



THE STRATEGIC VALUE OF SPORT TO THE CAPE TOWN CITY BRAND

by

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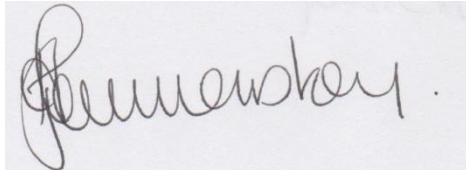
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ABSTRACT

Although the concept of place branding is still relatively new, there is an increasing awareness of the significant impact which sport can have on a city's brand. Cities are now considering the addition of sport to their brand traits and are focusing on sport re-imaging, due to the advanced nature of international sport, and the economic and social gains associated with hosting major sport events. The hosting of sport events is increasingly being viewed as part of a broader tourism strategy aimed at enhancing the profile of a city. This particular study was based upon investigating the strategic value of sport to the city brand of Cape Town. The aim of the study was to investigate the role which key sport brands and city stakeholders and all-encompassing sport entities play for the city brand. This has been achieved via a series of semi-structured interviews conducted with 12 key industry stakeholders in Cape Town. A review of case studies, academic journal articles, and other relevant secondary sources of information has been used to contextualise these findings. This study clearly identifies the extent to which sport holds a strategic value for the Cape Town city brand. It clarifies that sport events, facilities, sport teams and personalities, and sport brands and sponsors all add valuable contributions to the city brand. The study reveals the strategic elements of sport that create city branding opportunities for establishing a national and global competitive position. Furthermore, it reveals the importance of sport brand and city stakeholders' relationships in the development of the city's brand. The outcomes of the study include support for existing city branding knowledge; the influence and value of sport to a city's brand; perceptions and experiences of stakeholders in relation to sport and its connection/relevance to the city. As a result, the contribution of sport in conferring a competitive advantage to Cape Town has been determined. This study assists sport brand and city stakeholders to realise the potential of Cape Town city's sport brand and more so, capitalise on the city branding opportunities and value added derived from sport business opportunities.

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GLOSSARY

ACT:	Accelerate Cape Town
CEO:	Chief Executive Officer
CETRA:	Centre of Tourism Research in Africa
COCT:	City of Cape Town
CT:	Cape Town
CTCTT:	Cape Town Cycle Tour Trust
FC:	Football Club
FIFA:	Fédération Internationale de Football Association (French for International Federation of Association Football)
SAFA:	South African Football Association
WCPG:	Western Cape Provincial Government
WPCA:	Western Province Cricket Association
WPRA:	Western Province Rugby Association

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter introduces the emerging discourse of place and city branding and poses questions related to the significant impact and importance of sport to the development of city brands. The growing interest among scholars regarding place and city branding, specifically Dinnie (2003), Ashworth and Kavaratzis (2009) and Lucarelli and Olof Berg (2011), spurred this study's investigation into this topic. Furthermore, cities that have previously used sport, and in particular sport mega-events, as a strategic vehicle to transform their city brands, as studied by Green (2002), resulted in this study realising the potential of sport as a significant contributor to the development of city brands.

This chapter outlines the background to this study and identifies gaps in knowledge concerning this particular research topic. It provides a brief overview of the research problem statement and also highlights the sub questions and research objectives that relate to the main research problem area. Furthermore, this chapter provides a brief summary of the methodology selected for this study in order to answer the research questions and achieve the set objectives. Before it concludes with a brief description of the thesis layout, this chapter details the delineation and significance of this study.

1.2 Background to the research

While branding theory has developed as a means of differentiation and competitive advantage for products and services in an increasingly competitive and cluttered global marketplace, the brand concept has more recently been extended and applied beyond consumer marketing to a number of different environments, including places (which include destinations, cities and nations). For this reason, the number of studies on place and city branding are increasingly growing (Hankinson, 2001; Rainisto, 2003; Kavaratzis & Ashworth, 2005). Simoes and Dibb (2001), Kavaratzis and Ashworth (2005) and Sáez, Periañez and Mediano (2013) wrote that due to cities promoting and positioning their differentiated brands, much like mainstream products, the likeness in strategies for the city branding environment to traditional product and service branding industries, can be justified. Kavaratzis and Ashworth (2005:510) noted the following:

“A place needs to be differentiated through a unique brand identity if it wants to be firstly, recognised as existing, secondly, perceived in the minds of place customers as possessing qualities superior to those of competitors, and thirdly, consumed in a manner commensurate with the objectives of the place”

Consequently, these authors stated that branding concepts related to the brand identity, differentiation, personality and positioning in a competitive environment of product brands are transferable to city branding practices.

Furthermore, globalisation has led to countries and cities competing in a number of markets, for the attention, respect and trust of investors, tourists, consumers, donors, immigrants, media and governments (Anholt, 2007a). However, the application of strategic city branding has extended “beyond the traditional areas of inward investment and leisure tourism to include a wider role in attracting new residents, new employees and business tourists to a location” (Hankinson, 2005:24). Globalisation has therefore increased the strategic significance for differentiation of city brand identities. Hankinson (2005) recognised that strategic branding for cities include both short-term and long-term campaigns, such as bidding to host specific events, for example London’s successful bid to host the 2012 Olympic Games (short-term), as well as repositioning strategies for the city’s brand image, such as Liverpool being awarded the ‘European city of culture’ award for 2008 (longer-term). These strategic city branding campaigns raises the importance of sport in the application of short-term city branding practices as it becomes apparent that sport contributes to the development of place and city brands.

The important role of sport as a key facet of place and city branding was highlighted by Dinnie (2003). As a result of sport’s global status and comprehensive coverage he believed that sport plays an important and significant role. Previously, Gilmore (2002) applied the place and city branding literature to a specific location, exploring the role of the 1992 Olympic Games and the reintegration and repositioning of Spain as a democracy. Furthermore, Motion, Leitch and Brodie (2003) described the role of the New Zealand national rugby team, the ‘All Blacks’, as a symbol of national pride for their country, showing another practical application of the impact of sport on city and national brands. A more recent example is Zhang and Zhao (2009) who reported on the effect of the 2008 Beijing Olympic Games on the city of Beijing, which strategically used the hosting of the Games as an opportunity to engage in city branding practices.

Nauright (1997) noted that sport played an integral role in the history of South African and Cape Town society and its national and city identity by being promoted as a unifier of people. He referenced the hosting of the 1995 Rugby World Cup as the sport mega event that brought this significant role to life. Furthermore, Gibb (2007:537) concluded that “while it may not be a top-ranked competitor, Cape Town does display global city characteristics such as a growing aggressiveness on the part of urban planners and development practitioners in foreign investment attraction, strategic marketing campaigns, and the hosting of high-profile events that provide valuable lessons for aspiring secondary global cities”. With the development of the Cape Town city brand as a result of globalisation and the impact of sport on the city’s society, this particular study asked the question as to what the strategic value of sport is to the Cape Town city brand.

This study differs from previous studies related to the impact of sport on the Cape Town city brand, as it extends the focus beyond the impact of sport mega-events on urban tourism and legacy aspects (Kotze, 2006; Cornelissen, 2009). Its aim was to discover the role of all inclusive sport (sport mega-events, sport facilities, sport teams and personalities, and commercial sport brands and sponsors) in the development of the Cape Town brand. It aimed to show the impact of sport on the city branding practices of Cape Town authorities when attracting sport as well as comparing these factors with other national and global cities in terms of global competitiveness.

1.3 Research problem statement

It is apparent that sport is one of the most sought after industries for cities to engage in place and city branding practices. This may be driven by the global socio-economic, touristic, and investment opportunities which a city can derive from hosting sport mega-events. Although previous studies on the significant impact of sport on the development of city brands positively conclude the role of sport in Cape Town city’s economy, urban development and tourism as well as society, the question still remains whether sport has strategic value for the Cape Town city brand. This was the primary research question of this particular study.

Despite the growing awareness and knowledge on the impact of sport mega-events and their added benefits, few studies have been conducted on the other facets of the all-encompassing sporting industry, such as sport facilities, sport teams and personalities, commercial sport brands and sponsors in the context of city branding. Although these facets of sport have been reviewed in isolation, this particular study aimed to look at including all components of sport.

In addition to this, there is also a gap in the literature relating to applied knowledge and strategies for applied stakeholders involved in city branding practices through sport. As a result, this particular study aimed to assess the perceptions, opinions and insight of sport brands and city stakeholders. The study aimed to benefit stakeholder alignment and collaboration when developing and positioning Cape Town city's competitive sport brand.

1.4 Research questions

The following secondary research questions emerged based on the research problem statement:

- How does sport contribute to the development of the Cape Town city's overall brand?
- What strategic developments are implemented to brand Cape Town city through sport?
- How is Cape Town city's competitive sport brand perceived across industry stakeholders compared to national and international sporting cities'?

1.5 Objectives of the study

The primary objective of this study was to analyse the strategic value of sport for the Cape Town city brand. Further aims of this study were:

- To highlight the strategic elements that make up the brand associations of the Cape Town city brand;
- To investigate sport brand and city stakeholder perceptions of the role and impact of sport on the Cape Town city brand; and
- To determine the strategic value of sport for the Cape Town city brand in relation to national and international cities.

1.6 Overview of methodological approaches

A qualitative approach was adopted with in-depth, semi-structured interviews conducted with 12 key industry stakeholders. This approach was justified as it would answer the research questions as well as achieve the objectives of this study. All the interviews were conducted with the prior consent of the stakeholders. Each interview took place at a location chosen by the respondent - usually their workplace. The interviews were digitally recorded and manually transcribed verbatim. Every effort was made to ensure the validity and reliability of the data, for example, through checking the transcribed interviews. The interviews were coded with the assistance of a software programme, Atlas-ti, which also served as a storage and reference facility for all the transcribed interviews.

Van der Merwe (2003) indicated that, in qualitative research, the sample size used should be large enough to reduce the sampling error and to reduce bias. For this particular study, it was important to obtain a broad overview of stakeholder perspectives for rich and meaningful data, hence the selected sample size. The stakeholders were selected by virtue of the characteristics that have some bearing on their perceptions and experiences involved in branding Cape Town. Representatives of city brand stakeholders, sport brand stakeholders, sport federations and events stakeholders, as well as academia in sport and tourism research, were included in the study. Representatives of the city brand included: The Director of Place and Destination Marketing (City of Cape Town - COCT); Director of Sport and Recreation for COCT; Chief Director of Sport and Recreation for Western Cape Provincial Government (WCPG); and Marketing Manager, Accelerate Cape Town (ACT). Representing sport brands: Sports Branding Manager, Peninsula Beverages; and Senior Marketing Director, Adidas Cape Town. Representing sport federations and events: The Director, Cycle Tour Trust (CTCTT); Brand and Communications Manager, Cape Town Stadium; Chief Executive Officer, Western Province Cricket Association (WPCA); Communications Manager, Western Province Rugby Association (WPRA); and Public Relations Officer (Ajax Cape Town Football Club). Representing academic research: Director, Centre of Tourism Research in Africa (CETRA) at Cape Peninsula University of Technology. The disclosure of respondent identities raises important ethical considerations for researchers. In this study it was decided to keep the names of the respondents confidential, although the job title and organisation is referenced only as it is relevant to the discussion.

The semi-structured interviews were guided by a set of questions related to topics identified through the literature. This interview protocol consisted of open-ended questions that allowed the interviewer to probe or clarify issues raised and to explore particular areas of experience or expertise of the respondent. Face-to-face interviews were conducted with all of the respondents. The overall focus of the interview schedule included questions on general place and city branding, and in particular the Cape Town brand, the impact and importance of sport to the Cape Town brand, and stakeholder involvement and strategic implementation.

1.7 Delineation of the study

This study focused on the in-depth assessment of Cape Town city's brand in particular and analysed the strategic value of sport for the city's brand. Even though this study may be mostly relevant to Cape Town city in this case, through sources of literature, it has generalised and applied the theory to other national and global cities. Consequently, the findings of this study are deemed to be transferable to the context of other cities.

