourists during the event and to sell tickets to accredited tour operators in South Africa. The South African government identified its key programmes for the 2010 event, which were focused on the areas of transport and access to South Africa.

An event of the scale and nature of the FIFA World Cup™ has numerous impacts (both positive and negative) on a host nation, especially socially, culturally, economically, physically, politically, and with regard to tourism. The 2010 FIFA

World Cup™ was expected to contribute R66.75 billion to the GDP, to attract 33% more visitors to South Africa during the year of the event than had previously been experienced, with an average spend of R1525, to generate 50 000 new employment opportunities and to create significant perception changes, due to country branding (Kaiser Associates Economic Development Practice, 2007:i). Despite the above, there were a number of risks when hosting an event of such a nature with regard to a high degree of spending on the upgrading of stadia and infrastructure, traffic management, crime, soccer violence, the displacement of normal tourism, expenditure due to increased demand, and over-expenditure on facilities (SACN, 2008:20).

For the areas of South Africa that were not hosting a competition match, other opportunities relating to the event included the development of a base camp for a travelling team, the provision of training sites, the provision of accommodation for travelling fans, and the attracting of tourists travelling to and from match venues.

In order to market South Africa successfully for the 2010 FIFA World Cup™, major 2010 markets in countries that were expected to qualify to participate in the World Cup were identified by the OC. The countries concerned included England; France; Italy; Spain; Germany; Egypt; Morocco; China; Brazil; Argentina; the USA; and several others. Existing research into potential visitors showed that the key barriers preventing them from attending the 2010 FIFA World Cup™ included cost, work commitments and distance. It was also established that fans would travel only if their country qualified and depending on the availability of tickets, and that they would stay in the country for as long as their team remained in the tournament. Most fans would have liked to have been based in Cape Town, and transport would mainly be self-booked.

In analysing the experiences of previous FIFA World Cup™ hosts, it became clear that the perceived benefits of the event are sometimes not realised and that, although there appear to be short-term benefits to be gained from hosting such an event, they may decrease in the longer term. In order to ensure best longer-run spin-offs from event-related opportunities, a concerted, well-managed and

strategically planned action on the part of all relevant players and stakeholders in South Africa is required.

Since the hosting of the event, current statistics show that Gauteng, which hosted the majority of the World Cup matches, was the most visited province during the event, although Cape Town drew the highest number of supporters to its fan parks (South Africa, 2010).

CHAPTER 3: THE EDEN DISTRICT MUNICIPALITY AND THE 2010 FIFA WORLD CUP™

3.1 INTRODUCTION

The current chapter begins with an overview of the EDM, of its plans for the 2010 FIFA World Cup™ and of the plans that were being conducted by individual towns in the region at the time of the present study. Following the overview, the District's base camp bid will be discussed in detail, as well as the other opportunities relating to the World Cup and to post-2010 development in the area.

3.2 THE EDM

The EDM was established in September 2002 as a result of the amalgamation of the Klein Karoo District Council and the South Cape District Council. The region is located along the south-eastern coast of the Western Cape province and stretches for roughly 350km along the Indian Ocean from the Bloukrans River in the east, to Witsand at the Breede River Mouth on the west (see Figure 3.1 below). The area is often described as being one of the most beautiful in South Africa, with the Garden Route as the centre of its tourism industry (EDM, 2006:i).

The District Municipality covers the Kannaland, Langeberg, Mossel Bay, George, Oudtshoorn, Plettenberg Bay and Knysna Local Municipalities, and is located between Cape Town and PE (two FIFA World Cup™ host cities). Its larger centres are George, Mossel Bay, Oudtshoorn, Knysna and Plettenberg Bay, in addition to which it contains 20 smaller towns, as was previously mentioned.

Figure 3.1 below illustrates the EDM, as well as the individual local municipalities that form part of the District.



Figure 3.1: Map of the EDM 1:50 000

Source: EDM, 2006.

Table 3.1 below presents the numbers of the different Eden District populations as they were in 2006, indicating that the area has a relatively high population and therefore a relatively strong capacity for tourism development.

Table 3.1: Eden District populations, 2006

Town	Population
George	170 200
Oudtshoorn	90 970
Mossel Bay	85 840
Knysna	61 640
Hessequa (Riversdale; Albertinia; Gouritsmond; Heidelberg; Stilbaai; Witsand; Slangrivier)	50 685
Bitou (Plettenberg Bay; Die Brakke; Keurboomstrand; Kranshoek; Kurland; Nature's Valley; Platbos; The Crag; Wittedrif)	46 400
Kannaland (Amalienstein; Bergsig; Bleshoek; Calitzdorp; Droevlei; Ladismith; Swartberg; Towerkop; Zoar)	27 225
District Administrative Area Municipality (Haarlem; Uniondale)	14 600
Eden	543 130

Source: EDM, 2006.

The role of the District Municipality is to govern and to make rules for the entire District, with the purpose of sharing the responsibility for local government in the above areas in order to ensure that all communities, but particularly previously disadvantaged communities, have equal access to resources and services (EDM, 2006). The overarching District Municipality helps those municipalities that lack the

capacity to ensure that they have such equal access and also helps in cutting down on municipal running costs (EDM, 2006:6).

Some of the functions of the EDM in the District include:

- Planning for the development of the District Municipality as a whole;
- Promoting local tourism for the whole area;
- Ensuring the provision of municipal roads for the whole District Municipality area;
- Helping to ensure the provision of a bulk supply of water; and
- The regulation of passenger transport services (EDM, 2006:6).

As with most other regions in South Africa, the area faces the following challenges: relatively high unemployment (18%); widespread poverty (with 30% of the population being below the poverty line); sprawling informal settlements with inadequate services; growing HIV and crime rates; and major income and wealth inequalities (EDM, 2006:7). Other problems facing the region include traffic bottlenecks at key points in urban areas and a lack of skills training and development (EDM, 2006:7).

The official fact sheet of the EDM states that the population of the Eden District is growing at a rate of 2.5% per annum, making it the Western Cape's largest platteland region, with an above-average Human Development Index (HDI), which takes into consideration life expectancy, adult literacy and purchasing power per capita in assessing a country's level of development (McGillivray, 2002:169), and other social economic indicators. The area's strength lies in tourism, agriculture and manufacturing, in addition to which it has a solid trade and services sector.

The area is rich in tourist attractions, with the Knysna area being regarded as one of the premier tourist destinations in South Africa for both domestic and international tourists. Other attractions in the area include pristine beaches, the world-famous Cango Caves, and the various lagoons and lakes situated in these environs (EDM, 2007:17).

3.3 THE EDM AND THE 2010 FIFA WORLD CUP™

The significance of having activities related to the World Cup in the Eden District went far beyond the holding of specific events. Essentially, four categories of impact could be distinguished, namely (EDM, n.d.):

- Broader local (or regional) economic development spin-offs;
- Specific impacts of pre-event, during event and post-event activities;
- Longer lasting consequences or impacts in the sport sphere and on business and economic development; and
- Uniting of the people of Eden.

In the EDM's IDP, the region's strategic objectives are stated as being to:

develop an appropriate regional economic development strategy that ensures shared prosperity and sustainability; to create an enabling social environment that ensures safe, healthy and vibrant communities that participate actively in Eden; to ensure effective and affordable service and infrastructure delivery in Eden to meet the needs of the people; to develop human and social capital by investing in women and youth development; and to sustain Eden's environment through resource conservation, good land-use practices and people centred planning.

(EDM, 2007a:i)

In addition, the IDP (EDM, 2007a:ii) declares: "The FIFA 2010 World Cup™ has provided the opportunity for the EDM to achieve these objectives and to ensure that they are not only short-term, but that they leave a lasting legacy in the area".

Successfully hosting the FIFA 2010 World Cup™ and all of its related activities so that it had a lasting legacy and aided in development in the region required participation from all levels of society, including the public sector. Freeman (2008) defines stakeholders as those with a vested interest in an organisational issue who can influence the manner in which it is formulated and resolved. Stakeholders in the Eden 2010 development process included: the EDM and local municipalities; the South African Local Government Association (SALGA); the Airports Company South Africa (ACSA); local tourism boards; taxi associations; the hospitality industry; educational institutions; football associations; MATCH; TEP; and the WCPG. For the purpose of the current study, the focus is laid on the following stakeholders: the EDM; local municipalities in the area; the football associations concerned; and MATCH.

3.3.1 Key development opportunities identified for Eden

At the Eden World Cup 2010 Conference held in July 2007, the key development opportunities identified for Eden in association with the FIFA World Cup™ 2010™ were:

- Uniting of the people of Eden (nation/region building), building of lasting partnerships, and unlocking of the wealth of social cohesion;
- Creating of unique opportunities for accelerating economic transformation;
- Creating of a lasting legacy in Eden that will benefit soccer promotion and development, inclusive LED, environmental awareness and protection and social development;
- Image branding and marketing of Eden that will impact significantly on tourism in the post-event era;
- Refocusing of the energy of the youth of Eden through encouragement of their participation in soccer and healthy leisure activities;
- Improving of infrastructure and social services, which may not have received the same degree of attention and investment if it were not for South Africa's hosting of this mega-event; and
- Showcasing of the region and its economic assets and sectors in order to attract dedicated investment opportunities (EDM, 2007b:12).

3.3.2 Potential strategic interventions, imperatives and opportunities

As per the Eden World Cup 2010 Conference held in July 2007, a summary of potential strategic interventions, imperatives and opportunities to be considered by the EDM is presented in the following subsections (EDM, 2007b:12).

3.3.2.1 *Event planning and coordination*

All development opportunities relating to Eden 2010 had to benefit the whole region with regard to 2010 planning and development, with delay in progress perhaps resulting in lost opportunities (EDM, 2007b:13). To ensure success, partnerships between the private and public sectors were required. Advanced planning was required for the success of all activities undertaken (EDM, 2007:19).

3.3.2.2 Soccer development

The entire Eden 2010 initiative had to be focused on soccer development in the area and had to be used to rebuild soccer clubs within the district and to develop training and tournament facilities. In the development and promotion of soccer, seeing that schools can be excellent partners, a professional soccer team should be established, along with a soccer academy (EDM, 2007b:13).

3.3.2.3 Education and training

Long-term economic growth had to be the goal of all skills development programmes. An additional goal had to be the provision of training in service excellence to local businesses and communities (EDM, 2007b:13).

3.3.2.4 Tourism

In the case of the base camps, the teams that were targeted had to have large support bases and a high potential for post-event tourism (EDM, 2007b). Tourism activities had to allow for the inclusion of individuals from disadvantaged communities in order to unlock tourism potential and activities. In total, the 2010 FIFA World Cup™ had to be used as an opportunity to showcase African culture and heritage (EDM, 2007b:13).

3.3.2.5 Marketing

The host city status of Cape Town and PE had to be used by the EDM as a leveraging opportunity, and the area had to use its strengths to its advantage, by making optimal use of its combination of leisure and tourism activities (EDM, 2007b). National teams had to be strategically lobbied in order to promote the area as a base camp and Eden's 2010 activities had to be made available through, and visible on, a website that could also be used as a marketing tool. The proposed structure had to be responsible for developing an Eden 2010 Marketing Plan (EDM, 2007b:13).

3.3.2.6 Infrastructure and services

The need was urgent for the further development and improvement of the transportation infrastructure (EDM, 2007b:13).

3.3.2.7 Economic development

The 2010 FIFA World Cup™ provided the EDM with an opportunity to bridge the gap between the first and second economies in South Africa. All economic sectors were given the chance to use the event as an opportunity to showcase themselves, and the 2010 FIFA World Cup™ provided various entrepreneurial opportunities in the area. All Eden 2010 activities had to be aligned with the LED strategies in the area (EDM, 2007b:14).

Figure 3.2 below illustrates the EDM 2010 FIFA World Cup™ management team, which incorporated the various stakeholders in the area and which conducted biweekly meetings with the 2010 coordinators from each of the towns in the district prior to the tournament. The figure shows that, within the EDM under the department of LED, a 2010 structure was established and split up into various cooperative units. The social development unit had a direct link with SAFA EDM to ensure soccer development across the District. Such an approach was selected so that the benefits of the event could be spread across the region into all the towns, and so that planning initiatives and programmes could be consolidated (EDM, 2007b:15). The 2010 co-ordinators for the EDM were as follows:

- Jeffrey Donson (Kannaland);
- Andrass Kiss (Hessequa);
- Kidron Kaboni (George);
- Louis Harris (Mossel Bay);
- Ralph Links (Bitou);
- Rudi Classen (Oudtshoorn); and
- Tom Paramoer (Knysna).

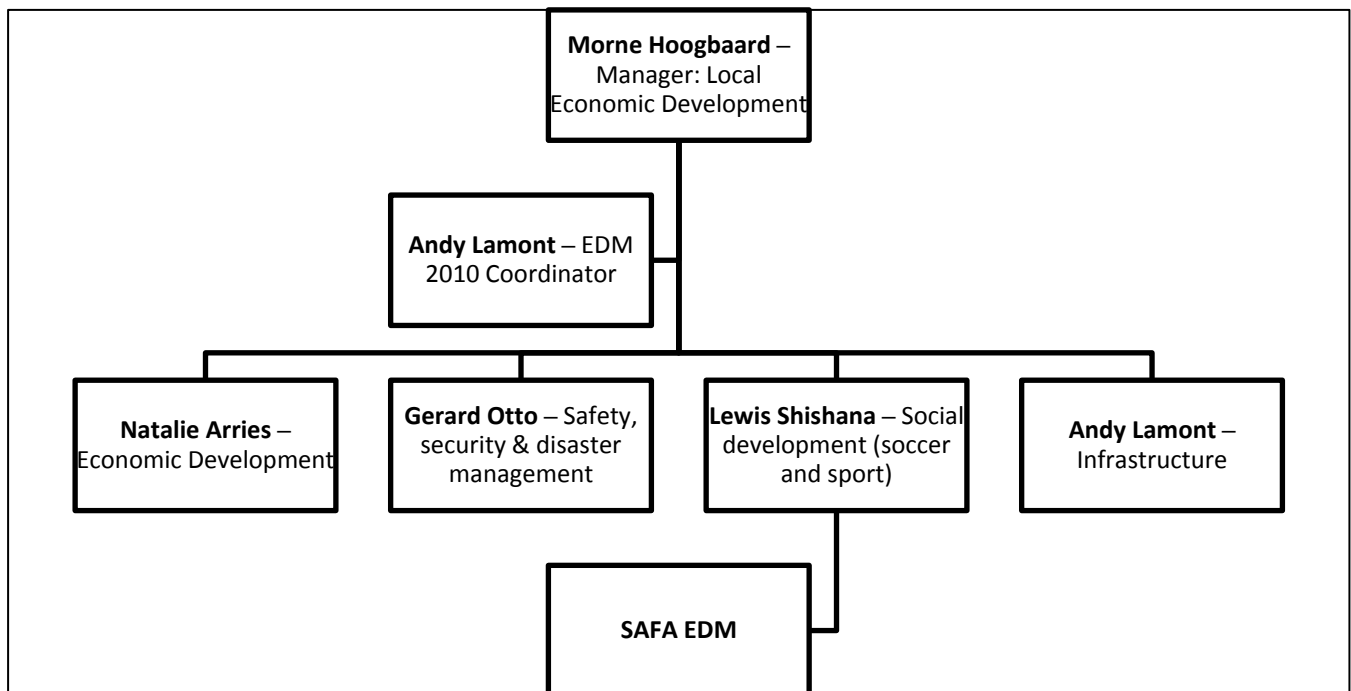


Figure 3.2: EDM 2010 FIFA World Cup™ institutional arrangements and management team

Source: Arries, 2009.

The various towns in the EDM could have become involved in the 2010 FIFA World Cup™ by doing the following: providing a base camp; developing PVAs; providing media centres; establishing official training sites; providing accommodation as a satellite town; developing CVAs; providing attractions for tourists; and capitalising on through travel. The towns with the most potential offerings at the time of the current study were George, Knysna, Mossel Bay and Oudtshoorn (EDM, 2008:65). Although a number of potential offerings had been identified, towns might not have been pursuing all of them, due to cost and time constraints. Table 3.2 below illustrates the EDM's potential 2010 FIFA World Cup™ offering.

Table 3.2: The EDM's potential 2010 FIFA World Cup™ offering

	Base camp	PVAs	Media centre	Training site	Satellite town	CVAs	Tourist attraction	Through travel
George	X	X	X	X	X	–	X	X
Knysna	X	X	–	X	X	–	X	X
Mossel Bay	X	X	X	–	X	–	X	X
Bitou	–	X	–	–	X	–	X	X
Oudtshoorn	X	X	–	–	X	–	X	X
Hessequa	–	X	–	–	–	X	X	X
Kannaland	–	X	–	–	–	X	X	X

Source: EDM, 2008:65.

3.4 EDEN 2010 BASE CAMP BID

The 2006 FIFA base camp guidelines state that the thirty-two teams taking part in the 2010 FIFA World Cup™ would select base camps, either within or outside South Africa, where they would be based and from where they would travel to play their matches, as well as to which they would return after each of their games. The OC would research and contract as many potential base camps as possible and then sign a standard formal contract with all potential training sites according to FIFA regulations (FIFA, 2006c:6).

Once the above-mentioned actions were complete, the OC would produce a brochure of potential base camps containing photographs of hotels, training sites and facilities and information on room rates, the number of rooms available, the distances to airports, the accessible train stations and stadiums, and the relevant website addresses. The brochure would then be published in all four of the FIFA languages and given to the teams, so that they could study the locations (FIFA, 2006c:7). The base camps would tend to put more pressure on the site where they were being hosted than on the training sites, as the teams would arrive at their hotels as early as two weeks prior to their first group match (FIFA, 2006c:6).