This study focused on conducting interviews with only Cape Town city industry stakeholders. Although this may have presented a limitation regarding a certain degree of bias in stakeholder responses, it was important for this study to gain rich and in-depth data with stakeholders directly involved in the development of the Cape Town brand.

It is important to state what this study did not cover. While this study looked at the significant impact and important role of sport in city brands, it did not include a legacy assessment of sport for city brands, albeit the assessment of sport-related legacies transpired during stakeholder responses.

1.8 Significance of the study

This study supports Cape Town city stakeholders as well as other South African cities with findings and recommendations related to the strategic value which sport has for the Cape Town city brand. It will assist them in realising the potential benefits and opportunities in sport for the development of the city's brand identity. It also emphasises the importance of strategic stakeholder collaboration during the development of the city's brand. Furthermore, this study is of significance to current knowledge of place and city branding literature, providing scholars with new insight to city branding through the association of sport.

1.9 Key terms used

The following key terms and concepts, used in this study, are briefly defined below for clarification:

- Sport:

Although some studies defined sport in the context of its physical and competitive nature (Watt, 1998; Ross, 2006; Kumar, 2009), Schwarz, Hunter and Lafleur (2013:4) distinguished sports and sport according to its nature of business. They defined sports as pure engagement in physical activity: "individual, dual and team sports activities such as soccer, baseball, golf and tennis". They believed that sport is the industry dealing with and managing these types of activities: "activities, experiences or business enterprises that centre on athletics, health and wellness, recreation and leisure time opportunities". Furthermore, these authors recognised that sport is all-inclusive of all aspects such as sponsorships, marketing, ticket sales, and all business operations behind the scenes that "go beyond the playing field". This study adopted the definition of sport as illustrated by Schwarz et al. (2013) rather than referring to sport as a "subcategory of leisure", as recognised by (Hinch, Jackson, Hudson & Walker, 2006:11).

- Sport marketing:

Sport marketing refers to all activities designed to meet the needs of sport consumers through exchange processes (Baker & Esherick, 2013:131). Sport marketing has developed two major thrusts. The first is the marketing of sport products and services directly to consumers of sport. Secondly, it is the marketing of other consumer and industrial products or services through the use of sport promotion (Mullin, Hardy & Sutton, 1993:6). For this reason, sport marketing can be defined as “the application of marketing concepts of sport products and services, and the marketing of non-sport products through an association with sport” (Smith 2008:3-4; Hoye, Smith, Nicholson, Stewart and Westerbeek, 2012:9). For this particular study, the marketing through the association with sport contextualises this study.

- Brand:

The most basic definition of the term ‘brand’ was defined by Anholt (2007a:4) as a product, service or organization, considered in combination with its name, its identity and its reputation. A brand is not the communicated expression or ‘place physics’, but the perception of those expressions in the minds of the target groups (Zenker & Martin, 2011). It encompasses every activity and each touch point across both tangible and intangible dimensions as one is forced to consider external points of view, beyond one’s own understanding (Davis, 2008:27). Other definitions of the term were encountered and are detailed in the literature with a particular focus on place and city brands.

- Sport tourism:

The term ‘sport tourism’ has been coined to better understand the use of sport as a touristic endeavour (Kurtzman & Zauhar, 1997). According to (Kumar, 2009:51) there are many different definitions of sport tourism. From those involving travel for the purpose of participating in competitive sports, to those involving more leisure or adventure sports activities. Therefore, he defined sport tourism as people travelling to participate or to observe sports. Activities may include people competing in an international event, such as the Olympics or simply sitting amongst the audience watching a World Cup match.

1.10 Thesis layout

This thesis is laid out in six chapters. This chapter, Chapter One outlines the background, introduction and problem statement of this study. Chapter Two discusses theoretical perspectives on relevant literature on the research problem area and key words identified by this study. Chapter Three provides an overview of the methodological approach used by this

study and justifies the rationale for using the selected method. It also describes the data analysis process and concludes with the researcher's reflexivity on the research process.

The next chapter, Chapter Four, sets out the findings of the data collected and details the direct responses of stakeholders. It starts by reporting on the broader theoretical aspects and emerging themes before it reports on themes that emerged. Chapter Five follows with the discussion on stakeholder responses in relation to the earlier theoretical perspectives detailed in Chapter Two. The primary focus of this chapter is to substantiate the findings with theory in order to answer the related research questions. The final chapter, Chapter Six, draws conclusions from the key findings of this study and assesses whether this study has attained its objectives. Limitations of this study are recognised and future research, based on these limitations and shortcomings, are recommended.

1.11 Summary

This chapter has provided an overview of the rationale for this study. It introduced the research problem statement, research questions and objectives as well as the significance of this research. It highlighted literature on the recent knowledge and practice of place and city branding with a particular focus on utilising sport as a branding tool. It underlined that although the role of sport mega-events regarding socio-economic development, urban development and tourism impacts is commonly researched, there is a scarcity of conceptual research on the strategic value of inclusive sport for the city's brand. The development of the Cape Town city brand as a global city, hosting numerous sport mega-events, presented the rationale for the city selected for this particular study. This chapter also outlined an overview of methodological approaches used by this study to answer the research questions and achieve related objectives. The following chapter reviews the theoretical perspectives on city branding and the contributory role of sport to city brands.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

“The body of literature pertaining to place branding is rapidly growing and the application of branding techniques to places is growing in frequency given the increasingly global competition which places face in both their domestic and external markets” (Dinnie, 2003:2-3). Rein and Shields (2007) noticed the growth of the global marketplace and expressed the need for place and city branding due to the heightened competition in attracting and retaining global business opportunities. Sport is recognised as one of the leading industries for deriving these global business opportunities which leads to cities engaging in city branding practices, and transforming and profiling their city brand images through sport (Dimanche, 2003). Zhang and Zhao (2009), in their study, showed how the city of Beijing utilised the hosting of the 2008 Beijing Olympic Games as an opportunity for city branding.

This chapter is set out to review the origins and key theoretical perspectives of place and city branding literature and the influence of sport therein. The literature review follows a ‘funnel’ design, beginning with an overview of globalisation as well as general sport marketing literature that links sport management and marketing industries. Thereafter literature on branding and key brand associations is reviewed in the context of city branding. Furthermore, literature on stakeholder involvement in the development of city brands is reviewed. A particular focus on the Cape Town city brand and previous studies using it as a case study are detailed. Lastly, this chapter reviews the significant influence of sport on city branding by reviewing two pertinent examples- namely, the Barcelona and Melbourne city brands.

2.2 Globalisation

Globalisation has led to countries and cities competing in a number of markets, for the attention, respect and trust of investors, tourists, consumers, donors, immigrants, media and governments, just as companies do in a commercial setting (Anholt, 2007a; Berkowitz, Gjermano, Gomez & Schafer, 2007:169). The globalisation process has intensified due to technological advances and market deregulators which consequently allow cities, big or small, to compete for a share of the global market. The advancement of globalisation has also seen the extension of the parameters for competition beyond neighbouring towns and cities are now able to compete with other cities located on another continent (van Gelder, 2008). Furthermore, globalisation is believed to have advanced as industries have evolved.

This increases the pressure on cities to compete for business opportunities (Langer, 2000). As a result, cities aim to derive the most favourable city brand image over other cities.

Nauright (2004:1325) wrote that, “during the past three decades sport has assumed an ever greater role within the globalisation process and in the regeneration of national, regional and local identities in the postcolonial and global age”. He highlighted that sporting events, and in particular the Soccer World Cup and the Olympic Games, have become greatly sought after commodities as developed and developing countries move towards event-driven economies. In addition, Trosien (2013:2) identified global players such as Michael Schumacher or David Beckham, and global symbols i.e. the three stripes of Adidas, and global communication i.e. media-marketing management by ESPN, for example, “to be first impressions for sport globalisation”. Dimanche (2003) expressed that ever since the global advancement of sport, cities have realised that sport not only unites people globally and provides global business opportunities, but sport also offers a sought after opportunity to showcase a destination, resulting in more and more cities transforming their brands. In addition, Hoye et al. (2012:4-5) stated that the global advancement of sport has impacted the organisation of sport; from an amateur pastime to a more professional organisation. Consequently, the industry has called for people and organisations to manage sporting events, teams, individuals, facilities and other aspects that make up the sporting industry. Moreover, as a result of the commercial setting attached to sport, sport marketers and sport marketing organisations are called to deal with marketing practices surrounding the sport, i.e. game results, teams, and fixtures. This in turn results in an intrinsic relationship between sport management and sport marketing as the global sport market advances.

However, although Schwarz (2007:199) agreed that sport marketing is important due to growing global opportunities in sport, he stated that within many sport organisations the sport marketing department is seen as disconnected from the core business of sport organisations. This leads to the sport marketing department working in isolation and, at times, is seen as a completely separate organisation from the rest of the sport management organisation. In light of this study, there is a great emphasis on branding which is a subset of sport marketing. Particularly focusing on city branding, this research made an effort to review the literature of sport marketing as an inclusive division within sporting entities.

2.3 Sport marketing

Sport marketing is generally defined as “the application of marketing concepts of sport products and services, and the marketing of non-sport products through an association with sport” (Smith 2008:3-4; Hoye et al., 2012:9). In their definition these authors identified two

applications of marketing, namely: marketing *of* sport (designed to meet the needs and wants of the consumers in relation to 'product', 'price', 'promotion', and 'distribution' of sport-related products, for example, customers purchasing sport-related goods, apparel and equipment or merchandise) and marketing *through* sport (marketing other consumer products through sports, for example, an athlete endorsing a non-sport related product).

Alternatively, Schwarz et al. (2013:12) defined sport marketing by looking at the definitions of sport and marketing separately: "A process of developing and implementing activities related to the production, pricing, distribution, promotion, and publicising of a sport product". This definition, although in some ways parallel to the former definition, does not indicate the distinction of the two marketing applications as identified by the previous authors. For the purpose of this research study it was important to adopt the definition of Smith (2008:3-4) and Hoye et al. (2012:9) as this research promoted the application of marketing a non-sport related brand (Cape Town city's brand) *through* the association of sport related products and services (sport events, sport facilities, sport teams and personalities, and sport brands). The following section will review the use of this application in the context of city branding *through* sport

2.3.1 Marketing through sport

Having established a definition that best described the purpose of this study, this section provides some insight and offers greater understanding of the marketing efforts *through* sport by means of examples. Fullerton (2007:3) outlined that "marketing *through* sport flourished during the 1990s and continues to represent a key strategic domain for marketers today." He indicated that marketing *through* sports are made up of three marketing strategies as illustrated below in Figure 2.1.

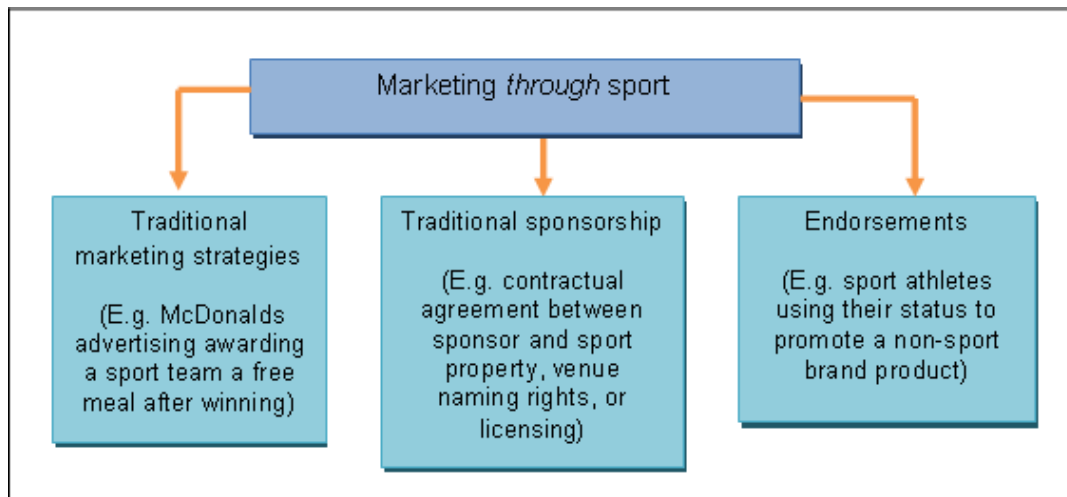


Figure 2.1: Marketing through sport (Fullerton, 2007:3)

Whilst these associations are in relation to the traditional sporting industry, there are studies which indicate that city branding through sport may add to this application from a city marketing perspective. As previously stated, a study conducted by Zhang and Zhao (2009), regarding the city of Beijing, used a major sporting event (2008 Beijing Olympic Games) for the maximum exposure of their city's brand. Then there is Truno (1995) who similarly reported on the urban transformation, among other factors, which the 1992 Barcelona Olympic Games had on the city of Barcelona. As a result of these studies, it can be regarded that the element of city branding contributes to the application of marketing through the association of sport.