Base camps would also aid in attracting tourism to the regions concerned, as supporters generally would want to base themselves near their favourite team, bringing with them positive economic impacts for the region (Fowles, 2007:2). The South Africa FIFA 2010 OC identified the following criteria for potential base camps:

- The availability of high-quality accommodation establishments (four/five-star hotels) that could relatively easily be provided with a security cordon for the safety and privacy of the players and their team management and support;
- The availability of high-quality gymnasium facilities;
- The availability of a training field and facilities, including floodlighting, where the turf should be FIFA-approved and as close as possible to the actual stadium ground; and
- Access to an airport within a reasonable travelling distance for flights to and from match venues on the team's private aircraft (Fowles, 2007:2).

Other criteria that needed to be considered by teams considering possible base camp venues were the availability of accommodation and tourist attractions for those supporters who wished to stay close to their chosen team; access to towns and cities close to the potential base camp; as well as the standard and quantity of public transport facilities (Fowles, 2007:2). The availability and standard of public viewing facilities (Fan Fests) for supporters who were unable to travel to match venues or who wished to watch other matches; medical facilities; a favourable climate and altitude; the capacity to host not only players, but families too; entertainment for the press; and private training venues where there would be no media leaks were also matters that had to be taken into consideration (Fowles, 2007:2). The specifications for the training venues were identified in Chapter 2. Further guidelines for the training sites can be seen in Table 3.3 below.

Table 3.3: Venue-specific training site (VSTS) guidelines

Facility	Guidelines
Background	<ul style="list-style-type: none"> • Two VSTSs were needed per stadium for the exclusive use of the teams staying in the venue-specific team hotel (VSTH). • Each VSTS had to be assigned to each VSTH, so that Team A used VSTH 1 and VSTS 1, and Team B used VSTH 2 and VSTS 2. • The OC was to draw up a standard contract with each VSTS reflecting FIFA's commercial interests in the concern.
Location	The VSTS had to be located no more than 15 to 20 minutes from the respective VSTH.
Pitch	<ul style="list-style-type: none"> • The size of the pitch had to be 105m x 68m. • The same type and quality of grass was to be present as in the FIFA World Cup™ stadiums.
Infrastructure/ space	<p>The following had to be supplied:</p> <ul style="list-style-type: none"> • A security fence / controlled access around the training site; • Floodlights – min. 1000 lux; • Stands for the media (with all training sessions having to be open to the media for at least the first 15 minutes); • A stand for the public training sessions with a minimum capacity of 2000 (NB: The team might opt to use a different training site for their public training session.); • Changing rooms with showers and toilets; • Access to the pitch for ambulance/emergency services; • Access for the team bus (in the form of access roads); and • Parking spaces for the media/fans (for the public training).
Training equipment	<p>The following training equipment had to be provided by the OC:</p> <ul style="list-style-type: none"> • Removable goals; • Cones; and • A free kick wall.

Source: Fowles, 2007:3.

From the above-mentioned VSTS guidelines, it is clear that locations had to be developed within the EDM that met the set criteria. At the time at which the current study was being done, there were plans to upgrade the Outeniqua Rugby Stadium,

and a sport tourism development initiative that could provide further training facilities was also being planned (EDM, 2007c:3).

The main goals for the EDM in bidding as a base camp for the 2010 FIFA World Cup™ were economic development through the creation of economic interventions that would result in a lasting legacy and which would empower previously disadvantaged communities through proper planning, marketing and the development of stakeholder partnerships; marketing of the region as a whole and not as individual municipalities, effectively resulting in maximum exposure before, during and after the event; and branding of the region as a focused brand that was built on the existing brand (EDM, 2007c:3-5). Other goals included involving all stakeholders, including the local communities, the government and the private sector in the organisation of bookings, transport, security, volunteers, information, public participation, viewing areas, and tourism; the encouraging of emerging enterprises to utilise the benefits of 2010; and the promotion of broad-based black economic empowerment (BBBEE), based on sustainable economic business development principles, in order to address pre-existing inequalities (EDM, 2007c:3-5).

Although the region did not, at the time of the current study, have the necessary soccer practice facilities, there were several five-star hotels that would fulfil the requirements of the host team, as well as various golf estates that could provide the necessary accommodation facilities (EDM, 2007c:2). On behalf of the WCPG, a consultant who was involved with the 2006 FIFA World Cup™ in Germany visited the Western Cape in 2008 to inspect the hotels and training sites that had tentatively been proposed to act as team base camps. Based on the results of the inspection, the following list of potential base camps was created (EDM, 2007c:2).

Table 3.4: Summary of team base camp assessment

Municipality	Name	Suitability / Quality	
		Team base camp hotel (TBCH)	Team base camp training site (TBCTS)
George	Fancourt	+++	++
	Oubaai	+++	++
	Protea Hotel Wilderness	-	-
Mossel Bay	Point Hotel	++	+
Knysna	Pezula	+++	++
	Simola	++	++
Oudtshoorn	Oudtshoorn Hotel	+	++

Source: Hubert, 2008:6.

- +++ *Very suitable or ideal*
- ++ *Suitable*
- + *Suitable with some restrictions*
- *Not suitable*

Along with the above, the EDM themselves had identified and shortlisted the hotels named in Table 3.5 below as potential base camps (Koopman, 2008).

Table 3.5: Hotels in Eden shortlisted for base camps

Hotel names	Location	Grading (*)
Diaz Strand Hotel & Resort	Mossel Bay	4
Protea Hotel Riempie Estate	Oudtshoorn	3
Pezula Resort Hotel & Spa	Knysna	5
Protea Hotel Keurbooms River	Plettenberg Bay	3
Protea Hotel Tsitsikamma Village	Tsitsikamma National Park	3
Protea Hotel King George	George	4
Protea Hotel Knysna Quays	Knysna	4
Protea Hotel Outeniqua	George	3
Protea Hotel Wilderness Resort	Wilderness	3
Kurland	The Craggs	5

Source: Koopman, 2008.

A dramatic difference can be seen between the possible base camps identified by the province in Table 3.4 above and those identified by the EDM in Table 3.5 above. Not all the establishments that were shortlisted by the EDM had a four- or five-star grading. The WCPG identified no possible base camps in Plettenberg Bay, the Tsitsikamma National Park, or The Craggs, and incorporated the provision of a

suitable training site in their assessment of potential base camps. Despite the above, Plettenberg Bay continued in its efforts to provide a base camp for a travelling team (Koopman, 2008). Although a number of potential sites had been identified by the time of the current study, even for those that were rated highly, significant improvements were required before they were to meet the conditions and regulations provided by FIFA (Koopman, 2008).

The following subsections highlight what each town in the EDM was doing in relation to base camp planning and the development of other 2010 initiatives at the time of the present study.

3.4.1 Mossel Bay initiative

Mossel Bay marketed itself as a base camp destination, because of its Extension 23 soccer field, which was in close proximity to both the Diaz Strand and The Point hotels (Mossel Bay, n.d.). Close to the above-mentioned hotels are the Van Riebeeck and the D'Almedia stadia. At the time of the current study, the Diaz Beach Hotel was a four-star establishment, with 86 rooms, as well as conference facilities, restaurants and a gymnasium. At the time, the Point Hotel was also four-star and boasted 52 rooms, a conference centre, a gymnasium, and a business and media centre. As Mossel Bay is one of the larger towns in the EDM, it has a number of support, including transport and medical, services and a well-developed tourism industry, offering a number of activities (Mossel Bay, n.d.).

As a training site for the base camp, Mossel Bay identified the PetroSA Stadium, a space that hosted four football fields and which would be laid out with a new grass field. The required room facilities (including those for dressing, health, massage, meetings, and storage for training equipment) would have had to be built, and the requirements for press briefings would be met by erecting a tent on the site. Another team base camp training site (TBCTS) that was mentioned was the Milkwood Primary School, which was situated within walking distance of the Point Hotel, and which was, at the time of the current study, being used as a multi-purpose sports field (Hubert, 2008:20).

Along with the above, Belgian developers were, at the time of the present study, developing Nautilus Bay, which is a world-class sport academy that is aimed at attracting top teams and individual athletes from around the world (Travel Blackboard, 2009). The development was to include residential housing, as well as a football pitch built to FIFA standards, players' dressing-rooms, physiotherapy rooms, a gymnasium, a players' lounge, a golf-course, an Olympic-sized swimming-pool and competition-standard tennis courts. The developers had exceeded FIFA requirements wherever possible, and also had a strong focus on job creation and on the development of young sportspeople in the area. The relative isolation of the development would have made it easier for teams to train there (Travel Blackboard, 2009).

The Mossel Bay tourism website, Visit Mossel Bay (2009), states that the city was identified by the EDM as the host of the 2010 FIFA World Cup™ Media Hub, which it hoped could be used to attract media attention to the town. Along with such identification, Mossel Bay was, at the time of the current study, negotiating with sponsors for the funding of a fan zone that would remain in place for the duration of the event. The town was also planning for the development of CVAs in school halls and community centres and for the creating of business opportunities, as the locals were to be encouraged to provide services and to sell goods at stalls during the tournament (Visit Mossel Bay, 2009).

While they were looking for a base camp, the Paraguay national team showed an interest in Mossel Bay. However, they started to look for another base camp in January 2010, as the practice pitch in Mossel Bay was not up to their standard (Eyewitness News, 2010).

3.4.2 George initiative

The Fancourt Hotel in George appeared to be the town's first choice for a team base camp hotel (TBCH), as the Outeniqua Park rugby stadium, that was three km away could provide the TBCTS site (Hubert, 2008:15). At the time of the current study, the Fancourt Hotel was a five-star hotel, with 205 rooms and 25 suites, which were equipped with Internet connections, television sets, computer games and mini-bars. The hotel had a number of restaurants, as well as a gymnasium, a golf-

course, tennis courts, a swimming-pool, and hiking trails (Hubert, 2008:15). In November 2009, the Japanese national team confirmed that they would be using it as their base camp for the duration of the tournament (EDM, 2009).

For all of the potential TBCHs identified, the Outeniqua Park Rugby Stadium was the main TBCTS identified. A football field meeting FIFA requirements was to be developed at the Stadium, as an adequate irrigation system was already in place and the field was said to have excellent drainage. The Stadium had powerful floodlights and tribunes for 12 000 spectators, although, by the time of the current study, plans had been approved to increase the seating capacity (Hubert, 2008:16).

The City of George would be the host of an official PVA in the EDM, because of its central location (Visit Mossel Bay, 2009). The Pacaltsdorp site had been selected, because it fulfilled the requirement that PVAs should be located close to local communities. George was also to be the centre of the transport hub for the district, because of its airport (Visit Mossel Bay, 2009).

3.4.3 Knysna initiative

Knysna's key 2010 FIFA World Cup™ initiative was to develop itself as a base camp in order that it might derive social and economic spin-offs for the town's future development (Knysna, n.d.). The strategic objectives of Knysna's 2010 planning department related to economic development; marketing and branding; emerging enterprise development and BBBEE; soccer; community and social development; and health and safety (Knysna, n.d.).

The Pezula Hotel Resort and Spa was the only potential base camp site that met FIFA requirements, as it provided five-star accommodation; dining facilities; a spa; a gymnasium; golf-courses; private training facilities at the Field of Dreams; a media centre; private air charter services; and meeting and conference facilities (Knysna, n.d.). Pezula's (2006) website states that the Pezula Field of Dreams is a multi-purpose sports field for cricket, rugby and football, which sports a 300m golf practice range with target greens, four world-class tennis courts, with a clubhouse, and facilities for archery. The area is surrounded by forest and mountainside, and spectators can watch events from the grass embankments. In December 2009, the

French national team confirmed that they would be using Pezula as their base camp for the duration of the 2010 tournament (Western Cape [South Africa] DEDT, 2009).

The Knysna 2010 Business Plan identified three possible sites for PVAs, namely Dam se Bos, Flenters and Loerie Park (Knysna, n.d.). Loerie Park is a well-established sports centre with facilities for rugby, tennis and cricket. The centre has ample parking, and is situated close to both the N2 and to Pezula. Dam Se Bos is also situated close to the N2, but had, at the time, to be accessed by way of the local informal settlements along narrow gravel roads (Knysna, n.d.). For the site in question, a park-and-ride scheme would be developed, which would also help to solve parking problems. The stadium is located in a scenic natural amphitheatre, and the existing infrastructure, at the time, included floodlights, ablution facilities and a community hall (Knysna, n.d.). Despite such facilities, the pitch might have needed to be replaced, because of a groundwater problem. Flenters PVA is well-situated on a main road with enough space for parking, and had terraced seating, as well as a grandstand. The only existing infrastructure at the site consisted of floodlights and an additional 1000 seats were to be added on either side of the field. A R50 million budget had been proposed for the upgrading of the site, which would include an additional 10 000 seats, a gymnasium, shops and squash courts (Knysna, n.d.).

3.4.4 Hessequa (Riversdale) initiative

By the time of the current study, the Hessequa Municipality had not shown any interest in providing a team base camp, due to a lack of necessary facilities (Hessequa Municipality, 2008:37). Despite their apparent lack of interest, in their public transport infrastructure systems grant, the Municipality had been allocated funding for the development of programmes relating to the 2010 FIFA World Cup™. Using the event as a springboard for their endeavours, the Municipality hoped to drive tourism into becoming the new start sector in the area, by means of which the local economy could be strengthened (Hessequa Municipality, 2008:38).

3.4.5 Oudtshoorn initiative

Hubert (2008) states that, at the time of writing, the Oudtshoorn Municipality was actively pursuing plans for it to act as a team base camp, and had proposed the

four-star Oudtshoorn Hotel and Resort as a TBCH. The hotel had 120 rooms, connections for computer games, wireless Internet connections, and mini-bars. Restaurant and kitchen facilities were adequate and there was also a spa, a swimming-pool, a sauna, tennis courts, and a miniature golf-course. To this, Hubert adds that the hotel intended to convert one of its rooms into a gymnasium for the event, and had adequate space for recreation, as well as a conference venue that could accommodate 100 delegates. The conversion was necessary, due to the Oudtshoorn Hotel being identified, as can be seen in Table 3.4 above, by the WCPG as suitable as a TBCH, but with some restrictions (Hubert, 2008:26).

With regard to a local TBCTS, by the time of the current study, the Oudtshoorn Municipality had identified the De Jager Stadium, which is 3km from the hotel, and which was in very good condition, had floodlights, and could accommodate 12 000 spectators (Hubert, 2008:27). A building on the site had sufficient rooms and facilities that were in good condition and a hall on the premises that could be used for media briefings (Hubert, 2008:27).

A delegation from the French Football Federation had visited Oudtshoorn, where they inspected the De Jager Stadium as a potential training or base camp site (Oudtshoorn, 2009). As is mentioned below, the same delegation visited other towns in the District, including Plettenberg Bay, but eventually selected Pezula in Knysna as the base camp for the French national team.

By the time of the present study, the Oudtshoorn Municipality had planned an upgrade of the town's airport so that it could carry more daily cargo and act as an alternative passenger airport to George (Eprop, 2006). This was being done as the 2010 FIFA World Cup™ tournament was being held in winter, during which season flights tend often to have to be diverted to Cape Town or PE. The new airport would be able to handle such diversions and could act as a transfer airport for base camps in the EDM (Eprop, 2006).

3.4.6 Bitou (Plettenberg Bay) initiative

Shortly before the current study, a French delegation had travelled to Plettenberg Bay to inspect the Kurland Polo Fields, The Dunes and the Protea Keurbooms

Hotels as potential base camp sites (Oudtshoorn, 2009). Despite it having done so, the Western Cape Province had identified neither a TBCH nor a TBCTS in Plettenberg Bay (Oudtshoorn, 2009). As mentioned before, after the visit of the French delegation, it selected Pezula in Knysna as the base camp for the French national team.

By the time of the current study, in preparation for the 2010 FIFA World Cup™, the Bitou Municipality had embarked on an upgrade of Plettenberg Bay's airport in order that it might accommodate large passenger aircraft (Eprop, 2008). The runway at the airport was to be extended to 2km long, which would allow access to the town for a passenger aircraft as large as a Boeing 737. In addition to the above, a security fence was to be built around the airport, as well as the airport infrastructure improved (Eprop, 2008).

3.4.7 Kannaland (Ladismith) initiative

By the time of the current study, the Kannaland Municipality had not yet developed any plans to act as a team base camp. For the 2010 FIFA World Cup™, the South African Department of Transport had set up a 2010 intercity bus and coach fleet to transport spectators and officials across the country for the duration of the event (South Africa, n.d.). In the Western Cape, there would be 30 buses, including luxury coaches and standard buses. Buses en route to Cape Town were scheduled to depart from Ladismith, at which terminal public parking, toilets, restaurants, public phones and cafes would also be available (South Africa, n.d.). Such provision would also encourage through travel in the area for the duration of the event.

3.4.8 Challenges and constraints

From the above overview of relevant literature, it can be seen that a number of different initiatives were taking place in the various towns of the EDM, such as the Media Hub in Mossel Bay, the PVA in George, and the various base camps, which were all supported and overseen by the EDM. In addition to making such provision for the event, individual towns within the District Municipality were also conducting their own planning initiatives, such as the plans made for improved infrastructure in Hessequa, those devised for the upgrading of the airports in Oudtshoorn and Plettenberg Bay, and the transport plans developed in Kannaland.

Challenges that might arise when planning an event in an area of this nature are that towns have varying facilities and offerings, and therefore each should offer a tailor-made product to travelling teams, fans and delegations. However, doing so might lead to planning efforts becoming fragmented and individualistic.