2.4 Place and destination branding

It was important for this study to highlight the difference between place branding and destination branding, as these two concepts are often misconstrued across the literature (Hanna & Rowley, 2008). Anholt (2005) distinguished place and destination branding according to the 'product' that is being sold in the global marketplace. While the product of a place is often referred to as the nation, region, city, or town as a whole (Hanna & Rowley, 2008), the 'product' of a destination according to Anholt (2005: 118) "indicates the modern form of tourism promotion". The concept of city branding, which is the aim of this study, then becomes clear through place branding practices.

Place, destination and city branding are further reviewed later in this chapter. The following section is set out to review the literature on branding and brand associations in the context of city brands. It is set out according to the brand association model of Kavaratzis and Ashworth

(2005:508) as illustrated in Figure 2.2 below. These authors found that these associations are intrinsically linked and associate the application thereof with both traditional and city branding practices.

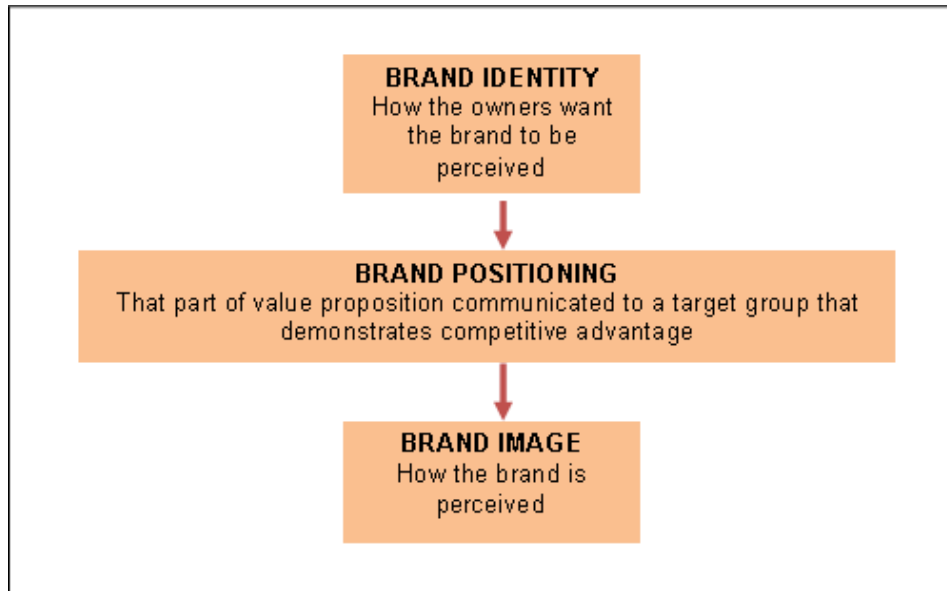


Figure 2.2: Brand associations (Kavaratzis and Ashworth, 2005:508)

2.4.1 Defining a brand

There is no single definition of the term ‘brand’ that is universally accepted. Anholt (2005) identified a brand as a difficult word and stated that the inappropriate use of the word creates a complexity around its definition. However, there appeared to be a general understanding of what a brand signifies (i.e. the need for differentiation) that showed consistency across the branding literature. Kotler and Gertner (2004) detailed this understanding in that, as a result of product features being easily copied, a brand becomes the tool for creating product distinctions. Keller (2008:10) emphasised that these product distinctions are perceptual realities of how consumers view the product, thus implying a value for consumers through differentiation. With regards to place brands, Kavaratzis and Ashworth (2005:506) wrote that “places have long felt a need to differentiate themselves from each other, to assert their individuality in pursuit of various economic, political or socio-psychological objectives”. Therefore, places similarly use brands as a tool for differentiation. The following authors argued that a brand moves beyond being a tool for differentiation, because of its unique attractions:

- A brand as a channel of communication

A 'simple' definition of a brand was introduced by Anholt (2005:117) who referred to the "name, logo, slogan and corporate livery by which a company, product or service is recognised". He argued that beyond drawing distinctions, a brand is understood as a channel of communication that implies something about the nature and personality of the product and its desired target market. Kavaratzis and Ashworth (2005:508) affirmed that branding is a mode of communication and the communication process is always two way. For the brand owner the brand communicates features and beneficial attributes imbedded in the brand. For the consumer the brand communicates the concepts of the brand (i.e. brand image) "which incorporates perceptions of quality and values as well as brand associations and feelings".

However, Hornskov (2011) suggested that due to the promise of brands to deliver a degree of quality when launching its brand identity, it should live up to its promise. He argued that this expectation of promise is linked to an authenticity challenge with branding and in particular to city brands, this creates a complexity in the event where cities with municipal brand identities desire the adoption of destination brand identities.

- A brand as a means of forming associations

Notably, earlier literature from Hankinson and Cowking (1993:10) alluded to a definition of a brand moving beyond the shaping of distinctiveness, to the forming of associations. They stated that "a brand is a product or service made distinctive by its positioning relative to the competition and by its personality, which comprise a unique combination of functional attributes and symbolic values". In addition, Kapferer (2004) linked a brand to the association of its identity as: "a good name of a place ideally linked to its identity".

These definitions not only indicate the evolution of a definition of the term brand but also signify the brand in the context of a place. Knox and Bickerton (2003) acknowledged that the concept of brand has developed over the years as the business environment changed. Hankinson (2010) wrote that this development had resulted in the deepening and widening of the branding domain as detailed in figure 2.3 below. For this particular study it is important to look at place, destination and city branding categorised within domain widening.

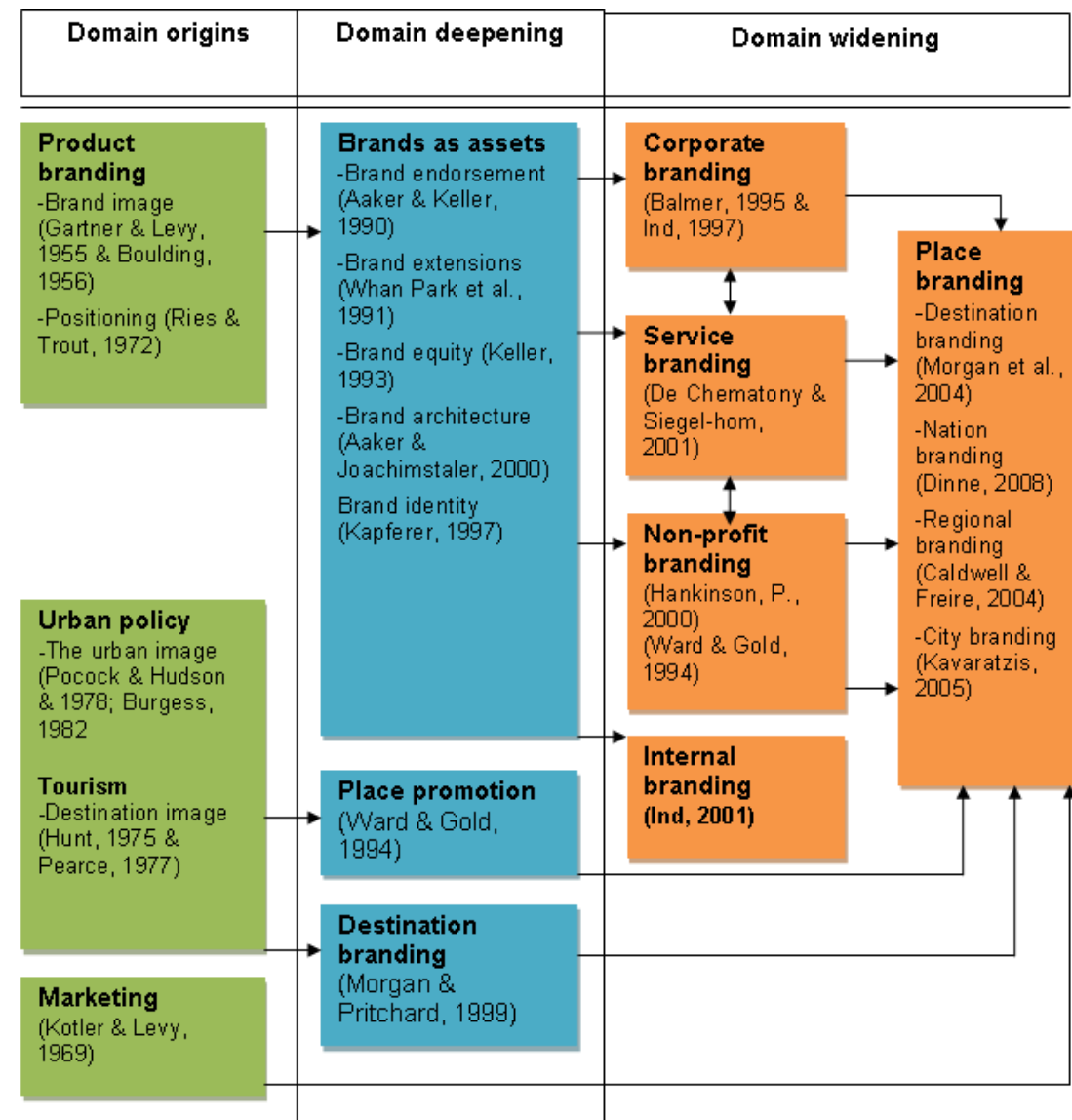


Figure 2.3: The development of the mainstream and place branding domains (Hankinson, 2010:302)

For place brands Anholt (2005:118) argued that incorporating a logo and slogan is not enough to win favourable results. He recognised the importance of place brands, namely to “intellectually, responsibly and imaginatively” apply the best lessons, techniques and observations from advanced branding which will secure “far-reaching and potentially world changing” results. Govers and Go (2009:14) agreed on this importance and wrote that “place branding is not just about communicating, but also about stimulating and executing creative and innovative ‘on-brand’ ideas; that is, actual investment in local products, tourism services, infrastructure, education, sports, health care and cultural heritage”.

In hindsight, Anholt (2005) recommended that the ‘simple’ definition of the brand, referring to the name, logo, slogan and corporate livery of a company, product or service, applies to

destination brands. He believed that “it is not only possible but necessary as visual identity, slogans, design and advertising play a critical role in the selling of a product” for a destination (Anholt, 2005:118). Baker (2007:22) and Daye (2010) on the other hand, argued that destination brands should extend beyond the traditional logo, tagline, or advertising theme, to incorporate organising principals designed to influence everything a Destination Marketing Organisation does for the most rewarding customer experiences.

Winfield-Pfefferkorn (2005:2,10) further stated the possibility for a city to have a brand and image that essentially evolve into quality of place. He wrote that if cities depict the following list of characteristics, only then are they considered as brands. These include:

- Offer attractive employment;
- Not be unduly expensive in relation to wages;
- Provide good and affordable housing;
- Have reasonable public transportation;
- Have good schools and recreational/cultural attraction; and
- Have a reasonable climate

He stressed that these characteristics are spread through ‘word of mouth,’ ‘public relations,’ as well as some sort of ‘advertising’ which will relay the message of the liveable conditions and attractiveness of a city, therefore, complying to more traditional branding practices (Winfield-Pfefferkorn, 2005:2, 10).

In addition to city brands, it was important to review the literature of sport brands as it equally served significance for this particular study. Alluding to the traditional sport marketing industry, Smith (2008:115,118-119) defined a sport brand as “the symbolic representation of everything a sport organisation seeks to stand for, leading to expectations about its value and performance”. Schwarz and Hunter (2008:365), however, focussed on the business aspect of the sport marketing industry and described a sport brand as “the business of the sport marketing professional, not just a concept or campaign that is discussed internally”.

2.4.2 Strategic branding process

The concepts of brand and branding are not necessarily the same. According to Stigel and Frimann (2006), it’s the brand’s characteristics and advantages that inspire the concept of branding, thus branding only ‘arrives’ after the brand is already established. The definition of the term ‘branding’ is described differently across the literature. However, regardless of the nature of business, it presents a common purpose: “to escape the sameness and blandness that has enveloped so many competitors” Baker (2007:21). The branding process to do with

separating similar features and functions of products, essentially leads to communicating a distinctive value of the product over that of its competitors, which is also known as brand equity (Broniarczyk & Alba, 1994; Hoyer et al., 2012:211).

As previously stated, due to brands evolving over the years, it was not surprising to learn that branding has likewise consistently evolved (Vel, Suhail, Satyanarayan & Easo, 2011) and is also believed to have become increasingly strategic. For this reason, Hoyer et al. (2012:211) defined branding as a “strategic instrument used by sport marketers to argue their products by associating them with certain ideas”. Strategic branding for cities aims to “create and profile a commodity from something that is fundamentally intangible” compared to the branding of products which focuses on the tangibles (Stigel & Frimann, 2006:250). The following section is set out to review literature on brand associations and its significance thereof for city brands.

2.4.2.1 Brand identity

Brand identity is believed to centre on the clear and unique expression of the core concept of the actual product (Anholt, 2007a). Kavartzis and Ashworth (2005) argued that brand identity is the way the brand owners want the brand to be perceived (Kavartzis & Ashworth, 2005). Certainly there are extensive definitions of brand identity, however, for this particular study, the definition that linked brand identity to the benefits derived from its value propositions (Kapferer, 2012); best suited the purpose of this study.

Kapferer (2012) stated that the value propositions that make up brand identity consist of functional, emotional, and self-expressive benefits that create a relationship between brand and consumer. While Aaker (2009) agreed with Kapferer (2012) on these benefits, he disputed the view that functional benefit is as strategically effective as the emotional and self-expressive benefits. He noted that it is due to:

- the reluctance of consumers to believe that a brand has functional advantages over other brands due to contradictory claims by competitors via advertisements;
- if the functional benefit is the basis for product differentiation, then competitors can easily imitate it;
- functional benefits may not present long term relationships with consumers as it has no emotional attachment to it; and lastly,
- a brand that relies heavily on its functional benefits is restricted in terms of change or extending itself (Aaker, 2009:23).

As a result of these points, Aaker (2009:23) suggested that brand managers “move past functional benefits and consider emotional, self-expressive and (added) social benefits as a basis for value proposition”.

The value propositions of cities present a different view compared to products whereby the ‘symbolic’ benefit is added. (Hankinson, 2004; Pike & Ryan, 2004) recognised that, it is important for the city to satisfy the functional, symbolic and emotional needs of visitors, as well as organise aspects that satisfy those needs to be worked into the value proposition of the city. Hall (2008) further identified this added benefit in the ‘software’, i.e. symbols and values of the city brand identity. Moreover, despite Stigel and Frimann’s (2006) earlier expression of branding intangible city commodities, Hall (2008) expressed the importance for the city brand to connect to some tangible elements such as its ‘design’, ‘architecture’ and ‘point of location’, otherwise defined as the ‘hardware,’/ functional benefits of the place or city. With both tangible and intangible elements, the core identity of a city as well as its value propositions is highlighted. It was important for this study to gain insight into key elements that make up the soft- and hardware of the Cape Town brand identity as well as act as value propositions for the Cape Town city brand.

Notably, Govers and Go (2009:55) and Zhang and Zhao (2009) wrote that although the brand identity of cities is subject to the pressures of globalisation, sports, and in particular sports events, are regarded to be valuable opportunities for broadcasting the host city’s core values and identity. Therefore, beyond the general elements, it is also important to determine the element of sport as a value proposition to the brand identity of the overall Cape Town brand.

Kavaratzis and Ashworth (2005) described the relationship between brand identity and brand positioning, suggesting the value proposition decided upon by the owners should further be communicated to a target audience to whom the brand identity is aimed. This, according to the authors, leads to the positioning of a brand.

2.4.2.2 Brand positioning

Brand positioning is often believed to carve out and occupy a distinctive place in the minds of its target market (Hoye et al., 2012:204; Armstrong & Kotler, 2015:224). For this reason, Kavaratzis and Ashworth (2005:508) identified brand positioning as “part of the value proposition communicated to the target group that demonstrates a competitive advantage”. Illustrating examples of brands with distinctive positions, Ferreira, Hall and Bennett (2008:735) referred to Visa that is positioned as a ‘widely-accepted credit card’, as well as

the perception of Apple computers as 'user-friendly', and the perception of the Dallas Cowboys as the 'American Football team'. Furthermore, Hankinson (2004) and Pike and Ryan (2004) highlighted the significance of establishing a city's brand positioning as a result of the expressed benefits derived from the value propositions of a city's brand identity. Therefore, brand positioning is also believed to be linked to brand identity.

When establishing brand positioning Fuchs and Diamantopoulos (2010) argued that marketers need to be aware of the many faults they may incur. Firstly, when a 'wrong' positioning strategy is selected it may affect the outcome of how the product is perceived in the minds of consumers. Secondly, if a well chosen positioning strategy is poorly executed it may result in an ineffectively perceived positioning by consumers. Therefore, these authors argued that a sound positioning strategy and execution plan is imperative in order to secure an effective result.

With regards to city brands, Prayag (2007a:152) proposed "affective associations" that can be used for the positioning of a city's brand. In his study he concluded that although the foundation for building a powerful Cape Town brand is already in place, the positioning of the brand in terms of the city's increased appeal towards visitors and its improved competitive advantage over other national cities such as Johannesburg, Durban and Tshwane, needs further refining. It then became important for this study to not only determine the distinctive Cape Town brand positioning according to its value propositions, but also to establish the city's competitive advantage/s compared to national cities.

2.4.2.3 Brand image

The perceptions of people are believed to impact greatly on the brand image (Graeff, 1997; Kavaratzis & Ashworth, 2005). These perceptions consist of a variety of 'associations,' 'memories,' 'expectations' and other 'feelings' of a product, service or organisation (Anholt, 2007a:5). Anholt (2007a) stated that the feelings of people in particular become important drivers of people's behaviour; therefore the brand image becomes a critical concept for cities. Linked to the proposed 'affective associations', essential for the positioning of a city's brand, it becomes apparent that the feelings of people are significant for the brand positioning and brand image, intrinsically linking these two brand associations.

Due to the brand image being linked to the brand positioning, Park, Jaworski and MacInnis (1986) believed that an effective brand image can help establish and maintain a brand's positioning within its target market. They also believe that it will increase the lifespan of the brand within the market as it will prevent a decline in performance in the long run.

Consequently, they defined the brand image not merely based on a perceptual phenomenon but also an understanding of customers obtained through its brand-related activities.

Despite the reference to this linkage between brand image and brand positioning, there were authors who argued this association in theory. Implying a linkage between brand image and brand identity instead, Meenaghan (1995) argued that the brand image is what is perceived from the brand identity of a product- which can be controlled by companies. This idea, therefore, indicated a complete disregard for the importance of establishing a brand positioning, the need for differentiation, as well as demonstrating a competitive advantage through the value propositions of the branded product.

With regards to city brands, Prayag (2010:463) suggested that “a compelling brand image is quintessential for the success of city brands”. He stated that in the event of reimagining a city’s brand, the prior image of the city may still dominate the minds of the visitors. Cape Town, being part of a country where oppression and suffering prior to 1994 was rife (Apartheid era in South Africa), exemplified a city that may remain attached to its prior image in the minds of people in some countries. However, post apartheid Cape Town city has developed into a city of opportunity, and sport, and in particular the bid for the 2004 Olympic Games aimed at reimagining the city (Hiller, 2000).

2.4.2.4 Brand personality

A brand, much like a person, is believed to possess certain characteristics that people can relate to or are attracted to (Anholt 1998). For this reason, a brand owns a ‘personality’. Aaker (1997) and Westerbeek and Linley (2012) defined brand personality as a set of human-like characteristics that can be associated with a brand. While this definition is widely accepted throughout the literature, Aaker (1997) argued that although human-like and brand characteristics are the same in context, it is different in the way both are formed in the minds of consumers.

Furthermore, Prayag (2007a) wrote that brand personality provides consumers with more detailed knowledge as they become more familiar with the brand. Hosany, Ekinci and Uysal (2007) suggested that there is a relationship between brand image and brand personality, however, due to a lack of empirical and theoretical investigation, the relationship between the two remains ambiguous.

According to Prayag (2007b), through a method of word association, the brand personality of Cape Town city was described by tourists as ‘young’ and ‘adventurous’. While these seemed

to be enduring characteristics, it does not make up the overall brand personality of the city. Prayag (2007a:151) concluded that “as brand Cape Town develops a presence and position in its target markets, it needs to continually extend itself to build on its core personality”. Beyond the aims of this study to establish whether there is a “sporty” or “competitive” personality trait associated to Cape Town city’s brand, it has also aimed to provide more knowledge about the city’s brand by considering stakeholder’s experiences in working closely in promoting the sport personality brand of the city.

As a result of the above branding literature, Kavaratzis and Ashworth (2005:510) concluded that places easily possess the above brand associations of identity, positioning, image and personality and “can thus be managed to maximise equity, value and awareness”. However, these authors wrote that it is yet to be considered how these associations shift in meaning as they are applied to places over products.

2.4.3 Place branding

Crang (1998), Holloway and Hubbard (2000) and Kavaratzis and Ashworth (2005) wrote that people make sense of places in their minds and form their perceptions around planned interventions such as places roads and infrastructure; through the manner in which people use places e.g. for amusement, entertainment, sport, education, and the way places are represented in films, novels, news reports. They agreed that these perceptions determine the way places are branded. While these authors agreed that the ultimate concept of a place brand resides in the minds of people, Anholt (2010:11) argued that these concepts in fact reside with policy makers. This argument opens the discussion on whether place branding is controlled by brand managers/ policy makers or perceptions of people. Place brand management functions according to Anholt (2010:11) include:

- forming productive partnerships between government, business and civil society to achieve harmonized goals;
- establishing the place’s reputation and an external phenomenon by doing business with international markets;
- managing, measuring, protecting, leveraging and nurturing a place’s reputation in the long term;
- establishing brand management in order to form strategic vision surrounding the purpose of the place; and lastly,
- implementing new development that will highlight the advancement of a place in the eyes of international media.

Despite previous insight on visitor perceptions and experiences in determining the branding of places, Hall (2008) recognised a challenge in successfully branding a place in line with every visitor's experience. He stated that due to the tangible elements of places, it is challenging to brand places with an image true to every person's experience. For successful place branding, he suggested, the place must be able to communicate an image that appeals to specific target audiences, including potential businesses, residents, and tourists. Consequently, Berkowitz et al. (2007) suggested that, with successful place branding, the right strategy is important to communicate the place brand while considering the interest of different audiences, such as tourists, investors, residents, and businesses. Furthermore, Kavaratzis (2005) expressed that place branding should not only develop a suitable environment to attract potential visitors but also keep existing visitors satisfied with what the place has to offer. For this particular study it was important to gain an understanding of stakeholder opinion of place branding to determine the importance thereof for the Cape Town brand as well as establish the responsible parties involved when developing and managing a place brand.

While the concept of place branding is relatively new (Berkowitz, et al., 2007), the importance of places and cities to engage in place branding has been increasingly growing over the years due to the advancement of globalisation (Kavaratzis & Ashworth, 2005; Hall, 2008). Consequently, Baker (2007:17) confirmed that:

“Cities of all sizes are competing against other places and organisations on the other side of the world and the heightened competitive environment makes it essential for places, no matter their size, to clearly differentiate themselves and convey why they are relevant and highly valued options”.