Version 4 of the EDM 2010 Soccer base camp bid – initial strategic plan (2007b) states that preliminary 2010 projects were established by region to overcome the above-mentioned constraints. The projects concerned included those pertaining to branding and marketing the region; transport infrastructure facilities; safety and security; emerging enterprise development; local communication and media contact; base camp bids; expansion of accommodation capacity; PVAs; entertainment and recreational facilities; financial resources and sponsorships; and the mobilisation and use of volunteers. The projects mentioned were intended to aid in leveraging economic growth in the region (EDM, 2007b).

In order to market the region as a whole, policies for regional development had to be concentrated on the following four different aspects (Atkinson, 2009:16):

- Developing the supply base (including skills; education; innovations; and communications);
- Developing the demand-side of regions by finding new markets (including mega-events);
- Developing the institutional framework (including development agencies; business associations; and political representation); and
- Identifying corporate level interdependencies, exchange relations and rationalities that worked to local advantage, as well as those that hindered the development of local initiatives.

In relation to bidding for base camp status, the soccer industry had to be actively involved in the planning and development of facilities for the event, from which it was likely to benefit significantly, due to the development of the soccer infrastructure, capacity and skills building. Substantial benefits were also likely to accrue from the administration and coaching of soccer, from the development of playing skills, and, lastly, from the development of new players (EDM, 2007b:5).

Within the soccer fraternity, it was felt that the legacy should not only be in terms of building stadiums, but a lasting legacy had to be created in the form of a thriving soccer league and in the development of a wide base of local soccer supporters (EDM, 2007b:5).

3.4.9 Base camp selection criteria and potential teams

In order to comply with FIFA requirements, the EDM developed key selection criteria in order to assist in selecting teams when considering the District as a base camp. The criteria included:

- Their compliance with FIFA base camp requirements;
- Fit between Eden's positioning and offering and the potential markets;
- Team and travelling fan considerations;
- The development of the Western Cape's (and Eden's) tourism and investment markets, and opportunities to penetrate new markets;
- The targeting of teams with large support bases, allowing for post-2010 tourism opportunities;
- The likelihood of the teams concerned qualifying to participate in the tournament;
- Considerations of cost associated with lobbying and hosting teams;
- Competitor cities'/towns' lobbying and hosting; and
- Lobbying initiatives that were under way at the time in EDM (EDM, 2008:58).

Based on the above-mentioned criteria for the development of base camps, and as stated in the EDM 2010 FIFA World Cup™ Business Plan, specific countries were identified as target countries for the EDM. The names of teams that were included in the list, but which were not on the initial list, included those of Argentina, Nigeria, South Africa and Portugal (EDM, 2007b). The core markets concerned were those that were regarded as the most important and which were likely to be the most viable; investment markets were those that might provide opportunities for future investments; watch-list markets were those that were being monitored closely at the time to see whether they might become more or less viable; and tactical markets were those that could be targeted and penetrated using specific tactics (CTRU, 2007:87). The markets specified are described in the following subsections.

3.4.9.1 *Netherlands (core market)*

The EDM 2010 Business Plan (2008:60) states that there is an historical link between the District and the Netherlands, with Dutch tourists demanding privacy and tending to be socially conscious and responsible. Tourists from the Netherlands are likely to appreciate the favourable climate in the area, are generally low-risk, and, overall, form a large football fan base. They are generally safety conscious and tend to enjoy travelling. Many are already established in the Western Cape for business purposes. For those travelling from the Netherlands for the tournament, the Western Cape was already a key destination.

3.4.9.2 *USA (core market)*

For American tourists, the Business Plan states that Africa is a long-established preferred destination for Americans, who tend to appreciate the 'safari' atmosphere of the Garden Route. The American influence in the EDM is strong and Americans are also potential investment and trading partners. The tourists concerned are also generally safety and security conscious, and overall have a large and sophisticated football fan base.

3.4.9.3 *Brazil (investment market)*

The EDM Business Plan mentions that there is an existing historical link between Brazil and the EDM, and that the former has an extremely large football fan base. The fans concerned are usually big spenders, and tend to be controllable, to demand privacy and safety, and to like being based in close proximity to host cities.

3.4.9.4 *Argentina (watch-list market)*

Argentinean football fans are safety and security conscious and form a well-travelled and manageable fan base. In addition to the Argentinean football team usually having a high success rate, the EDM would be an affordable destination for fans during the tournament (EDM, 2008:60).

3.4.9.5 *Nigeria (tactical market)*

The above-mentioned EDM Business Plan also states that there is already a strong Nigerian community in the Western Cape, with a supportive football fan base.

Nigerians are seen to have a high spending power, and generally are affluent and conservative, as well as being easygoing.

3.4.9.6 South Africa

South African spectators may travel to the EDM because of its proximity and privacy, as well as due to the lack of distractions in the region. Such characteristics tend to attract both domestic tourism and the international network hosted by SAFA (EDM, 2008:60).

3.4.9.7 Portugal (*watch-list market*)

The EDM has an historical link with Portugal, particularly in Mossel Bay. Portuguese tourists tend to be safety and security conscious (EDM, 2008:60).

3.4.10 Base camp bidding risks, challenges and goals

For the EDM, bidding to become a base camp for the 2010 FIFA World Cup™ presented a number of challenges.

In order for the bid to be successful, the destination needed to be marketed and branded as an attractive location for a base camp at which a participating national team would be able to undertake its pre-event practices. The destination would act as the local base for the team in South Africa for the duration of the tournament. As the region contains a number of relatively small towns that were likely to be successful in place-specific bids, it was vital that the overall bid should combine all of the potential local sites, and that cross-bidding did not occur (EDM, 2007:2).

It must be understood that the region is competing with other cities in South Africa, and in order to be successful, the marketing of the region needs to be less fragmented and needs to be improved to a higher level. A strategic GAP analysis between the strategic intent and the existing infrastructure needs to be conducted, and then resources allocated to address this gap.

(EDM, 2007:6).

One of the major risks in the region is the potential electricity demand for a small or medium-sized town. The increased demand for electricity could have an impact on the network supplying electricity to the smaller towns and tourist areas, and could

possibly result in the failure of the network and in interruptions in electricity supply (Fowles, 2007:2).

One of the major risks identified in the hosting of all mega-events is that of the possibility of wasting scarce resources on the establishment of facilities that are unlikely to be used extensively after the event. To minimise the risk, all stakeholders involved in Eden 2010 initiatives needed to recognise the importance of all developments for 2010 meeting the strict criteria set for the tournament in order to ensure their long-term relevance for the area and for Eden's tourism, sport and recreation infrastructure. In order to achieve such relevance, all stakeholders needed to clearly understand the region's vision for long-term growth, and all the initiatives needed to be aligned with the region's long-term growth strategies (EDM, 2007c:4).

For most of the municipalities in the EDM, the planning for base camps generally started very late and often the search for suitable sites did not include appropriate training grounds (Hubert, 2008:3). Furthermore, it appears that the demands for the plans, in terms of management and time considerations, were underestimated. The most important causes for the delay in planning appear to have been a lack of understanding of the purpose of the base camps and insufficient knowledge of the regulations and conditions governing their development (Hubert, 2008:3). The different municipalities had, perhaps, not been properly informed by the OC of the prevailing regulations or conditions or of the services provided by MATCH. In addition, visits to the EDM by representatives might have taken place without the knowledge or awareness of municipal officials, as most municipalities in the District were unaware of MATCH and its services until late in the planning process (Hubert, 2008:3).

Although a number of potential team base camps had been identified in the EDM, the majority of them could not offer adequate training sites. The majority of fields that could potentially have been used were municipality owned, and none was ready to qualify as an official training site. The problem might have been overcome by making available the newly-built pitches on hotel premises, or by means of the use of relatively better fields (Hubert, 2008:5).

3.5 DEVELOPMENT OF PVAs

PVAs are designated viewing areas for the local public and for international tourists who do not have tickets for matches. The development of a PVA for an event of this nature involves identifying suitable and available land that is then approved; incorporating the PVA into operational plans for transport, safety, security and disaster management; designating locations for traders; designing a layout for the PVA; securing equipment; appointing consultants for design and layout; and appointing an event management company to implement the plans (Cape Town, 2007:23).

In the 2010 FIFA World Cup™ Cape Town and the Western Cape Business Plan (2006:47), nine potential venues, after being evaluated against various criteria, that could accommodate an average of 25 000 people each were identified. The final number of PVAs that was to be selected depended on demand and budgetary constraints. In order to establish a PVA, the areas concerned had to do the following:

- to erect giant outdoor viewing screens and sound stages;
- to create a closed and secure environment;
- to link the sites to sport by utilising the local rugby and soccer grounds as the prime location;
- to show live broadcasts of FIFA games;
- to create the opportunity for local communities to experience the event close to where they live;
- to alleviate some of the transport and visitor impact concerns within the area by reducing the need to travel to experience the atmosphere; and
- to create a soccer-themed tourist destination (Cape Town & WCPG, 2006:47).

The above-mentioned Business Plan also states that, by establishing a PVA, opportunities for legacy and economic development are created through:

- an increased amount of tourism and an enhanced visitor experience;
- economic investment in the form of accommodation, catering and other services;
- the enhancement of traditional festivals;

- increased sales of local products, crafts and services;
- training of locals in service delivery; and
- sponsorship of public transport to bring motorised public transport to outlying communities that can create a work ethic and promote local employment.

Despite the above-mentioned opportunities, there were a number of risks involved in establishing PVAs for the 2010 World Cup, including the relatively unpredictable weather, high costs and the prevailing level of interest in soccer (Cape Town & WCPG, 2006:48).

On a smaller scale, the towns concerned could have developed CVAs in order to create economic opportunities within the local communities, and in order to make the 2010 FIFA World Cup™ more accessible to all residents and visitors to any specific area. The viewing areas had to be established in good-quality public spaces or in community halls. Since the only official Fan Fest was to be held in Cape Town, there was a high chance of spill-over. As a result, fans might have travelled to such areas outside Cape Town as the EDM in order to watch games, providing said areas with the opportunity to develop private Fan Fests along strict guidelines (Cape Town & WCPG, 2007:27).

3.6 POST-2010 DEVELOPMENT

Throughout the planning and hosting phases of the 2010 FIFA World Cup™ in the EDM, it was vital that the event was seen for its long-term impacts, and not only as a short-term goal in terms of its impacting on, and addressing, issues in the sport and tourism sectors (EDM, 2007c:8).

The following factors were highlighted by the District Municipality in relation to post-2010 development:

- The region has a relatively broad-based economy, with agriculture, fishing, manufacturing, construction, trade, tourism, retirement settlement, transport and communication, financial services, and even the public and social services sectors playing a significant role in the economy, which has the potential of expanding. Although several of the above-mentioned segments face challenges, such challenges are common all over the world and the real

challenge will lie in adopting an entrepreneurial approach to handling the adaptation of the different sectors.

- Although the Eden region is relatively highly urbanised (in the broader South African context), it still contains a number of small towns and isolated rural settlements that still require special attention.
- Eden's holiday tourism sector is large, but should not be overrated in its overall significance for steady, broad-based growth. In addition, it is complemented by the expanding retirement-settlement sector and by such related niches as health tourism and agritourism, all of which can expand further. For long-term growth, greater emphasis will have to fall on such activities, together with those related to environmental care and to new types of dispersed urban living (EDM, 2007c:9).

The real importance of, and focus for, the EDM over the next few years must be to transform from an area that was dominated by an initiative focused on the FIFA World Cup™ to one that is involved in a much broader and wider LED process (EDM, 2007b:19).

3.7 SUMMARY

The EDM covers the Kannaland, Langeberg, Mossel Bay, George, Oudtshoorn, Plettenberg Bay and Knysna Local Municipalities, and is located between Cape Town and PE (which were two 2010 FIFA World Cup™ host cities). Relatively large centres within the Municipality are George, Mossel Bay, Oudtshoorn, Knysna and Plettenberg Bay. The EDM also contains 20 fairly small towns.

The role of the EDM is to govern and to make rules for the entire district, with the purpose of sharing the responsibility for local government in their areas, in order to ensure that all communities, but particularly the previously disadvantaged communities, have equal access to resources and services (EDM, 2006:9). The EDM's fulfilment of its role helps the different municipalities that fall under its control, but that lack the capacity to do so themselves, to attain such equal access, as well as also helping to cut down on municipal running costs (EDM, 2006:9).

In the Eden District, the significance of activities related to the World Cup reaches far beyond specific events. Essentially, four categories of impact can be distinguished (EDM, n.d.): broader economic spin-offs; specific pre-event, during and post-event impacts; longer-running impacts; and uniting of EDM inhabitants.

At the Eden World Cup 2010 Conference held in July 2007, the key development opportunities identified for Eden in association with the FIFA World Cup™ 2010 were: uniting EDM inhabitants; creating opportunities for economic transformation; producing a lasting legacy in the EDM; improving the image of the region; refocusing the energy of the youth; and showcasing the region (EDM, 2007:20).

In order to leverage the opportunities made available as a result of South Africa's hosting of the 2010 World Cup, the EDM concretely laid out its strategic interventions in terms of the following: event planning and coordination; soccer development; tourism; marketing; infrastructure and services; and economic development.

The EDM's potential offering for the 2010 FIFA World Cup™ included the provision of the following: base camps for the travelling national teams; PVAs; media centres; training sites for national teams; satellite accommodation for tourists; CVAs; tourist attractions; and through travel.

The focus of the EDM's planning initiatives was on providing base camps for travelling national teams. According to the South Africa FIFA 2010 OC, base camps needed to provide high-quality accommodation for players and their support teams; high-quality gymnasium facilities, training fields and facilities; and access to an airport within a reasonable travelling distance.

By identifying their particular offerings and strengths, each of the towns in the EDM tried to target travelling teams and to market themselves as potential base camps. Individual accommodation establishments also targeted travelling teams to provide base camps. As a result, Fancourt in George secured the right to host the Japanese national team. In addition, Knysna confirmed that the Danish team would use the Simola Golf and Country Estate, and the French team was accommodated at the

Pezula Resort Hotel and Spa. The above-mentioned bids and plans were achieved through the accommodation establishments themselves, and not through the EDM.

In the EDM's planning for South Africa's hosting of the 2010 FIFA World Cup™, a number of challenges and risks had to be overcome. One of the biggest challenges lay in developing a consolidating planning and bidding effort, as the region contains a number of small towns with their own unique offerings. Other challenges were that some of the necessary facilities were not yet available at the time of the study, as well as the possible excessive demand for electricity, the risk of overutilisation of resources, the time constraints, and the lack of suitable training sites.

In terms of the PVAs, the challenges that were faced related to the availability of suitable land; the provision of transport; safety and security; disaster management; equipment requirements; high costs; and the weather.

With regard to post-2010 development in the EDM, areas that have been identified as high priority by the EDM are entrepreneurship in all sectors, the urbanisation of small towns in the district, and the development of new tourism niches.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 INTRODUCTION

The current chapter provides an overview of how the investigation for the present study was conducted. The core of the investigation was to ascertain what the best mega-event planning strategies were for districts consisting of individual local municipalities and overarching district municipalities. It also describes the investigation of the benefits of individual municipal planning efforts versus the benefits to be derived from those efforts exerted by a district as a whole.

The study was conducted using both qualitative and quantitative research methods. “Qualitative research uses an inductive form of reasoning and involves the development of concepts, insights and understandings from patterns in the data” (DeVos, Strydom, Fouche & Delpont, 2006: 242-243). Such research looks at the perspectives of the subject and develops research results in terms of themes and categories, based on the perspectives. Research findings in qualitative research are presented literally.

“Quantitative research uses a deductive form of reasoning and involves the collection of data to assess preconceived models, hypotheses and theories” (DeVos, Strydom, Fouche & Delpont, 2006: 242-243). Such research is always objective and data are represented using figures and statistical procedures.

Along with the above research methods, a literature review was conducted, using books, journal articles and other sources in order to analyse the current situation and body of knowledge.

4.2 RESEARCH QUESTIONS

The research questions given in the following subsections were constructed from the objectives listed in Chapter 1.

4.2.1 Research questions related to 2010 FIFA World Cup™ planning

The following research questions were related to 2010 FIFA World Cup™ planning:

- What are the key 2010 FIFA World Cup™ initiatives being conducted by the EDM?
- What is each town in the EDM doing with regard to planning for the 2010 FIFA World Cup™ and how are these initiatives structured?
- Are the 2010 planning initiatives being conducted by various stakeholders, such as tourism offices and chambers of commerce, in the EDM integrated in any way?
- Are 2010 FIFA World Cup™ planning initiatives being conducted by the EDM and the various local municipalities of the area aligned?

4.2.2 Research questions related to accommodation

The following research questions were related to accommodation:

- How are the EDM and the accommodation sector working together in terms of planning for the 2010 FIFA World Cup™?
- What kinds of 2010 FIFA World Cup™ planning initiatives are being conducted by accommodation establishments?
- Which of the accommodation establishments in the EDM are suitable to serve as base camps, according to FIFA guidelines?
- Have accommodation establishments in the EDM signed up with MATCH and if not, for what reasons have they not done so?

4.3 FIELD STUDY PROCEDURE

As part of the fieldwork procedure, key informant interviews were conducted with stakeholders in the EDM. The interviews were conducted in order to gain greater insight into 2010 planning and the various initiatives currently under way in each town within the District, as in the District as a whole. Key informants interviews were conducted as they provide in-depth qualitative information from key stakeholders in the area who have firsthand knowledge of the topic. These experts can aid in providing a deeper understanding, further insight and can provide recommendations for solutions. Additional reasons for conducting key informants interviews were to examine planning systems and processes, identify areas for further investigation, clarify research findings and to assess the progress of the research. The structure

of the interviews conducted allowed for the interviewer to use probes to obtain clear answers and to encourage interviewees to elaborate on their responses.