Smith and Westerbeek (2004:174-175) recognised that due to cities competing for the same resources, themes, talent, investment, tourism and other external capital, through the deployment of the same sport, developing and implementing the same facilities and infrastructure to attract businesses and investment, the importance of establishing a competitive advantage is imperative.

Freire (2014) explained how place branding has become increasingly important to African nations in particular. For many African nations, an increased flow of investment and the development of improved business and tourism infrastructure, combined with the emergence of a stronger middle class, have led to greater competition between the African nations. Place branding has been viewed as a means of assisting African nations to overcome what

Anholt (2007b:122) refers to as the “Brand Africa” dilemma, where all African nations are viewed as a collective by outside nations, usually associated with the many negative aspects of the continent that are continually in the media, such as violence, corruption and disease (the recent ‘Ebola’ outbreak is a pertinent example of this). As a result, Anholt (2007b) wrote that those images portray a false perception in the minds of people of South Africa’s brand and suggest that “Africa” should be replaced with its 53 separate nations, each with its own story to tell. He further suggested it is up to the government to be serious about their brand management or else the vague image of the country’s human and economic development will never cease.

Cape Town city, in turn, shares many of the same connotations attached to South Africa’s brand. Based on the suggestion of Anholt (2007b), in order to present a true Cape Town brand, each individual city’s brand should also be separated from its nation’s brand. Certainly evidence suggest that in relation to the Cape Town brand, with the hopes of winning the 2004 Olympic Games, “the principle of human development distinguished Cape Town’s bid from its competitors” (Cornelissen & Swart, 2006:116), therefore setting it apart from other national cities.

2.4.4 Destination branding

Much like places, Kavaratzis (2005) expressed that people visit destinations based on prior images they have of the destination. They consume or experience a destination by comparing those images with the reality of the destination when visited. Therefore, Bickford-Smith (2009:1764) explained that “destination branding would be a major way in which we are told both how to imagine and ‘consume’ places”. Anholt (2007a:2) further suggested that it is up to responsible governments, on behalf of its people, institutions and their companies, to determine the world’s perceptions of the destination and then develop a strategy for managing it accordingly, as well as structuring a “fair, true, powerful, attractive, and genuinely useful reputation for its economy, political and social aims”.

To recap, a destination indicates the modern form of tourism promotion (Anholt, 2005:118). Indicating benefits to for economic, political and social development destinations, it is noted that destination branding seeks to reach beyond the benefits for the destination’s immediate image and attractions. Morgan, Pritchard and Pride (2010:4-5) argued that destination brands are reaching beyond a mere tourism industry and are looking to embark on brand-building initiatives that will include tourism and economic development as destinations seek to position themselves as holistic place brands. Furthermore, Dimanche and Sodja (2007) recognised that sport is playing a significant role as a contributor to the destination economy

and destinations use sport as a vehicle to 'differentiate' and 'position' themselves as well as 'target specific groups of consumers'. It was important for this study to establish whether the Cape Town brand complies with being considered a destination of choice for sport.

2.5 City branding

Stigel and Frimann (2006:247) found that ever since the 17th century, Danish towns sought city branding opportunities and have since spurred other towns and cities to promote their city brands. These authors noted that during that particular era, promotional films and brochures were the main mediums used to communicate their cities' invented slogans. However, they recognised that recently city branding has taken on various forms. While some cities choose to adopt and promote their brands through their city's slogan, others may exploit their attractions, such as, museums and musical or cultural efforts. For other cities they may choose to capitalise on their position as a leader of sport and promote their city's brand accordingly. Hall (2008) previously expressed that as cities comprise of tangible and intangible commodities, both physical and mental elements of the city become important for city branding practices.

Furthermore, Kavaratzis and Ashworth (2005) and Sáez et al. (2013) likened the branding practices of cities to the branding of products. They wrote that people make sense of a city's brand similar to the way consumers make sense of products. They also argued that although cities differ in their physicality of direct transactions, cities can be viewed as an entity associated with a set of values promoting the city's assets and its products, and as cities compete with each other, the way products do, they should therefore be marketed similarly through branding strategies.

However, Zhang and Zhao (2009) remarked that creating a distinctive identity for cities that communicates a competitive advantage is not easy and challenges differ from city to city. They also stated that as a result of increased competition as a result of globalisation, city branding has become more and more strategic and challenges differ from city to city. Sáez et al. (2013) identified a number of challenges that may compromise the development and establishment of strategic city branding. These include:

- The number of stakeholders involved in city branding (each have their own agenda and objectives that need to be met which may cause the city brand to appear indistinguishable to the rest of the world);
- The reluctance of city authorities to commit to a single brand identity (instead they attempt to combine cultural aspects, natural attractions and people in one brand);
- City brand slogans that do not match the perceptions of the citizens; and

- The distinctive positioning of a city brand (it may be challenging for cities that identify with multiple values and those cities who share values with other cities) (Sáez et al., 2013).

Based on these challenges, it is clear that there is a need for strategic city branding when aiming to establish a defined brand. Beyond the need for strategic city branding, Zhang and Zhao, (2009) reiterated the need for a competitive advantage for cities that will distinguish them from another when competing for global business opportunities, as previously discussed. These challenges also emphasise the need for cohesive partnership and stakeholder involvement in city branding. The role of partnership and stakeholder involvement in city brands is discussed later in this chapter.

2.5.1 Re-imaging a city brand

During the review of city branding literature, the term 're-imaging' or 're-imagining' was consistently used. Smith (2005) described the re-imaging process, as the deliberate exploitation of a specific industry to transform the city's image. In the event of re-imagining a city's image, he also found that "a growing number of post-industrial cities are utilising sport initiatives to present an attractive image to tourists" (Smith, 2005:217). Onnes (2010) wrote about the city of Barcelona that deliberately utilised the hosting of the 1992 Olympic Games to transform its image and change its city brand. Leading from these insights and examples, it was safe to assume that, while city branding centres on strategic branding processes around associations and attractions that make up a city brand, re-imaging involves changing perceptions of people around the image attached to the city brand. As a result of its aim, to derive city brand awareness and global business opportunities, it is possible that city re-imaging falls under the umbrella of city branding.

In relation to the duration of transforming a city's image, Baker (2007:43) stated that when the image of a city is negatively portrayed over decades, it is challenging, if not impossible, to change the image in the short-term. He argued that the process of transformation may take 15 to 20 years to completely leave behind the old image, especially for cities that have long held industrial images. This argument could be challenged on the basis that it took the city of Barcelona 13 years after the democracy of Spain to completely re-image, transform and reposition itself from an industrialised image to a modernised image as well as being one of the leading sporting cities in the world Bellosso (2011:121). This chapter later reviews cases where the cities of Barcelona and Melbourne used sport in an effort to reimage their respective city brands.

2.5.2 Partnership and stakeholder involvement in city brands

Previous studies showed that city branding strategies fail as a result of the absence of valued stakeholders (Ooi & Pedersen, 2010; Houghton & Stevens, 2011:45). Hankinson (2004) wrote that it is a network of public and private organisations that jointly develop a city brand and not merely one single organisation. Sheehan, Richie and Hudson (2007) and Houghton and Stevens (2011:45) identified that, beyond the contribution of public and private organisations, it is also with the involvement of local residents, community, local, regional and national authorities, as well as destination marketing organisations all working together, that city branding is made possible.

Despite the efforts of stakeholder cohesion, Ooi and Pedersen (2010) explained that stakeholders have different agendas in achieving their own goals and objectives. According to Morgan, Pritchard and Piggott (2003) the efforts of stakeholders working toward one goal may even cause cities to endure branding challenges which may result in uncontrolled brand management and undeveloped city identities. Furthermore, Trueman, Klemm and Giroud (2004) stated that conflict may sometimes appear evident in stakeholders' efforts when working together. Hargreaves and Ferrando (1997) wrote about the conflict that existed between the organising committee of the 1992 Barcelona Olympic Games that consisted of the Spanish government, Catalanian government, Barcelona City Council and the Spanish Olympic Committee. These authors reported that as a result of the hosting rights that presented different opportunities for all parties involved, there was tension in the overall objectives of the event for the city and nation. For example, while the Spanish government strived to achieve national prestige as a modernised nation as well as the opportunity for economic increase through public and private investments in infrastructure, the Catalan government sought an opportunity for a long-term venture in enhancement of prestige, economic development and political independence. For the municipal government, their objective was to modernise the urban infrastructure of the city of Barcelona. Hargreaves and Ferrando (1997) argued that these are possible conflicts that may occur during cohesion of stakeholders.

Another example of disagreement between stakeholders was noted by Padayachee (1997) who wrote about the decision making regarding the bid for the 2004 Olympic Games from South African cities. He stated that "when Cape Town, Johannesburg and Durban were entered to bid for the 2004 Olympic Games, there was huge controversy among stakeholders regarding the wisdom of a decision to enter the competition at all". However, Cornelissen and Swart (2006:115) stated that there was a lack of stakeholder support around the bid for the Olympic Games and, although the National Olympic Committee of South

Africa (NOCSA) selected Cape Town as the candidate city, Raymond Ackerman, who initiated the bid, did not feel fully supported by NOCSA as the committee's idea was to wait for support from government after the inauguration of the democratic elections in 1994. Despite these disagreements, Hiller (2000) argued that the Cape Town bid allowed for an opportune partnership between public and private industries as well as an additional implementation of government policy. For this particular study it was, therefore, imperative to learn about sport brands and city stakeholders' partnerships and uncover their cohesive working relationships during the development of the Cape Town brand and sport brand alike.

2.5.3 The Cape Town city brand

Established in 1652 (Holzschuch & Teppo, 2009), Cape Town city is known as "the 'Mother city' on the southern tip of the continent" (Hiller, 2000:443). The city is believed to hold an image created as "warm and welcoming, vibrant yet electric mix of smallholdings, light industry, shantytowns and upmarket residential suburbs" (Padayachee, 1997:115). It was found that, among tourists, Cape Town city is known for its unique natural features such as Table Mountain, Robben Island, and its wine and fruit farms (Prayag, 2007). Although Prayag (2010:480) later discovered that the 'wineries', 'history', and 'attractions' in Cape Town are unique to the city's brand, he argued that these aspects "do not adequately differentiate the brand". He stated that "whilst many positive associations exist with Cape Town's brand, only a few seem to adequately differentiate the city, 'such as scenery', 'value for money', and 'Table Mountain'".

Furthermore, Cape Town is regarded as an emerging African city brand that has a strong association with sport. The importance of sport to the city is manifested in its hosting of a series of major and mega sport events, such as the 1995 Rugby World Cup, the 1996 African Nations Cup (football), the 2003 Cricket World Cup and, most significantly, the 2010 FIFA World Cup. It also hosts a number of high-profile, international sport events annually, such as the Cape Town Cycle Tour and the Two Oceans Marathon. It boasts established sport teams, leagues and supporters, including the Stormers Rugby, Cape Cobras Cricket and Ajax Cape Town Football Club. However, the city faces challenges similar to most emerging African cities relating to its state of development and social inequalities. As a result, Gibb (2007:537) concluded:

"While it may not be a top-ranked competitor, Cape Town does display global city characteristics such as a growing aggressiveness on the part of urban planners and development practitioners in foreign investment attraction, strategic

marketing campaigns, and the hosting of high-profile events that provide valuable lessons for aspiring secondary global cities”.

Moreover, compared to other national cities, Minty (2006) wrote: “The city has a considerably longer urban history than other South African cities, a unique geography and a racial composition more in common with other port cities on the Atlantic than with the interior”. This author stated that local government and stakeholders of Cape Town are realising that the city has more value than it being a mere natural attraction or holiday mecca. Stakeholders comprehend the potential of Cape Town city to host major sport events since the bid to host the 2004 Olympic Games (Hiller, 2000). Therefore, beyond establishing the competitiveness of the Cape Town brand, this study has made a national comparison with cities such as Johannesburg and Durban, with a specific focus on sport-which was the focus of this study. Before reviewing the impact of sport on city brands, the following section reviews literature on sport tourism as this study has identified a key relationship between the two industries.

2.6 Sport tourism and its association with city branding

Although travelling for sport is nothing new, the theory and attention given to sport tourism has increased in the sport and tourism industries as well as the academic world since the mid-1990s (Gibson, 2006:1). The earliest example of the relationship between sport and tourism has been tracked back to 776 BC at the Olympic Games in Greece where athletes, spectators, politicians, ambassadors all travelled to the Games (Standeven & De Knop, 1999:14; Weed & Bull, 2004:3). “Sport and tourism are now inseparably linked and as globalisation advances, new and exciting possibilities are opening up to enrich touristic experiences through sport and enhance sport development through tourism” (Standeven & De Knop, 1999:6). For this reason, although sport and tourism are both thriving industries in their own right, the sport and tourism industries as an amalgamation (sport tourism) offers win-win benefits for both industries and for sport tourism as a whole.

Standeven and De Knop (1999:12) defined tourism as “the temporary movement of people beyond their own home and work locality involving experiences unlike those of their everyday life”. They defined sport tourism by referring to travelling for the purpose of engaging in all forms of sport activity, namely: “All forms of active and passive involvement in sporting activity, participated in casually or in an organised way for non-commercial or business/commercial reasons, that necessitate travel away from home and work locality”.

Although this definition defines sport tourism in its traditional form, a definition of sport tourism by Pigeassou (2004) alluded to the added economic and social activities involved

when travelling. Pigeassou (2004:287) wrote that tourism is firstly seen as an economic benefit when people travel outside destinations before it is seen as a sport experience of some sort as people can have sport experiences in their hometown; however, having a travelling experience in their home environment is somewhat impossible. For this reason he defines sport tourism as “an economic and social activity at the crossroads of sport and tourism”. Weed and Bull (2004:14) agreed with Pigeassou (2004) on this phenomenon and added the cultural phenomenon arising from the unique interaction of activity, people and place.

Furthermore, according to a definition by Higham (2005:9), opportunities for place and city development is recognised. He stated that “sport tourism represents an avenue of development in tourism destinations that is, through its continuing growth and increasing diversity, rich in opportunity”. The definitions of Pigeassou, (2004), Weed and Bull (2004) and Higham (2005), that emphasised the economic, social, cultural and place and city opportunities, therefore best relate to the aim of this study.

In relation to city branding, Berkowitz, et al (2007:169) wrote that “tourism is the most visible element that includes the direct marketing of attractions and scenery” and can have an excessive influence on a city’s brand. However, these authors stated that tourism should not be overshadowed by equally important factors that naturally brand cities such as majestic mountains, pristine beaches or other natural attractions. Dimanche (2002) stated that events add to the city’s range of tourist attractions as well as actively seek media coverage as a promotional strategy in the hope of encouraging future visits to the city. However, Moilanen and Rainisto (2009:21) identified challenges in building a place brand as events are experiences and experiences cannot be produced but only offered as a framework; hence one cannot guarantee that the promise of the experience will be fulfilled. Brown, Chalip, Jago and Mules (2010:279) suggested that places should instead be active in shaping their image around these events for repeat tourist visits.

2.7 The impact of sport on city brands

“The relationship of sport and city can be traced back to ancient times” where historians studied sport, more specifically the Olympic Games, in relation to the City-States in Greece (Gems, 2010:51). However, the business and commercialisation of sport came into being when promoters of sport such as ‘boxing’, ‘horseracing’, and later ‘basketball’, ‘football’ and ‘soccer’ realised that people were willing to pay to watch live performances of their teams. Team owners therefore catered for such events by building stadiums where they could charge admission fees, advertise their games and teams, as well as remunerate athletes. As

a result, cities developed and built technical infrastructure that supported the economy which in turn developed the start of the business and commercialisation of sport (McComb, 2004:8).

Sport can be a powerful agent in the imaging, re-imaging and branding of places and cities (Getz, 2003; Higham & Hinch, 2009). Sport in itself has been proposed as a means of generating and communicating a strong and coherent brand for a city, whether in the form of sport events, teams or places (Rein & Shields, 2007; Zhang & Zhao, 2009). The following section, therefore, reviews the impact of various sporting entities (sport mega-events, sport facilities, sport teams and sport personalities and sport brands) on city brands. It further sets out to review case studies on the Barcelona and Melbourne respective city brands, particularly illustrating the contribution of sport to the positioning of these city brands as some of the most recognised cities in sport.

2.7.1 Sport mega-events

Sport mega-events are defined by “their impact and complexity in organisation and delivery” (Malfas, Theodoraki & Houlihan, 2004). There has been a growing awareness of the potentially significant brand-related impact that hosting sport mega-events can have for a host city. Indeed, the perceived brand-related opportunities that a mega event provides for a host nation have been mentioned among the primary reasons for a nation bidding to host such an event, particularly so among the recent number of emerging or “middle-income” mega event host nations such as China (Beijing 2008 Olympic Games), South Africa (2010 FIFA World Cup), and Brazil (2014 FIFA World Cup and Rio 2016 Olympic Games) (Tomlinson, Bass & Pillay, 2009). Jago, Dwyer, Lipman, van Lil and Voster (2010) documented an example of the city of Melbourne in Australia that focused on attracting sport mega-events to not only build its city brand but also to strengthen the city’s tourism industry. The contribution of sport to Melbourne city’s brand is detailed later in this chapter.

Sport has been acknowledged for its role in place identity formation (Higham & Hinch, 2009). Nauright (1997) expressed that sport played an integral role in the history of South African and Cape Town society and its national and city identity by being promoted as a unifier of people. He referenced the hosting of the 1995 Rugby World Cup as the sport mega event that brought this significant role to life. Similarly, Padayachee (1997:115) stated that the bid for the 2004 Olympic Games “marked the unification of two cities namely the greater Cape Town Metropolis and the historically disadvantaged Cape Flats”.

For this reason, Cornelissen and Swart (2006:115) argued that the 2004 Cape Town bid for the Olympic Games presented the first opportunity for South Africa and Cape Town city to engage in place branding practices. Authorities reasoned that “since the Olympic Movement was the first to expel South Africa from international sport, it should be the first to welcome it back by awarding the 2004 Games”. Over a decade later South African host cities still continued in this pursuit for city branding opportunities through sport mega-events, case in point being the 2010 FIFA World Cup. For example, the city of Durban “constructed plans to revitalise its city image through the media attention that accompanied the tournament”. The 2010 FIFA World Cup offered the city of Durban a significant opportunity to rebrand its city image. More importantly city authorities, together with the Province of KwaZulu-Natal and federal government have realised these opportunities and capitalised on the World Cup to achieve it (Roberts 2011:70).

Furthermore, Rein and Shields (2007) explored sport as a branding platform for emerging, transitional, negatively viewed or newly industrialised nations. They identified the particular advantage of sport as its ability to generate passion and create a connection with its fans, which they described as stimulating “an emotional heat between the participants and the audiences” (Rein & Shields, 2007:74).

Participation in sport activities is known to influence destination development and is recognised as a key tourist recreational activity (Dimanche & Sodja, 2007). Dimanche (2003) recognised the increased use of sporting events as marketing strategies to help promote, position, and brand destinations. Examples of such are: the Oktoberfest (Germany); Carnival (Brazil); and Wimbledon Tournament (England) (Kotler & Gertner 2004:47). Knott (2013:39-40) also recognised that through hosting matches during the 2010 FIFA World Cup, the spectacle allowed for Cape Town city’s brand to showcase its natural attractions, city appearance, and highlight its cultural attractions as well as change perceptions of people from the global community. For this reason, sport mega-events not only provide an opportunity for place-city branding, but also influence the way the place or city is globally perceived.

Notably, sport mega-events exude major economic benefits for host cities through investment and business opportunities. During the Cape Town bid for the Olympic Games, one of the aims was to better the economy of the city as well as promote South Africa’s interest in the global economy (Hiller, 2000). Aware of the economic impact as a result of hosting the Games, Hiller (2000) stated that, regardless of the Olympic opportunity for sport

promotion at grassroots, the expectation of economic improvement showed greater importance. Nonetheless, Shipway and Fyall (2012: 1-2) explained;

“While the rationale for sport mega-events is generally economic, they can generate benefits for the areas of the host community, social regeneration, employment, inward investment in infrastructure, and opportunities for enhancing tourism”.

2.7.2 Sport facilities

Sport facilities are often defined as “a place where sport competitions are delivered as entertainment for sport spectators and as an activity for sport participants” (Smith, 2008:158). It is the distribution channel where, not only sport, but also “physical education lessons, coaching, community competitions, health and rehabilitation consultations, and local and recreational sport practice and events, occur (Smith, 2008:158). Many sports require sophisticated facilities. However, depending on the participation level, sport activities can take place at any indoor or outdoor facilities with the basic essential sport equipments (Watt, 2003:43). Cities invest millions to host the Olympic Games and compete for the benefits that accompany the construction of exceptional facilities i.e. use in housing athletes and venues for staging sport events (Heslop, Nadeau and O’ Reilly, 2010). Additionally, King and Jago (2003) wrote that sport facilities not only act as venues for staging sport events during the hosting phase, but also for staging subsequent events afterwards, such as concerts, as well as play a part in transforming the image of the city in question.

Westerbeek, Smith, Turner, Green and Van Leeuwen (2005) identified a number of value-added benefits to the constructing of sport stadia and facilities for the staging of sport mega-events. The first is an impact in relation to community support. They wrote that sport facilities should add value to the community as the renovating of old and the building of new facilities needs to be accountable to the community who invested in the funding of it in terms of community access and utilising the facilities for local community events. For example, during its bid to host the 2004 Olympic Games, Cape Town city presented plans to provide multifunctional facilities in disadvantaged communities who have previously suffered under the apartheid regime where government discouraged any kind of community infrastructure in these areas (Hiller, 2000). He suggested that these facilities were to serve the community and encourage maximum sport participation by all types of user groups.

Beyond the benefit to the community, another value added benefit outlined by Westerbeek et al. (2005) relates to the city’s economy. These authors agreed that the construction of

facilities results in visitors spending money at surrounding restaurants, and hotels, as well as generating private investment into infrastructure etc. Therefore, the construction of sport stadia should add to economic development rather than detract from it.

It is also suggested that destination development is impacted by the construction of sport facilities. Westerbeek et al. (2005) argued that cities are becoming more knowledge-based and technologically inclined rather than attractive, as information, new knowledge, and cultural and health services are the drivers of success when investing in the construction of new facilities for destinations.

Lastly, sport facilities are believed to be of value to the social and cultural development of the host city. There are social benefits such as 'exposure to sport', 'development of officials and volunteers', and 'generating event specific knowledge' and cultural benefits such as accessibility for all people of race, ethnicity, and religion (Westerbeek et al., 2005). For this particular study it was important to determine the value of sport facilities for the Cape Town city brand.

2.7.3 Sport teams

It is apparent that sport teams can be considered as brands due to them competing for customers against other entertainment industries such as the movies, leisure destinations, and festivals (Richelieu, 2003). Multiple factors including the image around the team's name or logo, people's personality who associate with the team, as well as the city's personality in which the team is situated, contribute to a team's perceived brand identity and personality (Dalakas & Rose, 2014:109, 118). On the significant relationship between sport teams and cities, these authors wrote: "Ideally, a team's brand identity should match, enhance, and build a city or region's self image". As Shobe (2006), Ranachan (2008) and Clee (2013) analysed the value of the Barcelona Football Club's brand identity to the Catalan city identity it is clear that this relationship exists. For example, Ranachan (2008:2) stated that "from its conception, Barça has been defined through its identification with the cause of Catalan nationalism and their well known slogan 'More than a Club' "has come to be associated with the Catalan identity".