Questionnaires were used in the collection of data in the current study. As stated by Veal (1992:52), questionnaires are:

most common in leisure and tourism research. They are used when quantified information is required concerning a specific population and when the individual's own account of behaviour and/or attitudes is acceptable as a course of information.

Questionnaires were sent electronically via email to a database of accommodation establishments in the EDM. Online surveys are being used more regularly in research, as they reduce research costs and more people than in the past are coming to use the Internet for communication and information (Wright, 2005). Illieva, Baron and Healey (2002:362) state that Web surveys are new modes, rather than new methods, of data collection. The only real difference from traditional distribution arises in how the distribution takes place, namely how the actual survey reaches its sample. Email was chosen as opposed to posted surveys owing mostly to its cost effectiveness and to the likelihood that it would elicit immediacy of response (Baron & Healey, 2002:362).

The use of email surveys does, however, have drawbacks, and the use of such a method as a research tool is still being questioned (Shaffie, 2005:66). However, in practice, it appears that the medium is gaining popularity (Shaffie, 2005:67). The Internet has reached different levels of advancement in various parts of the world. In South Africa, Internet usage has not reached the extent that it has in the developed nations in terms of access to computers and computer literacy (Shaffie, 2005:66). In many developed nations, Internet usage costs are negligible, allowing users to spend more time online. However, according to Cobanoglu, Moreo and Warde (2001:441), the number of Internet users doubles each year, with the number of Web-based surveys increasing as a result.

Table 4.1 below lists some of the major advantages and disadvantages of electronic surveys.

Table 4.1: The advantages and disadvantages of electronic or email surveys

Advantages	Disadvantages
<ul style="list-style-type: none"> • Reduction or removal of administrative function of posting surveys and receiving responses • Automatic data capturing and a decrease in capturing errors • Relatively low set-up and distribution costs, especially for large samples • Relatively fast response rates • Better quality of response, with relatively low respondent error • Flexibility of non-responses (non-responses produce a bounce-back email that allows the researcher to replace that respondent with another) • Greater potential to activate the senses through the use of colour, graphics and sound than other methods • Elimination of interviewer bias • Ability to reach respondents in remote or distant areas 	<ul style="list-style-type: none"> • Email blocks on unknown addresses • Variation in Internet usage patterns among users • Variation in Internet access points, creating varying views of a survey or Web page • Lack of guarantee of anonymity of respondents • Advanced computer literacy skills required by certain surveys • Coverage problems: inconsistent Internet access and email addresses among any one population • Frustrations caused to users by overly complicated surveys • If not all questions are displayed at once, frustrations caused to users by them not knowing the true length of the survey • The long time required to download certain surveys, causing users to quit or not to complete the survey • The higher number of non-deliverable emails resulting from users changing email addresses more frequently than they might otherwise postal addresses

Source: Shaffie, 2005:70-71.

A structured questionnaire was developed on the basis of acquiring relevant data, as determined in terms of the research objectives stated in Chapter 1, and in order to answer the research questions given above. The questionnaire made use of both closed and open-ended questions with regard to awareness of 2010 FIFA World Cup™ planning in the EDM; the levels of interest expressed in becoming involved with 2010 planning initiatives; the planning initiatives under way at the time of the study in accommodation establishments; the awareness of FIFA guidelines for base camps; the awareness of MATCH; and the views expressed on initiatives being conducted by the EDM. (Refer to Addenda 1 and 2 in this regard.)

The questionnaire was administered to accommodation establishments in the Eden District, consisting of the following areas:

- Knysna;
- Mossel Bay;
- George;
- Plettenberg Bay;
- Oudtshoorn;
- Kannaland; and
- Hessequa.

4.3.1 Questionnaire design

The questionnaire was designed to try and minimise the disadvantages and in order to maximise the advantages of email surveys, as are mentioned in Table 4.1 above. The nine steps that were followed in developing the questionnaire, in line with those proposed by Churchill (1995:397), were as follows:

- Step 1: Specify the information to be sought.
- Step 2: Determine the type of questionnaire and method of administration to be used.
- Step 3: Determine the content of individual questions.
- Step 4: Determine the form of response required for each question.
- Step 5: Determine the wording of each question.
- Step 6: Determine the sequence of questions.
- Step 7: Determine the physical characteristics of the questionnaire.
- Step 8: Re-examine steps 1 to 7 and revise them, if necessary.
- Step 9: Pretest questionnaire and revise it, if necessary.

The content of the questions was intended to satisfy the research objectives of the study and the specific objectives for each question are dealt with in the following chapter.

4.3.2 Form of response

The purpose of the questionnaire was stated in the covering email that was sent to respondents (refer to Addendum 2 in this regard), and, because the questionnaire

was self-administered, there needed to be a high degree of structure. The majority of the questions asked were closed-ended. Churchill (1995:413) states that the approach adopted was more practical for an email survey than another approach might have been, as it reduced the respondent workload, provided the respondent with a clear range of alternatives, and facilitated analysis, tabulation and coding effort. However, one of the problems with closed-ended questions is that they might lose validity if the options given do not properly reflect the respondents' answers. To avoid such loss, an 'other' category, as well as a 'don't know' option, was included in some of the questions.

In order to measure the intensity of respondents' feelings and attitudes, a self-reporting attitude scale was used in the current study. Along with the scale, a Likert-type scale was used to ascertain the level of agreement with statements by asking for the respondents' choice of answer from a range of options spanning a spectrum of opinions 'strongly agree' to 'strongly disagree', including a 'neutral' option. Table 4.2 below illustrates the Likert-type scale that was used in the questionnaire.

Table 4.2: The Likert-type rating scale used in the questionnaire

1 = Strongly agree
2 = Agree
3 = Neutral
4 = Disagree
5 = Strongly disagree

4.3.3 Wording of the questionnaire

Churchill (1995:421) provides a set of guidelines in order to minimise the number of questions that might otherwise be misunderstood and answered incorrectly. The guidelines are to use simple words; to avoid ambiguous words and questions; to avoid leading questions; to avoid implicit alternatives; to avoid implicit assumptions; to avoid generalisations and estimates; and to avoid double-barrelled questions.

Taking the above guidelines into consideration, the questions set out in the questionnaire used in the current study are direct, concise and simply worded. Long questions were split into smaller questions to avoid confusion.

4.3.4 Question sequence

In compiling the questionnaire, the researcher used the following recommendations as to question sequence, as stated by Churchill (1995:428). Opening questions were aimed at being as simple and interesting as possible and a 'funnel' approach was used as far as possible. Where necessary, instructions for the respondent were made as clear and obvious as possible.

4.3.5 Physical characteristics of the questionnaire

The physical characteristics of a questionnaire can affect how respondents react to it and the ease with which replies can be processed (Churchill, 1995:413). In designing the questionnaire, the layout was kept simple and a covering letter was used, providing a brief explanation of the survey. The layout ensured that the survey was neat, clear and easy to read for all respondents.

In completing the survey, no advanced technical knowledge was required and respondents simply needed to click on the option that they wished to select. At most, they were required to type their response to a question. Furthermore, all questions in the survey were clearly numbered.

4.4 DATA PREPARATION AND ANALYSIS

Once the completed questionnaires were received from the respondents, they were edited by the researcher to ensure maintenance of the quality standards of the research. In doing the above, surveys were inspected and, where necessary,

corrected and followed up on with the relevant respondents. The most common error observed in the surveys was where the answers were incomplete, because of misinterpretation by the user concerned. In such cases, the respondents were contacted via email or telephone, and the necessary corrections were made.

Coding is the technical procedure by which data are categorised, with them usually being transformed into numerals that can be tabulated and counted (Churchill, 1995:740).

In the current study, all questions were pre-coded. Questions where an 'other' or 'specify' category were included required post-coding according to more general categories. All responses were gathered and captured in the SPSS program (which is the statistical software package that is recommended for investigations in the social sciences).

Pie and bar charts were used to illustrate the demographic profile of the respondents. For most of the responses, simple tabulation was done, which consisted of counting the number of individual cases that fell into the various categories, with the tabulation of each variable being independent of the tabulation of the other variables. The process also included frequency counts, as well as the calculation of means, medians, and maximum and minimum values. The information was then presented in the form of tables, allowing the researcher to create descriptions of the data and a profile of the respondents.

In the case of open-ended questions, all responses were considered, with similar responses being grouped together.

Responses from key informant interviews were captured and analysed using Microsoft Excel, by means of which similar responses were grouped.

4.5 VALIDITY AND RELIABILITY

Validity and reliability in research relates to the instruments used to collect data, as can be seen in the following quotation: "The validity of the measurement procedure is the degree to which the measurement process measures the variable it claims to measure while reliability refers to the consistency or stability of the measurement" (DeVos, Strydom, Fouche & Delport, 2006).

The format of the surveys and key informant interviews that were conducted for the current research was adopted from previous similar research dealing with sport mega-events and tourism. To ensure reliability, the researcher ratified all errors and problems in the questionnaires by contacting the respondents via email or telephone.

4.6 POPULATION AND SAMPLING

Table 4.3 below presents the number of accommodation establishments surveyed in each town in the EDM. The population numbers were gleaned from databases of accommodation establishments made available by the local tourism office of each municipality concerned. From the numbers obtained, a sample was devised, using the following equation (Isaac & Michael, 1981:25):

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) / X^2 P (1-P)}$$

where

S = required sample size

N = the given population size

P = population proportion that, for table construction purposes, has been assumed to be .50, as such a magnitude yields the maximum possible sample size required

d = the degree of accuracy, as reflected by the amount of error that can be tolerated in the fluctuation of a sample proportion p about the population proportion P -, the value for d being .05 in the calculations for entries in the table, being a quantity equal to +- 1.96

X^2 = table value of chi square for one degree of freedom, relative to the desired level of confidence, which was 3.841 for the .95 confidence level represented by entries in Table 4.3

Table 4.3: Number of surveys completed in each town in the EDM

Town	Population	Sample	Number of surveys completed
Kannaland	47	40	13
Hessequa	97	76	12
Mossel Bay	123	90	75
George	129	97	64
Oudtshoorn	78	63	23
Plettenberg Bay	168	113	37
Knysna	156	108	27
Total	798	587	251

From the database of establishments obtained from local tourism offices, every third establishment on the list was selected to comprise a stratified random sample. The sample represented the various types of establishments in the EDM, including B&Bs, hotels, self-catering units, resorts, caravan parks and hotels. Email surveys were then sent to the establishments concerned. In total, 31% of the sample responded to the survey.

Along with the above surveys, ten key informants were approached based on their institutional positions either in the district or local municipalities, local tourism organisations or local sporting bodies. Of the ten respondents which were approached, five responded to the interview questions.

Key informants in the district were approached for interviews were contacted via telephone and email on the following dates: 28 April 2009; 5 May 2009; 26 May 2009; 16 July 2009; 28 January 2010; 2 February 2010; 11 February 2010; 23 February 2010; and 3 March 2010. Along with the above, the 2010 FIFA World Cup™ coordinator from the EDM was contacted for assistance by the researcher and the supervisor on 22 September 2009. A structured questionnaire (see appendix 3) was completed electronically by respondents and e-mailed back to the researcher.

4.7 SAMPLING APPROACH

The sampling methods that were used in the current study were selected within its broader context. The sample for answering the questionnaire was selected using stratified random sampling, with the population being split up into a number of parts or 'strata', which were representative of the entire population (SAMP, n.d.). The sample was stratified in terms of type of establishment and the area in which they were based. For the key informant interviews that were conducted, a purposive sampling approach was used, which was focused on specific, predefined groups.

4.8 SECONDARY RESEARCH SOURCES

Relevant literature on sport mega-events, local government, tourism, and mega-event planning was sourced from government-published documents, journals, books, newspapers, the Internet, and other dissertations and theses.

4.9 ETHICAL CONSIDERATIONS

All surveys sent to respondents included a declaration of anonymity to ensure the privacy of all respondents. Along with this, prior to the completion of the thesis it was subject to the CPUT ethics committee for ethical clearance.

4.10 SUMMARY

The current chapter explained the research methods used in the present study. As part of the research, semi-structured key informant interviews were conducted with 2010 FIFA World Cup™ stakeholders in the EDM. The interviews were conducted in order to gain insight into 2010 planning and the various initiatives that were under way in the area at the time of the study described in the current thesis. The key areas that were covered by the semi-structured interviews included Mossel Bay, George and Knysna, which are the bigger towns in the EDM and which were more involved in the 2010 FIFA World Cup™ than were the smaller towns. The interviews conducted were semi-structured personal interviews, which allowed for the interviewer to use probes to obtain clear answers and to encourage interviewees to elaborate on their responses.

The research design also consisted of self-administered questionnaires, which were emailed to respondents by the researcher. The sample consisted of approximately 300 accommodation establishments in the EDM whose details were drawn from databases provided by the local tourism offices. The discussion looked specifically at the use of email as a data collection tool, identified the sampling procedures used, explained the questionnaire design, and outlined the data analysis methods used.

Having reviewed the methodology of the current investigation, the following chapter sets out the findings as well as an analysis and discussion of, the data received. This is done in order to meet the research objectives that were set out in Chapter 1.

CHAPTER 5: PRESENTATION, ANALYSIS AND DISCUSSION OF RESEARCH FINDINGS

5.1 INTRODUCTION

The preceding chapter detailed the research methods used in the current investigation. The research consisted of emailed questionnaires that were sent to a range of accommodation establishments in the Eden District. The questionnaire was sent to a population of 798 accommodation establishments, whose details were obtained from the tourism offices of each town in the district.

In the present chapter, the findings of the research will be set out, along with analyses and discussions of the responses received. Tables and figures are used to present the findings as clearly as possible. Findings from the key informant interviews that were conducted are also represented in the form of figures and graphs.

5.2 RESPONSE

From the emails sent to the population of 798, only 251 valid responses were received (31%). The response rate was found to be acceptable, as response rates for online surveys can range from 6% to 75% (Sheehan & McMillan, 1999). The responses were received over a four-week period from 14 March to 14 April 2009. The researcher tried to increase the response rate by sending out reminder emails to those establishments that formed part of the sample who had not yet responded to her original email. However, no responses were received after this date. The reasons for such lack of response might be that the email was sent from the researcher's personal email account, that the email was considered spam, or that the questionnaire was sent out over the school holidays and during the Easter period, which are busy times for accommodation establishments. As previously noted by Shaffie (2005:66), the response rates to electronic surveys tend to be extremely unpredictable.

5.2.1 Summary profile of respondents

Of the respondents, the majority were from Mossel Bay (28%), followed by those from George (26%); Plettenberg Bay (15%); Knysna (11%); Oudtshoorn (9%); Kannaland (6%); and Hessequa (5%).

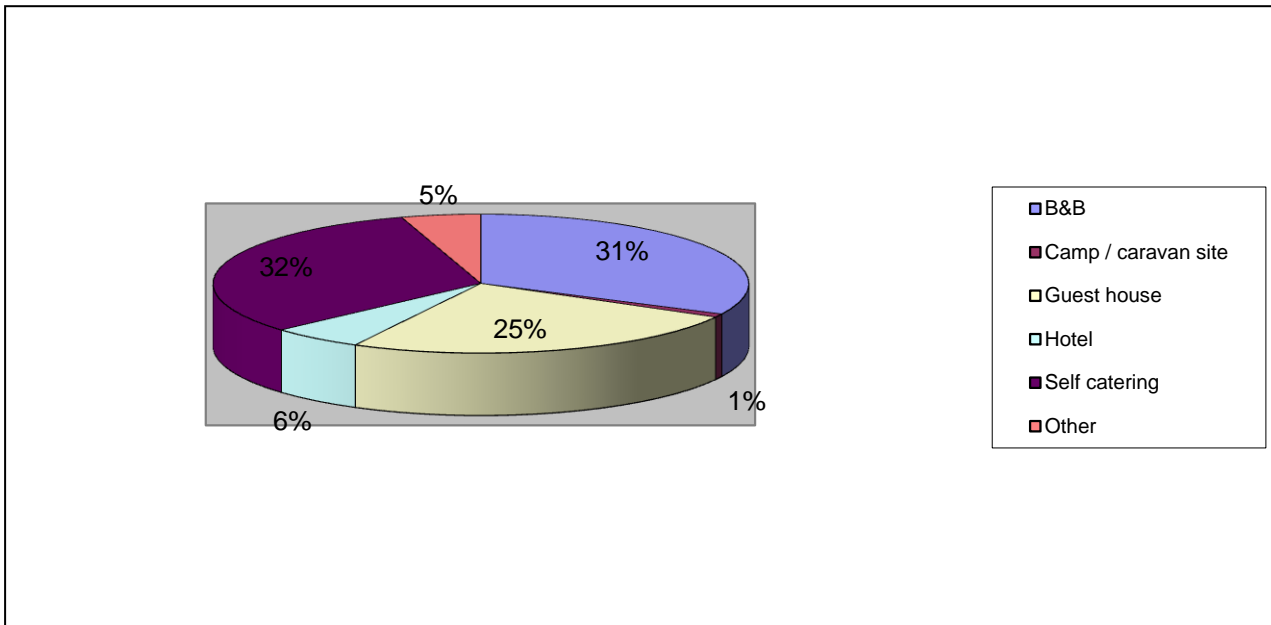


Figure 5.1: Responses by accommodation type (n=251) (in %)

Figure 5.1 above illustrates the responses by accommodation type and shows that the majority of establishments surveyed were self-catering establishments (32%); followed by B&Bs (31%); guest-houses (25%); hotels (6%); other establishments (5%); and camp or caravan sites (1%). The establishments in the 'other' category consisted of the following: six backpackers; two farms; two game lodges; one game reserve; and one home stay. Such establishments are representative of the accommodation supply in the EDM, as the majority of establishments in the District are self-catering, guest-houses or B&Bs.