Meanwhile, the role of sport teams, and in particular elite football clubs, has become "increasingly popular and successful beyond the areas of traditional support", therefore, progressing from their role of serving as a "local place-related function" (Shobe, 2006:261). Shobe (2006) stated that, due to heightened competitive pressure for clubs to turn profit as a result of globalisation, leads to the role of sport teams (clubs) diverging from attracting

customers rather than supporters. Although this role applies to many clubs and sport teams around the globe, Clee (2013:45) argued that, despite the multi-million pound takeover by magnates, Athletic Bilbao and FC Barcelona remain non-profit making associations and evoke social importance rather than turnover in profit. Due to numerous associated factors, one being their successful history with their club's identities, these clubs "indeed prove their role as cultural institutions rather than commercial ones" (Clee 2013:45).

Moreover, the success in team performance was also recognised by Shobe (2006:266) as an important role of team brands. Reviewing the study of FC Barcelona, he stated that their performance on the field, successful or unsuccessful, determines the value of their brand. However, while there is no guarantee of consistent winning performances, Richelieu (2003) suggested that teams should build strong team brands to protect them from contingencies regarding their on-field performance, such as enhancing merchandise visibility as well as triggering some attachment from fans through their branding efforts. Richelieu (2003) suggested this is a short-term measure or contingency plan for unsuccessful performances, but it will nonetheless retain fan loyalty and prevent possible tarnish to the team's brand image. Richelieu (2012a:30) further suggested that nowadays "sport teams position themselves as both a sport brand and a lifestyle brand," which enables them, despite limited local support, "to connect with fans around the world" by globally displaying their merchandise. Believed to become an ambassador for the city through their global representation, the possibility to capitalise on this lifestyle trend is becoming increasingly significant.

In response to innovative branding efforts suggested by Richelieu (2003), Edensor and Millington (2008) referred to the importance of sport teams in cultivating loyal team supporters. They used a practical example of Manchester City FC who launched their 'Our City branding campaign' by departing from the usual sport branding practice to an advertising agency in an effort to cultivate the loyalty of core local supporters. It was, therefore, apparent that more innovative branding techniques are used for the branding of sport teams. It was important for this study to determine the important role of Cape Town sport teams in the Cape Town city brand identity.

2.7.4 Sport personalities

According to their global appeal it is apparent that players such as David Beckham, Roger Federer and Tiger Woods have achieved the status of being 'global brands'. As these players achieve this global status, "their global awareness and appeal is now an integral part

of their identity”. Furthermore, representing the sport entertainment industry, these players could be considered sport personalities rather than merely sportsmen (Richelieu, 2012a:31).

From the literature reviewed it is obvious that David Beckham is undoubtedly the strongest global celebrity sport brand (Cashmore & Parker, 2003; Vincent, Hill & Lee, 2009). As David Beckham goes on to endorse various products and act as a representative for many companies, his brand has resulted in adding significant value and goodwill to these companies and products (Vincent et al., 2009). However, it can be argued by Vincent et al. (2009) that it is mainly based on his “crossover from sportsman to realms of other entertainment and fashion” that this global status was achieved and little to do with his on field performance.

Nonetheless, as these authors suggested that celebrity endorsements are common across sport marketing practices for sport personalities to extend their global appeal among fans, encourage sponsorship opportunities, and enhance their respective clubs and nation identities, it became clear that their success in this regard adds significant value to the lucrative brands of these entities. Although literature seemed relatively limited in the area of the value of sport personalities to city brands, it was important for this study to include this element of sport to determine its impact and importance to city brands, more particularly the Cape Town brand.

2.7.5 Commercial sport brands and sponsors

The literature regarding the impact of commercial sport brands and sponsors on sporting events as well as sport teams and personalities is extensive, and therefore appears to signify the significance of these entities. This study, therefore, set out to add to the literature on the value of commercial sport brands and sponsors by discovering its impact on city brands.

Sponsorship is widely defined across the literature as an in-kind or cash investment in return for exploitable commercial potential (Cornwell & Maignan, 1998). As a “major part of sponsorship investment goes to sport entities like federations, clubs, events and athletes,” sponsorship is regarded as the “fundamental source of income to assure competitiveness” (Richelieu, 2012b:47). The relationship between sponsorships and sport comes as no surprise. Roy and Cornwell (2004) identified sponsorship as one of the top forms of sport marketing. Furthermore, Gwinner (2014:157) regarded sport sponsorship as an “important and interestingly popular method for firms to build awareness for their brand as well as position their brand in the mind of their targeted consumer”. Dean (2002) cited one of the main objectives of sponsorship often includes increasing brand awareness which then

coincides with this description. It is then apparent that sport sponsorship moves away from being a marketing tool that focuses on its commercial potential but becomes rather a tool that focuses on increasing its brand awareness through sport.

Gwinner (2014:157) also recognised benefits for both the sponsor and sponsee (sport entity). For the sport organisation these include: “year after year renewal of the sponsorship, increased levels of sponsorship and positive associations with the sponsoring brand” while the sponsor’s benefits lie in the variety of goals set out in their sponsorship agreement. Coupled to the sponsorship objective relating to brand awareness, as cited previously by Dean (2002), are objectives that may add to the sponsor’s benefits. These include: ‘enhancing brand image’, ‘increasing sales and market share’ and ‘obtaining corporate hospitality opportunities’ (Richelieu, 2012b:49). As sponsorship extensively benefits the sport industry as a whole, the benefits of sponsorship to cities during the sponsoring of sport and events are under-researched.

2.8 The contribution of sport to the Barcelona and Melbourne city brands

The Barcelona and Melbourne city brands are consistently identified in the literature as successful city brands that managed to utilise sport to not only transform their city brand images but also globally position their competitive sport brands. As a result of their success in achieving the recognition as renowned global sporting cities in their own right, briefcase studies on each of these cities’ sport brands are reviewed for the purpose of this study.

2.8.1 The case of Barcelona

The city of Barcelona, also known as the ‘Mediterranean city’ (Brunet, 1995) is the world’s most admired city, as well as one of the most popular tourist destination cities in the world (Belloso, 2011:118). However, having previously experienced a ‘national inferiority complex’ under the dictatorship of Franco, the leader of Spain pre 1979 (Hargreaves & Ferrando, 1997), the city brand was not always perceived that way.

During the ruling of Franco various projects for urban regeneration and transformation were held back which caused the city to struggle in finding its identity and image. It also cut them off from competing for trade, investment, talent, and tourists in the global market (Truño, 1995). Post 1972, under new visionary leadership, Barcelona went through a number of changes in order to transform the city image and position the city in order to boost its economy (Belloso, 2011:120). The goal for the city’s transformation, the author writes, was to “transform its image by improving quality of life of citizens and to put the city on the map in terms of global awareness.”

Although Barcelona's city authorities had a number of projects in mind to reach these goals of transformation, they all concurred that the best way the city would be revived from its previous image and economic distress was by hosting the 1992 Olympic Games (Brunet, 1995). By 1981, the then socialist major of Barcelona, Narcis Serra, who later became the deputy prime minister, instigated the bid for Barcelona to host the 1992 Olympic Games (Hargreaves & Ferrando, 1997). With objectives in place such as; "for Barcelona to become a better forum for meeting of athletes from around the world, to offer excellent competition in accord with the Olympic spirit, and to promote a great urban transformation that would improve the quality of life and attraction of the city" (Brunet, 1995: 2), the city of Barcelona won the bid to host the Games.

Gold and Gold (2008) explained that the most rewarding and satisfying prize for any city is to win the rights to host the Olympic Games and for the opportunity to compete for 'power', 'business', 'prestige', and 'investment'. The 1992 Olympic Games was the most opportune way for Barcelona to reap those benefits. "The 1992 Barcelona Summer Olympic Games marked a before and after, a turning point in the push for transformation and international projection of the city" (Belloso, 2011:120).

2.8.2 The case of Melbourne

The city of Melbourne, prior to the 20th century, was known as the leading city of Australia. Melbourne drew upon its competitive advantages to transform its post industrial image and retain its position as the leading city of Australia (It previously hosted the 1956 Olympic Games, established sporting facilities, built a loyal and passionate fan base of sport in and around the city and was proud to record high attendance records at sport events) (King & Jago, 2003 & O' Hanlon, 2009).

During 1971-1980 (O'Hanlon, 2009), due to the State of Victoria suffering from increasing government debt, the crash in the stock market, and the recession in the inner city of Melbourne, the city experienced subdued conditions in its tourism industry (King & Jago, 2003). During the 1990s Cain inherited the city of Melbourne from the "harsh and uncompromising" ruling of Jeff Kennett and immediately put in place new economic policies. He recognised Melbourne's previous experience of hosting sporting and cultural events and government authorities were able to draw upon its competitive advantages to execute their vision for transformation. Harnessing its tourism potential was another area of focus and government established task forces and study groups and worked on enhancing Melbourne's

well-being and the image of inner Melbourne in order to encourage and integrate tourism into city events (King & Jago, 2003; O' Hanlon, 2009).

During 1980 and beyond, Melbourne was able to continue to reap benefits from its transformation and in 2006 the city of Melbourne was host to a number of international sporting events such as The Australian Open Tennis Tournament, The Commonwealth Games, Formula One Grand Prix as well as cultural events such as the International Flower and Garden Show (O'Hanlon, 2009). According to Misener and Mason (2009) the city of Melbourne is considered the 'Sporting Capital' of Australia and has managed to inspire other Australian cities to redesign and upgrade their city image.

Based on the success of the city of Barcelona and Melbourne's respective competitive sport brands, it was appropriate for this particular study to use these two case studies as international comparable examples as a reference in relation to determining the competitive global position of the Cape Town sport brand.

2.9 Summary

This chapter began with a review of an overview of globalisation and general sport marketing theory in the context of city branding. The application of marketing *through* sport was discussed to determine the concept of city branding through the association of sport. It then detailed the distinction between place and destination branding before it made an effort to interpret the brand and branding literature according to a brand association's model in the framework of place and city brands. This chapter then incorporated literature on stakeholder and partnerships involvement during the development of city branding before it focused on the Cape Town city brand in particular.

In relation to establishing the value of sport to city brands, this chapter further reviewed the association of sport tourism with city brands and thereafter looked at the impact of various sporting entities (sport mega-events, sport facilities, sport teams and sport personalities as well as commercial sport brands and sponsors) on city brands. Case studies of Barcelona and Melbourne city brands were discussed in an effort to establish the contributory role of sport to these global city brands.

The following chapter will outline the methodology used by this study in an effort to achieve the objectives of the study as well as answer the research questions.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter explains the methodology used to collect and analyse the data in order to answer the research question of this study which is to determine the strategic value of sport to the Cape Town city brand. As previously stated in Chapter One, from this primary research question there are four sub-questions that needs answering. These are:

- How does sport contribute to the development of the Cape Town city's overall brand?
- What strategic developments are implemented to brand Cape Town city through sport?
- How is Cape Town city's competitive sport brand perceived across industry stakeholders compared to national and international sporting cities'?

This chapter gives a comprehensive outline of the methodological approaches used to answer these questions. It also outlines the methods that are best suited for the purpose of achieving the objectives of this particular study which is: To highlight strategic elements that make up the brand associations of the Cape Town city brand, to investigate sport brand and city stakeholder perceptions of the role and impact of sport on the Cape Town city brand, and to determine the strategic value of sport to the Cape Town city brand in relation to national and international cities.

It was important for this study to obtain rich and meaningful data from the experiences, opinions, and expertise of industry stakeholders. Therefore the qualitative research framework was selected as the primary research approach for this study. This chapter details the qualitative paradigm and the methodological approaches involved in this process. It further details the validity and reliability of the data and also highlights the ethical considerations involved when conducting qualitative research. In addition, this chapter outlines the reflexivity of the researcher as a reflection on the selection of the research topic, as well as data collection methods used.

3.2 Qualitative research paradigm

The importance of qualitative research within sport studies emerged in recent years when the need to understand experiences, feelings and emotions of individuals were realised (Gratton & Jones, 2004:23). Lynch (2010:70) acknowledged that the qualitative approach is used as the phenomenon studied cannot be replicated in a laboratory and the analyses of data

cannot be quantifiable. Therefore, unlike quantitative research, the qualitative research approach explores and understands meanings of individuals to achieve a different rationale through the emphasising and de-emphasising of respondent's accounts rather than testing theories and examining relationships among variables or determining which respondent gives a more accurate or truthful account (Barbour, 2008:28; Corbin & Strauss 2008:12; Creswell, 2014:4). Welman, Kruger and Mitchell (2005:9) concluded that, to gain better information about the views of respondents, the method used in qualitative research is through "unstructured interviewing and detailed observation processes".