Figure 5.2 below, which illustrates the star rating of the establishments surveyed, shows that the majority of establishments surveyed had a three-star grading (33.5%), followed by those with a four-star grading (29.9%). A significant percentage (23.9%) of establishments were not graded, which meant that the establishments concerned would not be able to sign up with MATCH.

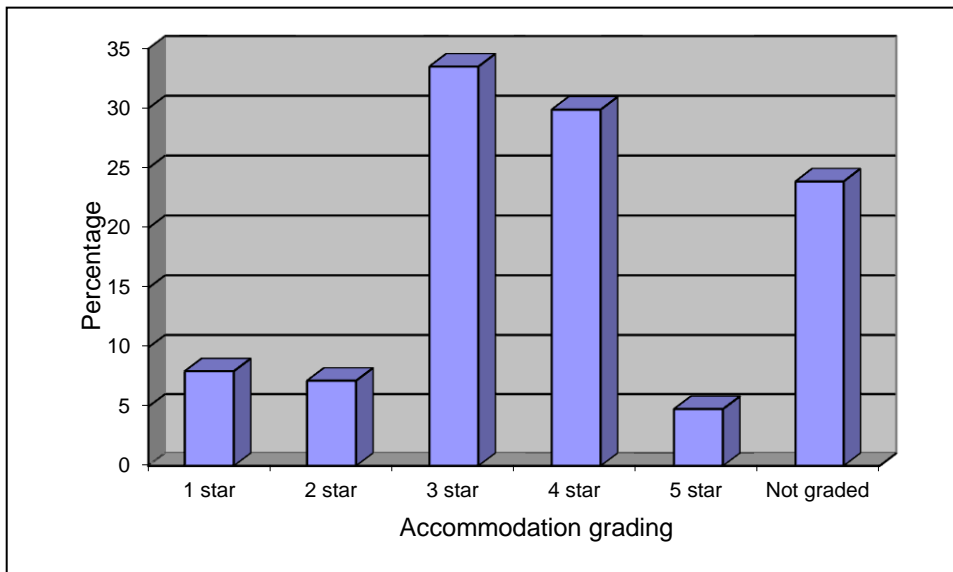


Figure 5.2: Accommodation grading of establishments surveyed (n=251) (in %)

Of those who completed the survey, the majority were establishment owners (53%); in managerial positions (41%); receptionists (5%); chefs (0.5%); or front-desk clerks (0.5%). Figure 5.3 below illustrates the job titles of respondents.

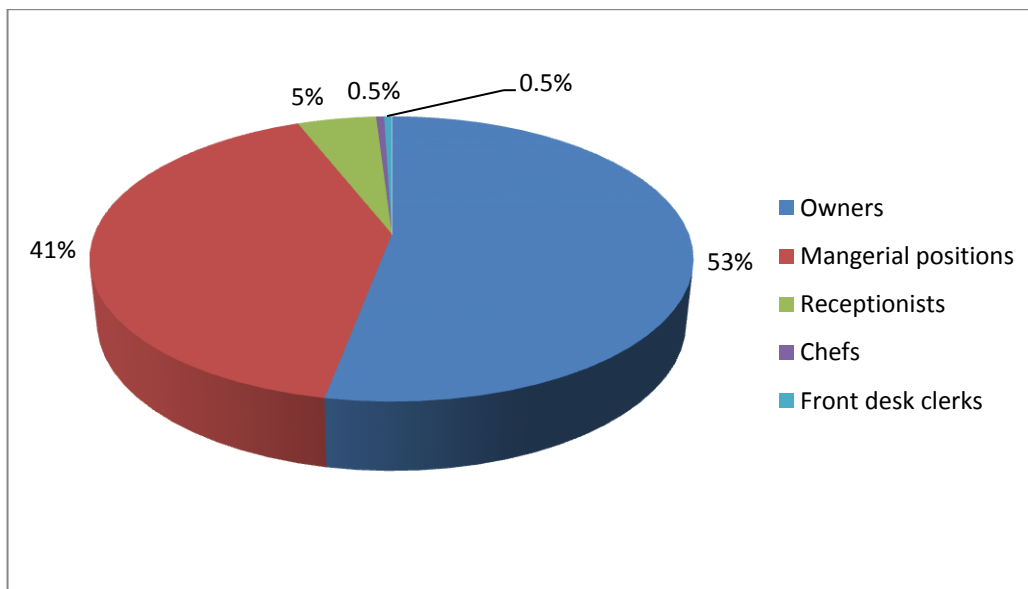


Figure 5.3: Job titles of respondents (n=251) (in %)

5.2.2 Demographic profile of respondents

The majority of respondents were English home language speakers (50.2%) followed by those who were Afrikaans home language speakers (45.8%). Four percent of respondents spoke other home languages, including isiXhosa. Afrikaans was the main home language spoken in the region at the time of the study.

Figure 5.4 below illustrates the age of the respondents, which was mainly in the older age brackets of 51 to 60 years (27%), 60 years plus (25%) and 41 to 50 years (23%). The respondents concerned tended mainly to be in the more senior positions at their establishments. Such percentages were probably as a result of the Eden District, and especially its tourism industry, being popular amongst those wanting to retire and to start their own businesses (EDM, 2007a:97). The average age for the employees surveyed was 42 years.

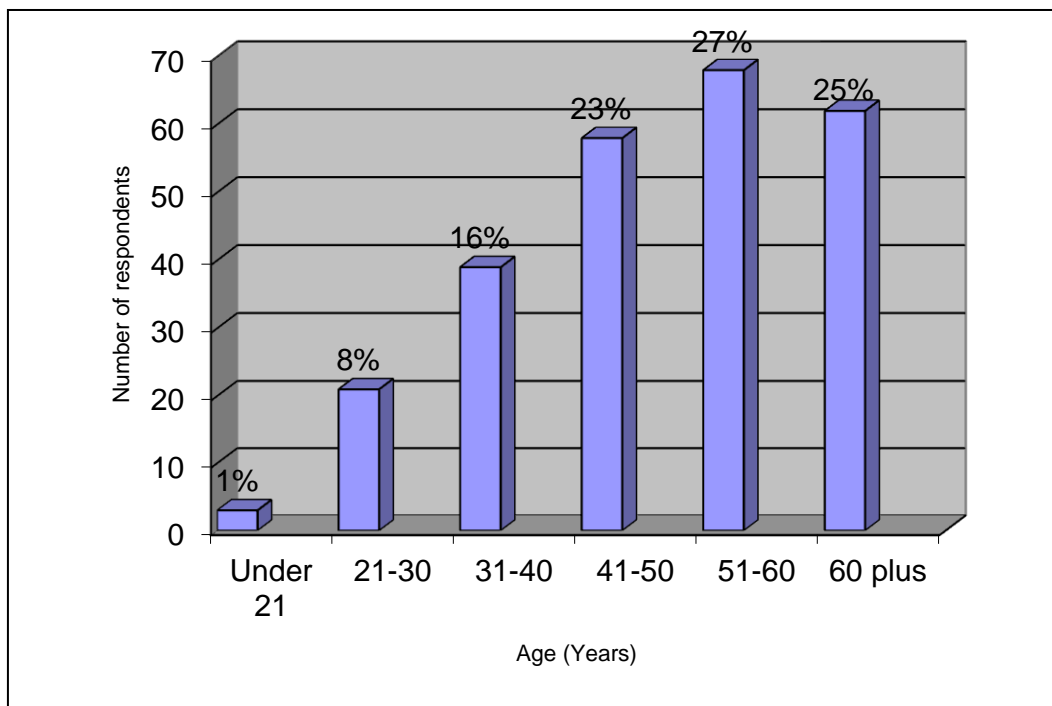


Figure 5.4: Age of respondents (n=251) (in %)

5.3 AWARENESS OF THE 2010 FIFA WORLD CUP™

Table 5.1 below illustrates the responses given by representatives of establishments when they were asked about their awareness of 2010 FIFA World Cup™ planning initiatives being conducted by various bodies in the EDM.

**Table 5.1: Awareness levels of 2010 FIFA World Cup™ planning initiatives (n=251)
(in %)**

	Yes (%)	No (%)
Are you aware of any 2010 FIFA World Cup™ planning initiatives currently being conducted by tourism offices in the EDM?	41	59
Are you aware of any 2010 FIFA World Cup™ planning initiatives currently being conducted by the EDM?	30	70
Are you aware of any 2010 FIFA World Cup™ planning initiatives currently being conducted by your local municipality?	33	67
Are you aware of any 2010 FIFA World Cup™ planning initiatives currently being conducted by your local chamber of commerce?	6	94

Table 5.1 above illustrates that the majority of respondents were unaware of the 2010 FIFA World Cup™ planning initiatives being conducted by the EDM (70%), local municipalities (67%); tourism offices (59%); or local chambers of commerce (94%). The highest awareness levels were of initiatives being conducted by local tourism offices (41%) and the lowest were of initiatives being conducted by local chambers of commerce (6%). It is, however, possible that establishments had directly engaged with tourism offices to establish what the plans of the latter were.

Figure 5.5 below provides a comparison of awareness levels of planning initiatives in the EDM in relation to the type of establishment. The figure shows that, of the establishments that responded to the survey, the highest awareness levels of all planning initiatives being conducted by various stakeholders in the District were found to be amongst hotels, self-catering establishments and B&Bs. The figure also

shows that, for hotels, the highest awareness levels were of planning initiatives that were being conducted by the local tourism offices (62%); for self-catering establishments, such levels were of those initiatives that were being conducted by the local tourism offices (51%) and by the EDM (34%); for B&Bs, such levels were of those initiatives being conducted by the local tourism offices (39%); for camp and caravan sites, such levels were of those initiatives being conducted by the EDM (50%) and by the local municipalities (50%); and for guest-houses, such levels were of those initiatives being conducted by the local tourism offices (38%). The percentages obtained could be as a result of the different focuses of planning initiatives adopted by the different towns in the District, as well as of the municipal focus on base camp planning.

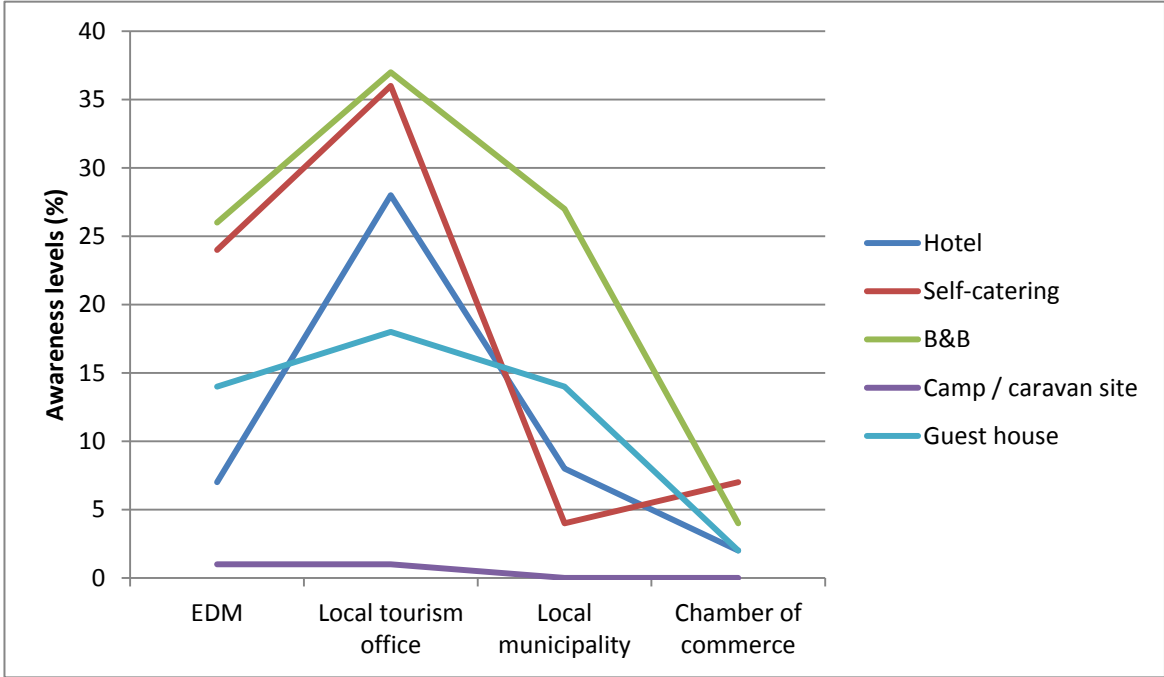


Figure 5.5: Awareness levels of 2010 FIFA World Cup™ planning initiatives conducted at various levels in the EDM, by type of establishment (n=251) (in %)

Figure 5.6 below illustrates the awareness levels of accommodation establishments of specific initiatives being conducted by the EDM, local municipalities, local tourism offices and chambers of commerce across the District.

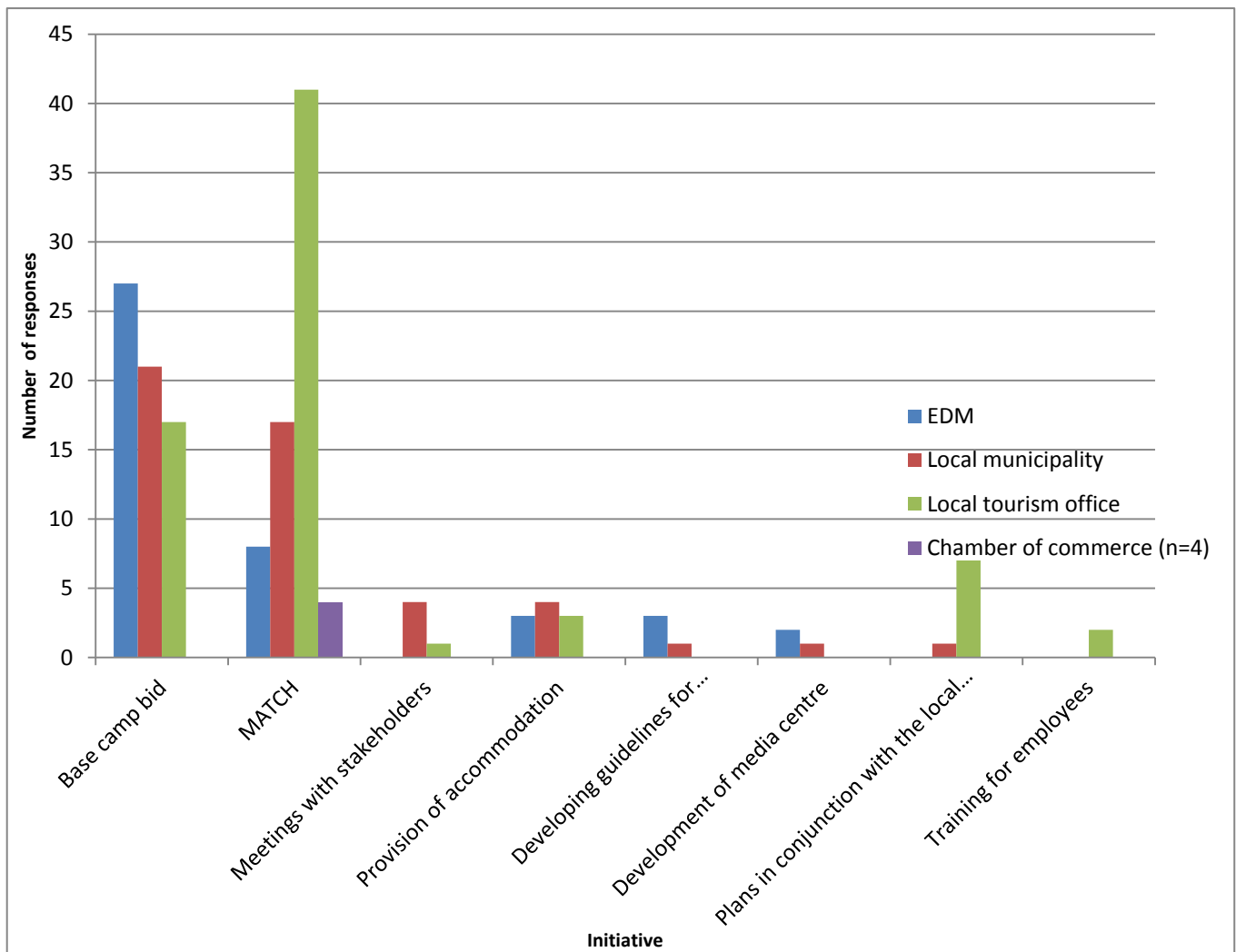


Figure 5.6: Awareness levels of specific planning initiatives in the EDM (n=167) (multiple responses)

Figure 5.6 above illustrates the fact that, in terms of the base camp bid, highest awareness levels were of the base camp bid being conducted by the EDM (63%). Such awareness levels were possibly the result of the initiative being spearheaded by the District. With regard to MATCH, the highest awareness levels were by way of the local tourism offices (58%). Of all other initiatives, there were generally low awareness levels.

Survey respondents were asked whether they felt that the above initiatives between the EDM, the local municipalities, the tourism offices and the chambers of commerce were aligned, and whether they felt that the various levels were co-operating with one another. Figure 5.7 below illustrates the responses to the above question.

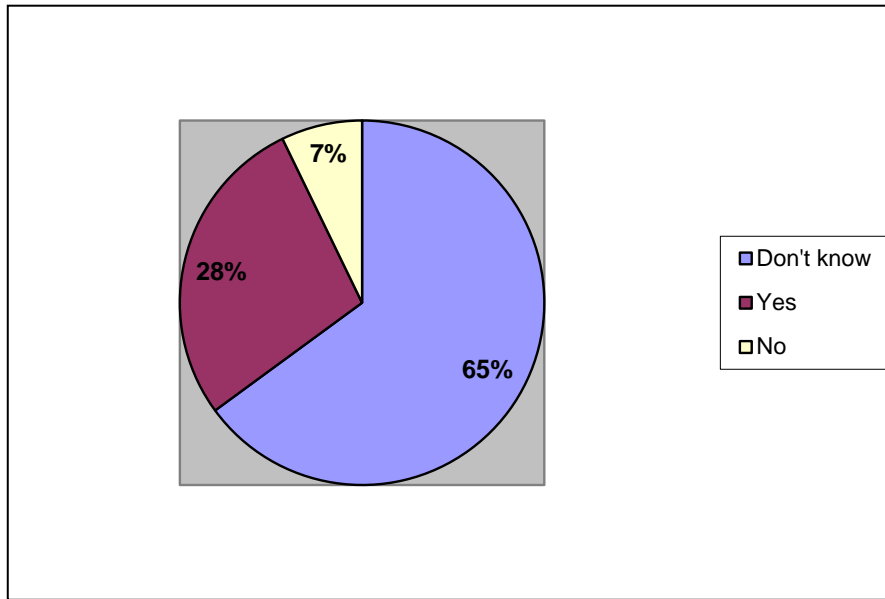


Figure 5.7: Whether initiatives between the EDM, local municipalities, tourism offices and chambers of commerce were perceived as aligned (n=251) (in %)

Figure 5.7 above illustrates that 65% of the respondents stated that they did not know of whether the initiatives being conducted by the EDM, local municipalities, tourism offices and chambers of commerce were aligned, whereas 28% stated that they believed that they felt that they were and 7% said that they felt that they were not. The above finding illustrates the perception that accommodation establishments had that the EDM had failed to develop consolidated planning efforts for the District as a whole, as well as in trying to create awareness of their attempts. The finding is not in line with the objectives of the EDM, which included “uniting of the people of Eden (nation/region building), building lasting partnerships and unlocking the wealth of social cohesion” (EDM, 2007b:18).

5.4 PLANNING FOR THE 2010 FIFA WORLD CUP™

Having looked at the types of respondents, and at their awareness levels of various planning initiatives in the EDM, the current section looks at planning initiatives conducted by the accommodation establishments themselves. Figure 5.8 below illustrates the level of interest expressed by the establishments surveyed in becoming involved in the 2010 FIFA World Cup™.

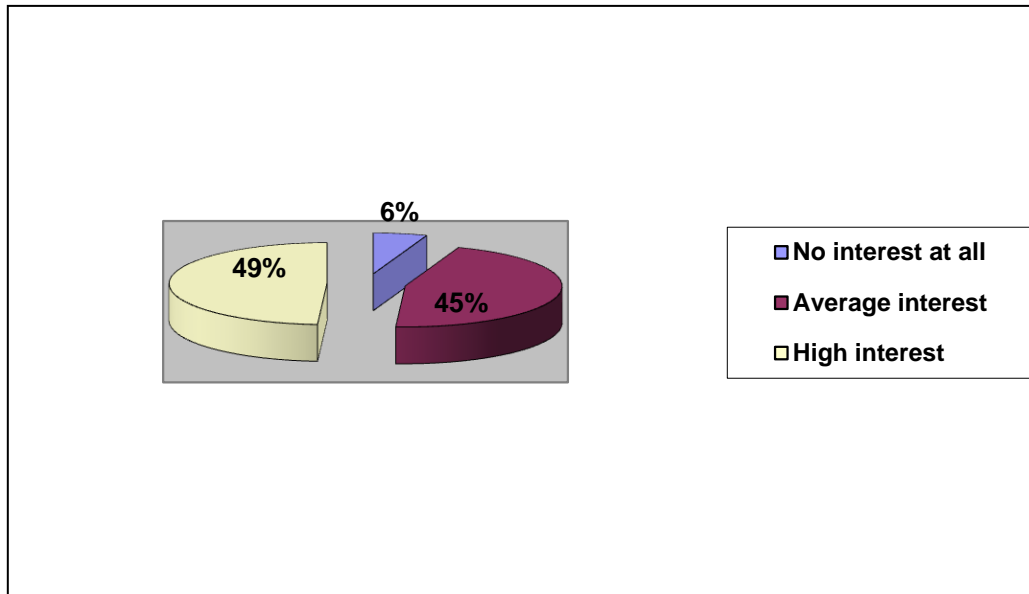


Figure 5.8: Level of interest in becoming involved in the 2010 FIFA World Cup™ (n=251) (in %)

Figure 5.8 above illustrates that almost half (49%) of the establishments surveyed expressed a high level of interest in becoming involved in the 2010 FIFA World Cup™, followed by the 45% that expressed an average interest, and the 6% that expressed no interest at all, in becoming involved. Possible reasons for establishments wanting to become involved in the mega-event could include economic gain; exposure; the opportunity for future repeat tourism; and the improvement of recreational and infrastructural facilities (Deccio & Baloglu, 2002:52). For those establishments that were not as interested in becoming involved might have been the high cost of registering with MATCH; the lack of insurance provided by MATCH; the MATCH licensing fees; low awareness levels of projects in which they would become involved; and a lack of funding (FIFA, 2007).

Table 5.2 below provides a cross-tabulation of levels of interest in becoming involved in the 2010 FIFA World Cup™, by establishment type.

Table 5.2: Cross-tabulation of levels of interest in becoming involved in the 2010 FIFA World Cup™, by establishment (in %)

	Type of establishment				
	B&B (n=81) (%)	Camp/ caravan site (n=2) (%)	Guest- house (n=62) (%)	Hotel (n=14) (%)	Self- catering (n=80) (%)
No interest at all	2	0	15	0	0
Average interest	54	100	32	43	33
High interest	43	0	53	57	67

Table 5.2 above shows that, amongst B&B establishments, the majority (54%) expressed an average level of interest in becoming involved in the 2010 FIFA World Cup™, followed by those who expressed a high level of interest (43%), or no interest at all (3%). For camp and caravan sites, 100% of the establishments surveyed showed an average interest and of the guest-houses 53% showed a high level of interest, 32% an average level of interest, and 15% showed no interest at all. The majority of hotels surveyed expressed a high level of interest in becoming involved in the 2010 FIFA World Cup™ (57%), followed by 43%, who showed an average level of interest. Of the self-catering establishments, 48% had a high level of interest, with the same percentage expressing an average level of interest. Only 4% of the respondents showed no interest at all. The highest level of interest in becoming involved in the World Cup was expressed by hotels. Such a high level of interest could have resulted from the hotels' interest in providing base camps for travelling teams, which was hoped, in addition, to attract fans and tourists to the establishment, as well as the hotels' desire to provide satellite accommodation (Atkinson, 2009:11).

Figure 5.9 below illustrates the number of establishments in the EDM that were conducting their own plans for the 2010 FIFA World Cup™ at the time of the current study.

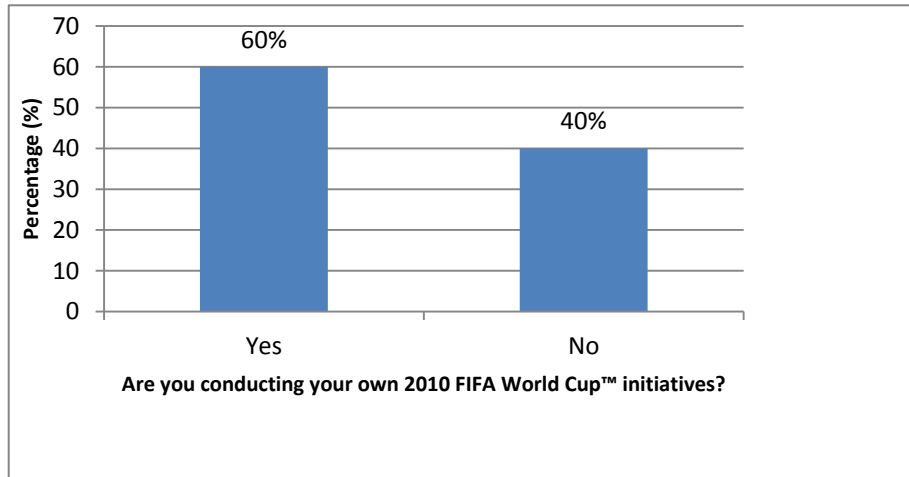


Figure 5.9: Number of establishments with their own 2010 FIFA World Cup™ plans (n=251) (in %)

Figure 5.9 above illustrates that, of the 251 establishments surveyed, 60% stated that they had their own 2010 FIFA World Cup™ plans, while 40% stated that they did not. Most plans were being conducted by B&Bs (20%), followed by guest-houses (16%), self-catering establishments (15%), and hotels (4%).

The respondents were asked to select a category with which their 2010 planning initiatives were aligned. Table 5.3 below illustrates the types of plans being conducted by establishments in the EDM.

Table 5.3: Types of 2010 FIFA World Cup™ planning initiatives being conducted by establishments in the EDM (n=155) (in %)

Type of initiative	Percentage
Attraction of more tourists to the establishment for the duration of the event	39
Attraction of tourists passing through the area while en route to match venues	37
Provision of a base camp for a travelling national team	10
Other	9
Provision of match-viewing facilities for locals	5

Of the establishments that were conducting planning initiatives around the 2010 FIFA World Cup™, 39% planned to attract more tourists to their establishment for the duration of the event, 37% planned to attract tourists passing through the area while en route to match venues, 10% planned to provide a base camp for a travelling national team, 9% had other plans, and 5% planned to provide match-viewing facilities for the local residents. Initiatives mentioned in the other category included encouraging the youth to become more involved in soccer and other sporting activities and attracting visitors through the services of MATCH.

As stated in the literature, in order to become involved in the hosting of the 2010 FIFA World Cup™, and in order to reap the benefits of the event, non-host areas, such as the Eden District, had various options, including to bid to be a base camp for a travelling team, the development of a PVA, and other opportunities, such as the provision of accommodation for travelling fans (EDM, 2007b:5). The findings of the survey were in keeping with the literature, as most establishments surveyed were devising plans similar to those mentioned by Atkinson (2009) in the literature review.

Very few respondents to the survey stated that they would be bidding to provide a base camp for a travelling team. The finding was unsurprising, as only six hotels (2%) responded to the survey, with the hotels concerned being the most likely establishments to meet the FIFA base camp requirements. Of the establishments that indicated that they would like to provide a base camp for a travelling national team, all were graded from three to five stars, and only 37.1% were aware of the FIFA base camp criteria that included the availability of:

- high-quality accommodation establishments (consisting of four- or five-star hotels); high-quality gymnasium facilities;
- a training field with FIFA-approved turf and facilities, including floodlighting, which was as close as possible to the actual stadium ground; and
- access to an airport within a reasonable travelling distance for flights to and from match venues on the team's private aircraft (Fowles, 2007:2).

Of the above-mentioned establishments, only 27.5% stated that they were in compliance with the criteria.

Of the establishments that indicated that they were conducting plans to attract tourists to the establishment for the duration of the event; to attract tourists passing through the area en route to match venues; to provide a base camp for a travelling team; to provide match-viewing facilities for locals, or any other plans, 52.2% stated that the plans were already being followed.

The nature of the above-mentioned plans is illustrated in Figure 5.9 below, which shows that 37% of the establishments indicated that they would be conducting their own 2010 FIFA World Cup™ plans, but that they would be enacted in conjunction with other establishments or organisations in the area. However, 63% of the respondents stated that they would be conducting their plans exclusively.

The fact that the majority of establishments were conducting their own planning initiatives could be because there was not a strong desire to work with other establishments in the area, or because there was a lack of communication between the establishments as to what planning was being conducted. As was illustrated in the literature review, most of the towns in the EDM had already established their own individual plans, which were not in relation to those plans being conducted by other towns or by the EDM. As was illustrated in the case provided in the literature review concerning the Australian Olympics in 2000, non-host cities should have implemented various networking and relationship-building activities in order to strengthen the bid and leverage opportunities (O'Brien & Gardiner, 2006:26).

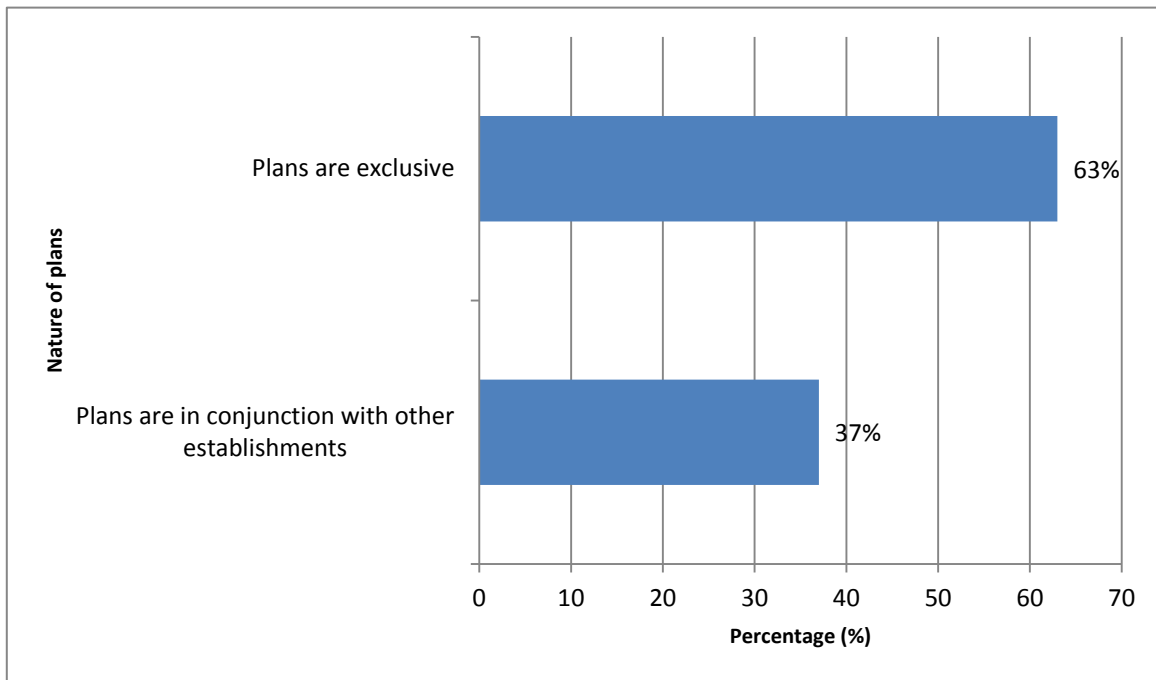


Figure 5.10: Nature of 2010 FIFA World Cup™ plans conducted by establishments in the EDM (n=145) (in %)

5.5 MATCH TOUR OPERATOR PROGRAMME

Figure 5.11, which illustrates the awareness levels regarding MATCH that were held amongst the establishments surveyed, shows that the majority (64%) of establishments were aware of the services offered by MATCH, while 36% were not. The finding is of interest, as only 60% of establishments had indicated that they were conducting 2010 FIFA World Cup™ planning, which meant that there were establishments that were aware of MATCH, but which were not putting any plans related to the World Cup into action.

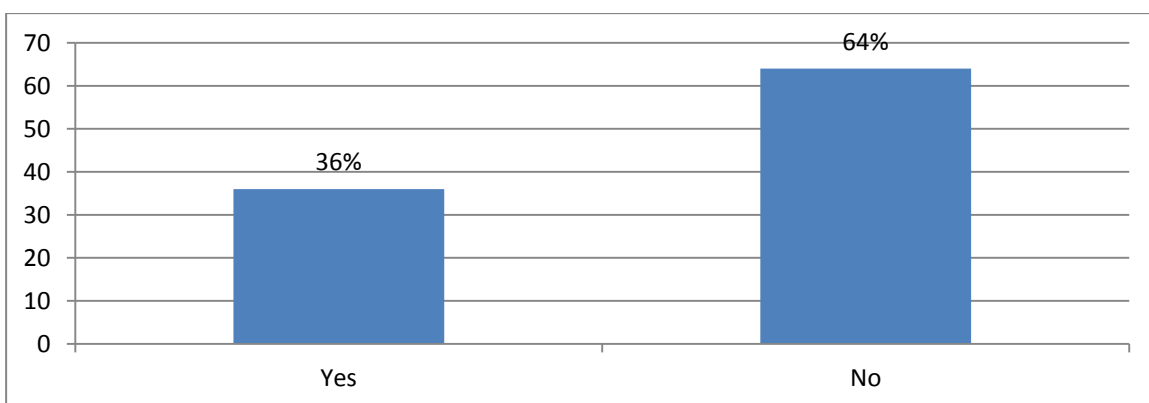


Figure 5.11: Awareness levels of MATCH amongst establishments surveyed (n=251) (in %)

Of the 64% of establishments that stated that they were aware of the services being offered by MATCH, only 37% had signed up with the organisation, while 63% had not. Of the latter, the main reasons given for not signing up were that the establishments concerned knew too little about MATCH (62%), that MATCH offered no guarantees of success (17%), that they were still awaiting a response from MATCH (11%), and that MATCH terms were too stringent (10%). The finding is significant, as it shows that, although the majority of establishments were aware of MATCH, 62% still lacked sufficient information or knowledge to encourage them to register with the organisation, while others had a range of concerns about such registration.

Similar concerns to the above were highlighted in the media at the time. In a roughly parallel study conducted around accommodation establishments in Gauteng, 71% of respondents stated that were aware of the services offered by MATCH, but only 12% decided to sign up with the body (Darkey & Horn, 2009:12). Of the majority of establishments that did not sign up with MATCH, the reasons given for them not doing so were that they lacked enough information about MATCH, that they did not feel comfortable with unknown agents allocating their rooms to unknown guests, and that the MATCH commission was too high. Only 12% of establishments surveyed knew of programmes to assist accommodation establishments with their 2010 FIFA World Cup™ plans being conducted by the provincial government, and only 7% knew of those that had been put in place by local government. The above results obtained by Darkey and Horn (2009:12) closely echo those obtained in the current research study as they were both conducted after the hosting of the event.

The research illustrated that planning initiatives being conducted by the private sector and those being conducted by the various levels of government were not complimentary and were in fact quite divergent. This resulted in a fragmented planning effort and the private sector feeling like that were not supported by government.

5.6 GENERAL OPINIONS ON THE 2010 FIFA WORLD CUP™

Having looked at the planning initiatives adopted by accommodation establishments for the 2010 FIFA World Cup™, and at their knowledge of initiatives being conducted by the EDM, local municipalities, local tourism offices and chambers of commerce, their general opinions of the event will now be considered, as well as its perceived benefits and impacts, and the level of guidance, support and information received from local support structures, which are reflected in Table 5.4 below.

The table groups the ‘strongly agree’ and ‘agree’ categories and the ‘strongly disagree’ and ‘disagree’ categories, and provides the level of agreement from highest to lowest for ease of reporting. The majority of establishments surveyed in the current study agreed that the 2010 FIFA World Cup™ would provide various opportunities for accommodation establishments in the EDM (75%); that the EDM has the facilities to provide a base camp for a travelling national team (55%); and that accommodation establishments in the EDM had received information from tourism offices on 2010 planning (55%). A large number of establishments felt neutrally that the EDM should develop a consolidated 2010 plan incorporating all stakeholders and interested parties and a significant number of establishments disagreed that accommodation establishments in the EDM received information on 2010 planning from the local municipality.

Table 5.4: General opinions on the 2010 FIFA World Cup™ in the EDM

	Level of agreement		
	Agree	Neutral	Disagree
The 2010 FIFA World Cup™ will provide various opportunities for accommodation establishments in the EDM (n=251) (in %)	75	20	5
The EDM has the facilities to provide a base camp for a travelling national team (n=251) (in %)	55	35	10
Accommodation establishments in the EDM have received information from the local municipality on 2010 planning (n=251) (in %)	49	28	23

The EDM should develop a consolidated 2010 plan incorporating all stakeholders and interested parties (n=251) (in %)	51	37	12
Accommodation establishments in the EDM have received information from tourism offices on 2010 planning (n=251) (in %)	55	32	13
The EDM offers guidance and support to establishments wanting to become involved in the 2010 FIFA World Cup™ (n=251) (in %)	39	34	27
Individual towns in the EDM should develop individual 2010 planning initiatives (n=246) (in %)	39	36	25

5.7 KEY INFORMANT INTERVIEW FINDINGS

Key informant interviews were conducted with five key stakeholders in the EDM from the Oudtshoorn, Kannaland, Bitou, Knysna and George local municipalities. Key informants from the Hessequa and Mossel Bay municipalities did not respond in connection with the proposed interviews.

Of the key informants, those from Bitou, Knysna and George were involved in the development of PVAs, sport development, infrastructure development, safety and security, and disaster management; those from Oudtshoorn and Knysna were involved in their municipality's base camp bid, volunteer training, tourism activities and social development; and the informant from Knysna was involved in the development of a media centre. Figure 5.12 illustrates other 2010 FIFA World Cup™ planning initiatives respondents identified that integrated that their own endeavours.

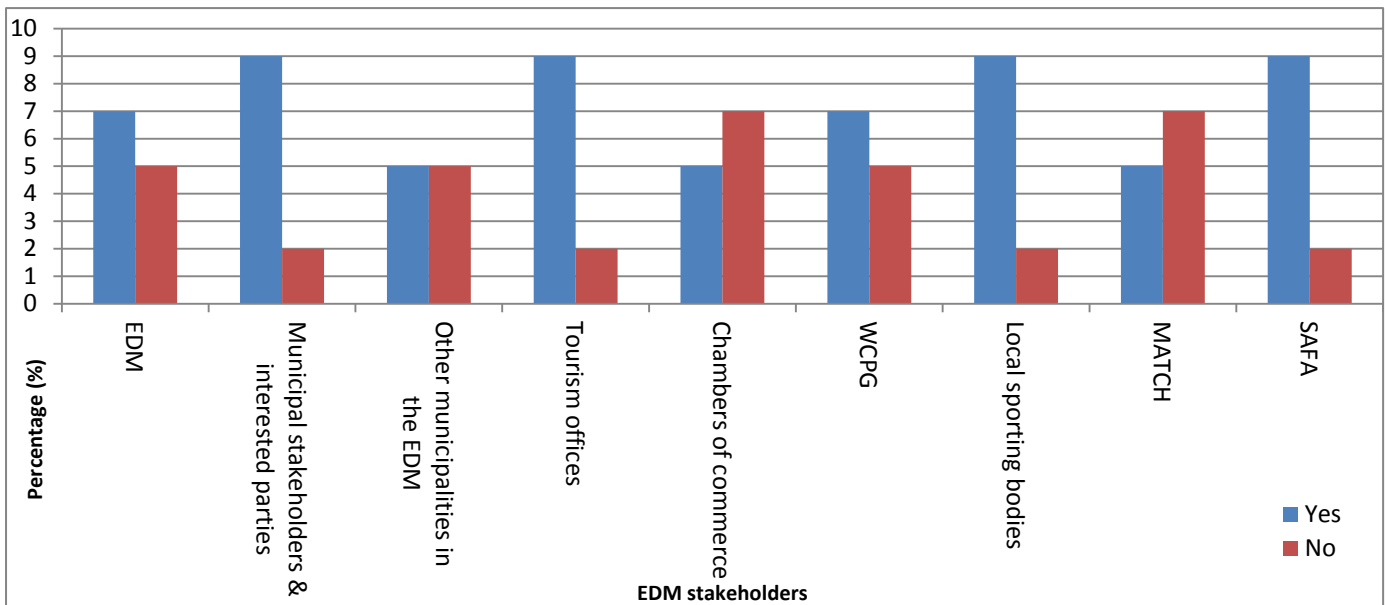


Figure 5.12: Integration with other EDM 2010 FIFA World Cup™ stakeholders (n=44) (in %) (multiple responses)

With regard to the initiatives with which respondents stated that they were involved, the majority (80%) stated that they were working in conjunction with other stakeholders and interested parties in their municipality, with local tourism offices, with local sporting bodies, and with SAFA; 60% stated that they were working with the EDM and the WCPG; and 40% stated that they were working with other municipalities in the District, local chambers of commerce and MATCH. Despite the above percentages, two of the key informants surveyed stated that the initiatives in which they were involved were exclusive to their own towns (Oudtshoorn and Bitou), with such initiatives including the hosting of local soccer development events for previously disadvantaged groups from Oudtshoorn, and the making of an exclusive base camp bid in Bitou.

The majority (60%) of key informants responded that the level of buy-in from accommodation establishments in the EDM to the 2010 planning initiatives being conducted could be rated as medium, with the level of buy-in from establishments at municipal level being the same. Of the respondents, 60% stated that they felt that there had not been significant or sufficient communication conveyed from the EDM or local municipalities regarding 2010 planning and development to the stakeholders and role-players in the District, which could be linked to the low levels of awareness regarding accommodation establishments surveyed. The majority

(60%) of respondents stated that they felt that the initiatives in which they were involved had a strong legacy focus. Responses from accommodation establishments differed from the above, in that they showed a high level of buy-in as far as becoming involved in a wide range of planning activities related to the World Cup. However, they were in agreement that there had not been significant or sufficient communication conveyed from the EDM or the local municipalities.

Table 5.5 below illustrates the respondents’ opinions on various statements related to the 2010 FIFA World Cup™ and EDM.

Table 5.5: Key informant responses to statements related to the 2010 FIFA World Cup™ and to the EDM (n=5) (in %)

	Level of agreement		
	Agree	Neutral	Disagree
For the success of the 2010 FIFA World Cup™ in the District there needs to be consolidated planning incorporating all stakeholders and interested parties (n=5) (in %)	80	20	0
The 2010 FIFA World Cup™ will provide various opportunities for accommodation establishments in the Eden District (n=5) (in %)	60	0	40
The District Municipality offers guidance and support to establishments wanting to become involved in the 2010 FIFA World Cup™ (n=5) (in %)	60	40	0
The Eden District has the facilities to provide a base camp for a travelling national team (n=5) (in %)	60	20	20
Individual towns in the Eden District should develop individual 2010 planning initiatives (n=5) (in %)	60	20	20

Table 5.5 above shows that the majority (80%) of key informants responded that, in order for the 2010 FIFA World Cup™ to be successful there needed to be consolidated planning, incorporating all stakeholders and interested parties. There

was a split between those respondents who agreed that the 2010 FIFA World Cup™ will provide various opportunities for accommodation establishments in the EDM (60%) and those who disagreed (40%) that it would do so; and between those who agreed that the District offered guidance and support to establishments wanting to become involved in the World Cup (60%) and those who were neutral (40%) on the issue. Mixed responses were received to the statements that the EDM had the facilities to provide a base camp for a travelling national team (on which statement 60% agreed, 20% were neutral and 20% disagreed), as well as to the statement that individual towns in the EDM should develop their own 2010 planning initiatives (on which statement 60% agreed, 20% were neutral and 20% disagreed). The above finding indicates that, although there was agreement that there should be a consolidated planning effort, the situation was challenging due to the many different levels of planning in the District.

In order to conduct a further analysis, a series of cross-tabulations was run on the data, but showed no significant differences in the findings obtained.

5.8 SUMMARY

The current chapter presented, analysed and discussed the findings from the primary investigation, linking them to the research objectives of the study.

The overview provided of the research showed that, among the respondents, there were low awareness levels of all plans related to South Africa's hosting of the 2010 FIFA World Cup™ that were being conducted by the EDM, local municipalities and local chambers of commerce, and that the awareness levels of those being conducted by tourism offices were relatively high.

The accommodation establishments surveyed felt that planning initiatives being conducted by various organisations in the EDM were not aligned. Although there was a high level of interest in becoming involved in the initiatives, the majority of accommodation establishments were acting in accordance with their own exclusive plans. The plans concerned were mainly focused on attracting tourists to the relevant establishment for the duration of the event and on attracting tourists who would pass through the area while en route to match venues.

With regard to MATCH, most establishments surveyed were aware of their services, but had not joined them because of a lack of information as to what they were offering. In addition, there were other concerns regarding MATCH, including the lack of guaranteed business, the lack of responses to communication with MATCH, and the stringent terms and conditions imposed.

The general feeling of accommodation establishments surveyed across the EDM was that the World Cup would provide opportunities for accommodation establishments, that the EDM had the necessary facilities to provide a base camp for a travelling team, and that information on the World Cup and planning initiatives being conducted was received from the local tourism offices.

The interviews that were conducted with key informants from the Oudtshoorn, Kannaland, Bitou, Knysna and George municipalities showed that most municipalities were acting in accordance with plans that would encourage sport development, and that the plans were integrated with those being conducted by other organisations and stakeholders. The general feeling of the respondents was that the success of the 2010 FIFA World Cup™ in the District would rely on the development of a consolidated plan.

CHAPTER 6

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

Chapter 5 presented, analysed and discussed the findings from the primary investigation of the current study in alignment with the research objectives. A summary profile of the 251 respondents found that the respondents were mostly from Mossel Bay and George, and that they were mainly from B&B or self-catering establishments. The discussion then looked at 2010 FIFA World Cup™ awareness levels, noting the low awareness levels regarding initiatives being conducted by the EDM, local municipalities, tourism offices, and chambers of commerce. Most of the establishments indicated an interest in becoming involved in the 2010 FIFA World Cup™, with more than half having already established their 2010 plans. Across the EDM, there were high awareness levels of MATCH, although very few establishments had joined the organisation because of various reasons. Finally, there was a general feeling that establishments in the District should have been working together, and have integrated 2010 FIFA World Cup™ planning efforts.

This final chapter summarises the study, presenting conclusions drawn from the primary and secondary findings of the current study, and sets out recommendations and implications for industry practitioners and future research.

6.2 CONCLUSIONS

The results of the current study were analysed in terms of the following research objectives:

- *Research objective 1* was to analyse whether or not the 2010 planning initiatives at town level were aligned with those at municipal and district municipality levels.
- *Research objective 2* was to identify the 2010 planning initiatives conducted by each town in the EDM and to assess how the initiatives were structured.
- *Research objective 3* was to assess to what extent 2010 FIFA World Cup™ coordinators, tourism offices, the accommodation sector and chambers of commerce were working together to conduct planning initiatives and to ensure that the necessary requirements for planning were met.

- *Research objective 4* was to identify 2010 planning efforts being conducted by various accommodation establishments in EDM towns.
- *Research objective 5* was to gauge the success of the EDM in conducting a consolidated bid for the area.
- *Research objective 6* was to gauge the willingness of accommodation establishments to participate with the EDM in 2010 planning initiatives.

The conclusions of the study are presented in terms of the objectives enumerated above, in the following subsections of this chapter.

6.2.1 Conclusions drawn regarding research objective 1

Research objective 1 was aimed at analyse whether or not planning initiatives at town level are aligned with those at municipal level. Primary and secondary research established that individual towns and municipalities were conducting their own isolated planning initiatives. They might have been doing so as a result of each town having its own unique features, needs and target markets, as well as due to inter-town competitiveness and the inefficient flow of information.

6.2.2 Conclusions drawn regarding research objective 2

Research objective 2, which was aimed at identifying the 2010 FIFA World Cup™ planning initiatives being conducted by each town in the District municipality, has been met by the current study. The literature reviewed in the research overview, as well as the information gleaned from the surveys conducted and from the key informant interviews, established that individual towns in the District were all acting in accordance with their 2010 plans for 2010, in accordance with their particular offerings. With regard to the smaller towns in the District, Kannaland (Ladismith) had plans to encourage through travel, as it would be on the route of buses transporting travelling fans en route to Cape Town, and Oudtshoorn had plans to develop a base camp and to upgrade its airport, so that it could act as an alternate passenger airport in the EDM. With regard to the relatively large towns in the District, Mossel Bay had plans to bid as a base camp and to offer a training site. The town was also selected as the media hub of the EDM. George was to provide a base camp for the Japanese national team and would also host an official PVA, as

well as a practice stadium. Knysna would be providing a base camp for the French and Danish national teams, and would also provide a PVA for fans. Bitou (Plettenberg Bay) would also bid as a base camp and would be the official host of the Fanjol.

6.2.3 Conclusions drawn regarding research objective 3

Research objective 3, which was aimed at assessing to what extent 2010 FIFA World Cup™ plans between tourism offices, accommodation establishments, local municipalities, the district municipality and local chambers of commerce were integrated, has been met. Through surveys aimed at accommodation establishments in the EDM, it was established that only 29.9% of establishments surveyed were aware of the plans being conducted by the EDM, 32.7% were aware of plans being conducted by local municipalities, 41.4% were aware of plans being conducted by local tourism offices, and only 6.4% were aware of plans being conducted by local chambers of commerce. Although only 49% of the establishments surveyed stated that they had a high level of interest in becoming involved in the 2010 FIFA World Cup™, 59.8% of them stated that they would be conducting their own plans for the event. Of the 59.8%, 63.4% of the establishments were conducting plans exclusively not in conjunction with other establishments and stakeholders, whereas 45.9% stated that their plans were in line with those being conducted by the EDM. The above illustrates that the establishments concerned were not working together with the event coordinators, tourism offices and chambers of commerce, although they had an interest in being involved in the event.

Input from key informants showed that, at the levels at which they were working on World Cup plans, there seemed to be more integration than at the level of the accommodation establishments and a higher level of awareness of the initiatives being conducted by various stakeholder groups and role-players across the District. However, they also acknowledged shortcomings, such as a less than satisfactory level of buy-in from accommodation establishments, insufficient guidance and support from the District, and the absence of a consolidated plan.

6.2.4 Conclusions drawn regarding research objective 4

Research objective 4, which was aimed at identifying the 2010 planning efforts being conducted by various accommodation establishments in the towns in the EDM, has been met. The survey conducted established that 60% of accommodation establishments had their own plans for the 2010 FIFA World Cup™. The majority (39%) of the plans are in accordance with attracting more tourists to the establishment for the duration of the event, followed by being in accordance with attracting tourists passing through the area while en route to match venues (37%), with providing a base camp for a travelling national team (10%) and with providing match-viewing facilities for locals (5%). A small percentage (9%) of establishments were conducting plans in order to attract people through MATCH, as well as in order to attract young supporters and in order to work closely with MATCH for the event.

6.2.5 Conclusions drawn regarding research objective 5

Research objective 5, which was aimed at gauging the success of the EDM in conducting a consolidated bid for the area, has been met. The fact that 63% of accommodation establishments surveyed stated that they would be conducting their World Cup plans exclusively shows that, at the time of the study, the plans did not appear to be consolidated. Even though the plans being conducted by the key informants were, to a certain extent, more integrated, there were still not one consolidated plan.

6.2.6 Conclusions drawn regarding research objective 6

Research objective 6, which was aimed at gauging the willingness of accommodation establishments to participate with the EDM in 2010 planning initiatives, has been met. Although 60% of establishments indicated that they would be conducting 2010 planning efforts, only 45.9% indicated that the initiatives were aligned with those being conducted by the EDM. The relative lack of alignment was not as a result of establishments not wanting to be involved in the World Cup, as 49% stated that they had a high interest level in doing so, but might have been as the result of a lack of information regarding how they could become involved and on what projects were under way at the time.

6.3 RECOMMENDATIONS

In order for the hosting of the 2010 FIFA World Cup™ in the EDM District to be a success, and for it to leave a lasting legacy for all the towns in the District, there needed to be a consolidated marketing and planning effort that could be stronger and more effective than the efforts being conducted by individual towns. At the same time, the consolidated effort needed to consider the individual needs, offerings and nature of the towns in the District, drawing on the strengths of each individual town in order to strengthen the appeal of the area as a whole. Along with the above, each town in the EDM needed to have a strong 2010 FIFA World Cup™ planning team that could focus on that particular town's potential offering for the event.

Planning initiatives being conducted in the EDM needed to involve all levels of stakeholders from municipal representatives, accommodation establishment owners, tourism office members and members of local chambers of commerce in order for there to be communication among all levels of stakeholders. Without such communication, the planning initiatives would be fragmented and there would be a lack of communication as to which initiatives were being conducted. A clear channel is required for the flow of communication from the top levels of organisation down to grassroots level, and all stakeholders need to be made aware of their roles in the communication process, and of what their responsibilities are. Such awareness could come about through the holding of regular meetings and through the use of websites and emails, with the latter being sent to all stakeholders in the District, informing them of any new developments and of the status of various initiatives. The flow of information appeared to be the biggest hindrance to those stakeholders in the EDM who would like to become involved in the event, but who were unsure of what they could offer and of how they could become involved. The effective and efficient flow of information would be a solution to the problem.

In the planning for the base camps, increased tourism and the establishment of viewing areas, the long-term needs of the EDM required consideration, with strategies needing to be focused on how the people of the District could benefit once the event was over. The needs of individual towns also required consideration and to be kept in mind in the development of facilities, with local service providers

being utilised. The success of the initiatives was also dependent on how they could compete on the global stage, which also required consideration by the stakeholders.

In terms of policy relating to the planning and hosting of mega-events in areas such as the EDM, policy needs to highlight the importance of a coordinated approach and input from all interested and affected parties. This policy should be made readily available to all stakeholders. From the research conducted and the hosting of the event it is clear that sport tourism policy in the Western Cape and in South Africa needs to be inclusive and make consideration for areas such as the EDM where various levels of stakeholders play significant roles in the planning of sport tourism and the hosting of mega-events. This can also be applied to the broader developing world where the importance of sport tourism and mega-events is increasingly becoming recognised.

Planning around such a mega-event as the World Cup in a District Municipality poses many challenges, as various towns have their own unique offerings. The planning requires the coordination of many different levels of stakeholders and interested parties. The results of the research show that the District failed to devise a consolidated plan, with local municipalities and accommodation establishments pursuing their own plans. Some establishments, especially the smaller accommodation ones, felt that the failure had led to them missing out on an opportunity for business. Despite this failure, larger establishments, such as Simola, Pezula and Fancourt, still managed to provide base camps for travelling teams.

6.4 LIMITATIONS OF THE STUDY

The first limitation of the current study resulted from the EDM being spread out over a large region, and in it also being a significant distance away from where the researcher was based. Due to both time and financial constraints, the researcher could, consequently, not always visit the EDM when she desired to do so, and had to conduct most of the research and communication with stakeholders in the district electronically.

The second limitation of the study was that there was only a small amount of academic research available on the hosting of sport mega-events in such non-host areas as the EDM, in which District there are a number of relatively small towns.

The final limitation of the study was that, in keeping with other electronic email surveys, it was likely that at least some of the prospective respondents contacted had viewed the email as spam, leading to them failing to complete the questionnaire. Due to the researcher not being present while respondents were completing the survey, room for error had also been present. In general, the response rates for electronic surveys tend to be lower than such rates are for surveys that are conducted face-to-face.

6.5 FUTURE RESEARCH DIRECTIONS

The current study provided a basis for further research into the hosting of sport mega-events in the EDM, as well as in other similar regions. Future research in the field should focus on the development of a consolidated bid or on the planning initiative adopted for such a region as the EDM, and on the flow of information from district level to stakeholders in individual towns.

Furthermore, post-event research in the region should focus on lessons learned and on the usage of new facilities after the 2010 FIFA World Cup™ in order to measure the effectiveness of legacy, sport development, economic development and social development projects.

Due to the success of PVAs during the FIFA World Cup™ in Germany in 2006, future research should also look at the effective use of PVAs and at the type of tourist that attends them. Research should also be conducted on the impacts of hosting a base camp on a town and on the tourism and spin-offs that they generate.

6.6 CONCLUDING REMARKS

The current study contributes to the corpus of knowledge that is available on the hosting of sport mega-events and on sport tourism generally in such district municipalities as the EDM and similar regions. In addition, the study also identified opportunities for towns in the EDM to generate income during the event and for

them to market themselves as world-class tourism destinations, while at the same time focusing on the long-term benefits, both socially and economically, to be gained from such an event.

The recommendations that have been made in this thesis are targeted at top management, in an effort to ensure that planning from the top down incorporates all levels, and in order to improve the flow of information. By using the improved planning methods, the EDM should have been able to achieve its goal of conducting a consolidated bid and planning effort for the region.

The introductory chapter of the current study provided a background to the research problem, as well as a general overview of mega-events, the EDM and its plans for the 2010 FIFA World Cup™. The chapter also focused on the aims and objectives of the study, as well as on the research questions and the research approach and methods that were used to collect both the primary and secondary data. Chapter 1 also provided motivation for the conducting of the study and operational definitions for terms used throughout the research.

The second chapter of the study reviewed a number of literature sources that provided a conceptual framework and a theoretical overview of sport tourism and mega-events, with an emphasis on the history of sport mega-events in South Africa. A discussion of the FIFA World Cup™, as well as of specific programmes being conducted during the 2010 event in South Africa, was provided along with an overview of the impact of mega-events, especially on non-host areas and the experiences of previous World Cup hosts.

The third chapter reviewed the available literature on the EDM and its 2010 FIFA World Cup™ plans, focusing on the base camp bid and on other opportunities, including the development of PVAs. The chapter then drew on each individual town in the district, summarising each of their planning initiatives and potential offerings. Finally, the chapter concluded by identifying the possible challenges and risks to be faced by the EDM in its World Cup planning initiatives.

Chapter 4 provided a discussion of the methodology that was used in the study. It also documented the questionnaire design, the instruments used to collect data, the sample size, and the survey population.

Chapter 5 presented, analysed and discussed the research findings, using the responses obtained through the surveys conducted, and within the context provided by the theoretical overview.

The final chapter, Chapter 6, provided the conclusions and recommendations made in relation to the findings and research objectives of the study. The chapter also considered the limitations of the study, and suggested areas for further research.

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APPENDIX 1: RESEARCH QUESTIONNAIRE

A. RESPONDENT PROFILE

QUESTION 1

Name of establishment and town

QUESTION 2

In what type of accommodation establishment do you work? (Please select one box only.)	
A	Bed & breakfast <input type="checkbox"/>
B	Camp/caravan site <input type="checkbox"/>
C	Guest-house <input type="checkbox"/>
D	Hotel <input type="checkbox"/>
E	Self-catering <input type="checkbox"/>
F	Other <input type="checkbox"/> Please specify:

QUESTION 3

How many beds does your establishment have?

QUESTION 4

What is the grading of your establishment? (*)	
A	1 <input type="checkbox"/>
B	2 <input type="checkbox"/>
C	3 <input type="checkbox"/>
D	4 <input type="checkbox"/>
E	5 <input type="checkbox"/>
F	Not graded <input type="checkbox"/>

QUESTION 4.1

What is your job title?

QUESTION 5

How many years have you worked in the tourism industry? years

QUESTION 6

What is your home language?	
A	English <input type="checkbox"/>
B	Afrikaans <input type="checkbox"/>
C	Other, please specify

QUESTION 7

What is your age group?	
A	Under 21 <input type="checkbox"/>
B	21–30 <input type="checkbox"/>
C	31–40 <input type="checkbox"/>
D	41–50 <input type="checkbox"/>
E	51–60 <input type="checkbox"/>
F	60 plus <input type="checkbox"/>

B. 2010 FIFA WORLD CUP™ PLANNING**QUESTION 8**

Are you aware of any 2010 FIFA World Cup™ planning initiatives currently being conducted by:				
A	The Eden District Municipality	Yes <input type="checkbox"/>	No <input type="checkbox"/>	If yes, specify
B	Your local municipality	Yes <input type="checkbox"/>	No <input type="checkbox"/>	If yes, specify
C	Your local tourism office	Yes <input type="checkbox"/>	No <input type="checkbox"/>	If yes, specify
D	Your local chamber of commerce	Yes <input type="checkbox"/>	No <input type="checkbox"/>	If yes, specify

QUESTION 9

If yes to Question 8, are the initiatives integrated? i.e. Are they working together?	
A	Yes <input type="checkbox"/>
B	No <input type="checkbox"/>

C. THE ACCOMMODATION SECTOR

QUESTION 10

How would you rate your level of interest in becoming involved in the 2010 FIFA World Cup™?	
A	No interest at all <input type="checkbox"/>
B	Average interest <input type="checkbox"/>
C	High interest <input type="checkbox"/>

QUESTION 11

Does your establishment have its own plans for the 2010 FIFA World Cup™?	
A	Yes <input type="checkbox"/>
B	No <input type="checkbox"/>

QUESTION 11.1

If yes , are these plans in accordance with any of the following:	
A	Attracting more tourists to the establishment for the duration of the event <input type="checkbox"/>
B	Providing a base camp for a travelling national team <input type="checkbox"/>
C	Attracting tourists passing through the area while en route to match venues <input type="checkbox"/>
D	Providing match-viewing facilities for locals <input type="checkbox"/>
E	Other (Please specify) <input type="checkbox"/>

FOR POTENTIAL BASE CAMPS:

QUESTION 11.2

Are you aware of the guidelines for accommodation establishments that would like to function as team base camps, as provided by FIFA?

A Yes

B No

QUESTION 11.3

If **yes**, is your accommodation establishment in compliance with these guidelines?

A Yes

B No

C N/A

FOR ALL ESTABLISHMENTS:

QUESTION 11.4

If **yes to question 11**, are these plans already under way?

A Yes

B No

QUESTION 11.5

If **yes to question 11**, are these plans exclusive to your establishment, or are they being conducted in conjunction with other stakeholders in the area?

A Plans are exclusive.

B Plans are being conducted in conjunction with other establishments.

QUESTION 11.6

If **yes to question 11**, are these initiatives aligned with those being conducted by the Eden District Municipality?

A Yes

B No

QUESTION 12

Are you aware of the services offered by MATCH?

A Yes

B No

QUESTION 13

Have you signed up with MATCH?

A Yes

B No

QUESTION 13.2

If no, why not?

QUESTION 14

What is your opinion on the following statements? (Please select one box for each statement)

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
14.1	The 2010 FIFA World Cup™ will provide various opportunities for accommodation establishments in the Eden District.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.2	The District Municipality offers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	guidance and support to establishments wanting to become involved in the 2010 FIFA World Cup™.					
14.3	The Eden District has the facilities to provide a base camp for a travelling national team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.4	Accommodation establishments in the Eden District have received information from the local municipality on 2010 planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.5	Accommodation establishments in the Eden District have received information from tourism offices on 2010 planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.6	The Eden District should develop a consolidated 2010 plan incorporating all stakeholders and interested parties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.7	Individual towns in the Eden District should develop individual 2010 planning initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please remember to **save** the Microsoft Word document and to email it back to **daniels.tracy@gmail.com**

THANK YOU

APPENDIX 2: EMAIL COVER LETTER FOR SURVEY

TO WHOM IT MAY CONCERN

The attached questionnaire has been designed to assist me with my thesis on “**An Investigation into 2010 FIFA World Cup™ Planning: A Case Study of the Eden District Municipality, Western Cape, South Africa**”. The aim of this study is to ascertain what the best mega-event planning strategies are for districts consisting of individual local municipalities and overarching district municipalities, and which are not hosting any 2010 FIFA World Cup™ competition matches. It will also investigate the benefits of individual municipal planning efforts versus those conducted by a district as a whole. As the Eden District plans to bid to become a base camp for the event, the accommodation sector is playing an integral part in the planning and the success of the event in the area. Furthermore, the study will investigate the willingness of municipalities to participate in regional bidding initiatives.

Your kind cooperation in providing basic, generic tourism industry information will be much appreciated. The questionnaire has been designed to be completed in the least possible amount of time and it is trusted that the completion thereof will not unduly inconvenience you. Participation in this survey is voluntary, and all responses will be treated as confidential. The research findings will be made available to you on completion of the study in order to assist with 2010 FIFA World Cup™ planning.

Your kind willingness to participate in this matter is highly esteemed.

Thank you,
Tracy Daniels

INSTRUCTIONS:

Simply click the grey box where you want to mark your answer, or type your answer in the grey fields (depending on what the question requires).

When you have answered the last question, please **save** the Microsoft Word document and email it back to **daniels.tracy@gmail.com**.

APPENDIX 3: KEY INFORMANT INTERVIEW

2010 FIFA WORLD CUP™ TOWN REPRESENTATIVE’S INTERVIEW

QUESTION 1

Name of respondent

QUESTION 2

Name of municipality

QUESTION 3

Name of employer

QUESTION 4

Position

QUESTION 5

In which of your municipality’s 2010 planning initiatives are you specifically involved? (Please tick the appropriate box/boxes)		
A	Base camp bid	<input type="checkbox"/>
B	Public viewing areas	<input type="checkbox"/>
C	Volunteer training	<input type="checkbox"/>
D	Tourism	<input type="checkbox"/>
E	Sport development	<input type="checkbox"/>
F	Infrastructure development	<input type="checkbox"/>
G	Safety and security / Disaster management	<input type="checkbox"/>
H	Social development	<input type="checkbox"/>
I	Media centre	<input type="checkbox"/>

QUESTION 6

Is the 2010 planning initiative in which you are involved integrated with:			
A	The EDM	Yes <input type="checkbox"/>	No <input type="checkbox"/>
B	Stakeholders and interested parties within your municipality	Yes <input type="checkbox"/>	No <input type="checkbox"/>
C	Other municipalities in the district	Yes <input type="checkbox"/>	No <input type="checkbox"/>
D	Your local tourism office	Yes <input type="checkbox"/>	No <input type="checkbox"/>
E	Your local chamber of commerce	Yes <input type="checkbox"/>	No <input type="checkbox"/>
F	The Western Cape Provincial Government	Yes <input type="checkbox"/>	No <input type="checkbox"/>
G	Local sporting bodies	Yes <input type="checkbox"/>	No <input type="checkbox"/>
H	MATCH	Yes <input type="checkbox"/>	No <input type="checkbox"/>
I	SAFA	Yes <input type="checkbox"/>	No <input type="checkbox"/>

QUESTION 7

Are the 2010 planning initiatives in which you are involved exclusive to your town?	
A	Yes <input type="checkbox"/>
B	No <input type="checkbox"/>

QUESTION 8

If yes, what are these initiatives?

QUESTION 9

How would you rate the level of buy-in from accommodation establishments in the EDM for 2010 planning initiatives being conducted by the district?		
A	Low	<input type="checkbox"/>
B	Medium	<input type="checkbox"/>
C	High	<input type="checkbox"/>

QUESTION 10

How would you rate the level of buy-in from accommodation establishments in your municipality in planning initiatives at a town level?		
A	Low	<input type="checkbox"/>
B	Medium	<input type="checkbox"/>
C	High	<input type="checkbox"/>

QUESTION 11

Do you feel that there has been significant communication from the EDM on 2010 planning and development to stakeholders and role-players in the district?		
A	Yes	<input type="checkbox"/>
B	No	<input type="checkbox"/>

QUESTION 12

Do you feel that there has been significant communication from your local municipality on planning and development to stakeholders and role-players in the town?		
A	Yes	<input type="checkbox"/>
B	No	<input type="checkbox"/>

QUESTION 13

Do you feel that the 2010 planning initiatives in which you are involved have a strong legacy focus?		
A	Yes	<input type="checkbox"/>
B	No	<input type="checkbox"/>

QUESTION 14

What is your opinion on the following statements? (Please select one box for each statement.)

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
A	The 2010 FIFA World Cup™ will provide various opportunities for your town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B	The district municipality offers guidance and support to stakeholders wanting to become involved in the 2010 FIFA World Cup™.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C	Your municipality has the facilities to provide a base camp for a travelling national team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D	For the success of the 2010 FIFA World Cup™ in the district, there needs to be consolidated planning, incorporating all stakeholders and interested parties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E	Individual towns in the Eden District should develop individual 2010 planning initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

QUESTION 15

Which of the following do you feel is necessary for the success of an integrated and consolidated plan by the EDM?		
A	Effective communication by the district to all stakeholders and interested parties	
B	Effective communication by local municipalities to all stakeholders and interested parties within their municipality	
C	Effective communication by tourism offices to all stakeholders and interested parties within their municipality	
D	Buy-in to the EDM's 2010 plans by all stakeholders and interested parties	
E	Affiliation with MATCH	
F	Awareness of FIFA guidelines and requirements	
G	Organisation of regular seminars and workshops at district level	
H	Organisation of regular seminars and workshops at municipal level	
I	Buy-in and support from provincial government	