The following table present characteristics of qualitative research as outlined by Corbin and Strauss (2014:5) that attract researchers to conducting qualitative research.

Table 3.1 Characteristics of qualitative research (Corbin & Strauss, 2014:5)

- A humanistic bent
- Curiosity
- Creativity and imagination
- A sense of logic
- The ability to recognise variation as well as regularity
- A willingness to take risks
- The ability to live with ambiguity
- The ability to work through problems in the field
- An acceptance of the self as a research instrument
- Trust in the self and the ability to see value in the work that is produced

Consequently, based on the qualitative research framework and its associated characteristics, this particular study was designed to explore the insights, opinions, and perceptions of key industry stakeholders; interpret their meanings; as well as understand and analyse their experiences. This qualitative research approach also verified the primary study of this study.

3.3 Qualitative research design

Instead of a particular design or set of techniques, qualitative research can be described as an approach that is fundamentally descriptive (Welman et al., 2005:187). Gratton and Jones (2010: 109) identified seven types of research designs namely:

- Experimental;
- Cross-sectional;
- Time series;
- Longitudinal;
- Case study;
- Grounded theory; and
- Ethnography

The research design adopted for this particular study had been linked to grounded theory. Grounded theory had been co-founded by Glaser and Strauss (1967). Walker and Myrick (2006) and Myers (2009) identified that when Strauss and Corbin (1990) released their version of grounded theory, Glaser (1992) argued that, instead of their work depicting grounded theory, as per their original definition of grounded theory-“the discovery of theory from data–systematically obtained and analysed in social research” (Glaser & Strauss, 1967:1), this was in fact a new method which he named a ‘conceptual description’. The nature of grounded theory is therefore widely disputed among these two authors. In their recent book, *Basics of qualitative research*, Corbin and Strauss (2014:7) stated that Glaser merely had his own “technique or ways of thinking about data and doing analysis”. Heath and Cowley (2004:146) outlined a comparison of the data analysis process in Table 3.2, according to the perspectives of Strauss and Corbin (1990) and Glaser (1978) relating to grounded theory.

Table 3.2 Data analysis: Glaser and Strauss compared (Heath & Cowley, 2004:146)		
	Strauss and Corbin (1990)	Glaser (1978)
Initial coding	<i>Open coding</i> Use of analytic technique	<i>Substantive coding</i> Data dependent
Intermediate phase	<i>Axial coding</i> Reduction and clustering of categories (paradigm model)	Continues with previous phase Comparison with focus on data, become more abstract, categories refitted, emerging frameworks
Final development	<i>Selective coding</i> Detailed development of categories, selection of core, integration of categories	<i>Theoretical</i> Refitting and refinement of categories which integrate around emerging core
Theory	Detailed and dense process fully described	Parsimony, scope and modifiability

For this particular study it was important to adopt the grounded theory design based on the data analysis method of Strauss and Corbin (1990). Due to the high volume of data this study had collected, the necessity to further reduce the codes and incorporate axial coding became important. The data analysis is further detailed later in this chapter. With regards to discovering and constructing theory, this study aimed towards obtaining descriptive concepts from respondents via interviews, hence the study applied the grounded theory design.

3.4 Data collection

Gratton and Jones (2004:107) highlighted key methods in data collection i.e., questionnaires, interviews, observations, content analysis, and ethnography. Papachroni and MacIntosh (2014:86) detailed three questions the researcher should ask when deciding upon a data collection method:

- In which context would it be most suitable to explore your research question?
- How easily can you gain access to this setting?
- What type of data would be most suitable for your research?

Although these authors stated that the data collection should be exciting, new and interesting, the data collection method decided upon should also be practically considered in terms of feasibility, time and accessibility to the organisation. Previously, Smith (2005) and Zhang and Zhao (2009) conducted research on sport and city banding and applied quantitative and qualitative data collection methods (mixed methods) i.e., questionnaires and

surveys to obtain tourists and participant perceptions on urban sport initiatives. They adopted cities and analysed the use of sport as a city reimagining strategy, and also used qualitative data analysis including a combination of structured and semi-structured interviews with stakeholders involved in the sport- and city marketing and technology departments.

Based on Papachroni and MacIntosh (2014:89)'s summary table below relating to the types of data and research traditions, this particular study identified that the interpretivism method of collecting data is suitable for this study. Thus, qualitative semi-structured interviews with sport brand and city stakeholders in Cape Town were conducted.

Table 3.3 Types of data and research traditions (Papachroni & MacIntosh, 2014:89)

	<i>Types of data</i>	
	<i>Primary</i>	<i>Secondary</i>
	Original data, generated for the specific purposes of a research project	All available data that is 'out there' for a researcher to collect and analyse
Positivism	<i>Qualitative data</i> Surveys, questionnaires, web-based surveys	Publically available surveys, census reports, public databases and reports, archival records, computer based database
Interpretivism	<i>Qualitative data</i> Interview transcripts, observation notes, field notes, photos, video material	Publically available documents, company reports, public speeches and interviews, journal articles, books, archival records

The following section justifies the chosen methods of data collection and also highlights the advantages and disadvantages of these methods over other methods used in research.

3.4.1 Interviews

When generating data in qualitative research, King and Horrocks (2010:6) stated that interviewing is one of the most frequently used methods. Interviews are a type of survey or questionnaire where questions are conveyed during a personal meeting held with the interviewer with the purpose of obtaining information relevant to a particular research topic (Lynch, 2010:73). This qualitative method of research gives a rich and meaningful outline of stakeholder perceptions of the strategic value of sport to the Cape Town city brand.

Interviews have distinct advantages over other methods of research (Lynch, 2010:74). Gratton and Jones (2004:142) highlighted a few:

- Interviews allow the participants to elaborate on personal experiences and interesting anecdotes of importance;
- Interviews provide more insight over other methods;
- Personal face-to-face interviews allow the researcher to observe 'body language', 'facial expressions', and 'tone of voice' of participants;
- Semi structured interviews allow for probing into observed areas, trust and rapport are established by personal face-to-face interviews, especially in confidential and sensitive cases;
- Interviews guarantee the researcher will obtain information from target participants as opposed to a random distribution of surveys or questionnaires; and lastly,
- Interviews allow the researcher a sense of control over responses by the manner in which the questions are posed as opposed to a series of 'static' responses which may be the result of a survey or questionnaire.

However, disadvantages of interviews as highlighted by Gratton and Jones (2004:143) include: more time and travelling than required with surveys or questionnaires and as a consequence the results may be small and not represent the wider population. The researcher may be biased in choosing the participants, especially in the event of budget constraints. The researcher may become dominant and lead the interview in an unwanted direction. The analysis of the findings may be difficult, especially as there may be ambiguity in the responses of participants. The quality of the findings is dependent on the responses of participants. Finally, interviews are subject to problems of 'recall', 'misperception' and 'incorrect knowledge'.

The interview schedule for this particular study was arranged in a semi-structured framework where the researcher presented a group of themed questions. However, the schedule allowed for probing, where necessary, thus further exploring the thoughts of the respondents. The interview therefore allowed for flexibility in asking the order of the questions. The following section gives a detailed outline of the semi-structured approach.

3.4.1.1 Semi-structured interviews

Semi-structured interviews are where the researcher asks more or less open questions in the form of an interview guide (Flick, 2002:91). According to Edwards and Skinner (2009:107) these types of interviews are "often based on the knowledge of, and/or the assumption that

the respondents have had a particular experience they can elaborate upon". Olsen (2012:35, 39) stated that the semi-structured interview leads to a transcript which involves writing/typing the text of an interview or other sound file. The transcript allows for insight into mechanisms, processes, reasons for actions, and social structures as well as many other phenomena and may vary from six to 40 pages in length.

The following table from Curran, Lochrie and Gorman (2014:113) outlined the strengths, weaknesses and applications of various interview approaches. Based on the application process of the semi-structured interviews, the interviewing approach for this particular research study was selected.

Table 3.4 Strengths, weaknesses and applications of interview approaches (Curran et al., 2014:113)		
Strengths	Weaknesses	Applicability
<i>Unstructured</i>		
<ul style="list-style-type: none"> • Provides rich information • Explores previously unknown themes that arise from the interview • Creates relationships which may lead to more information • Uses natural language 	<ul style="list-style-type: none"> • Very time consuming • Resource intensive • Lacking in generalisability • Can generate lots of often irrelevant data • Susceptible to interview bias 	<ul style="list-style-type: none"> • Exploratory research investigating past events when subjective views and experiences are sought in conjunction with other research methods.
<i>Semi-structured</i>		
<ul style="list-style-type: none"> • Questions prepared in advance to cover critical points, useful when the researcher is inexperienced • Interviewees still retain freedom and flexibility to express their own views • Increased reliability and scope for comparability • Interviewee is able to respond in language natural to them 	<ul style="list-style-type: none"> • Time consuming • Resource intensive • Needs good interview skills to keep on topic • Interview questions are open to researcher bias • May lack in generalisability 	<ul style="list-style-type: none"> • Multiple interviewers • Only one chance to conduct the interview • Researcher has some knowledge about the topic, in conjunction with other research methods
<i>Structured</i>		
<ul style="list-style-type: none"> • Can produce consistent generalisable data • Minimal risk of bias • Can be conducted quickly • Sophisticated interviewing skills not required 	<ul style="list-style-type: none"> • Little opportunity for feedback • Question responses are limited and restrictive • Little scope to cater for the unforeseen • Real-time changes to the interviews cannot be made 	<ul style="list-style-type: none"> • Clear focus and question to be answered • High level of knowledge on a topic to allow for appropriate question formulation • Well developed literature

3.5 Sample selection

A sample is a subset of the population of interest from which data is gathered that will give an estimate for some characteristic of the population (Shank, 2009:98). Not all sampling has a purpose, especially in the more interpretive research designs. Sampling may be to investigate a single group that is of particular interest to the researcher. In that case the results cannot be generalised to the overall population but the researcher should aim to generalise to theory so that the findings could be used to develop, refine or simply confirm an existing theory, which could then be applied to different samples (Gratton & Jones, 2004:100).

Although “early qualitative research focused on selecting a setting that afforded potential for exploring the issue central to research interests and relied on convenience sampling”, this particular study used a more strategic sampling approach using theoretical sampling. This type of sampling selection is described as a “technique that relies on selecting interviewees by virtue of characteristics thought by the researcher to be likely to have some bearing on their perceptions and experiences” (Babour, 2008:52). Gratton and Jones (2004:103) further described theoretical sampling as: “To sample organisations that had experienced such expertise concerning the study”. This method of sampling was also led to be more productive compared to what (Schwarz & Hunter, 2008:62) described as, a simple random sampling where the researcher uses some chance method that guarantees each member of the population has an equal chance to be selected for the sample.

3.5.1 Sample size

According to Van der Merwe (2003:36), the sample size must be large enough to reduce the sampling error and to reduce bias. However, according to Gratton and Jones (2004:153), “unlike quantitative analysis, where there is often a requirement for the largest possible sample size, qualitative research has different requirements”. They argued that, due to the rich data generated from qualitative research, a large sample group may be detrimental as opposed to a smaller sample size. Although they indicated that three or four interviews are a suitable amount of interviews conducted during qualitative research, they noted that if the researcher does not reach saturation in data collection, the researcher may complete as many interviews within the time and cost constraints of the researcher. For this particular study, it was important to obtain a broad overview of stakeholder perspectives for rich and meaningful data, hence the selected sample size of 12 stakeholders. The stakeholders were selected by virtue of the characteristics that have some bearing on their perceptions and experiences involved in branding Cape Town. Representatives of city brand stakeholders,

sport brand stakeholders, sport federations and events stakeholders, as well as academia in sport and tourism research, were included in the study, as listed in Table 3.3 below.

Table 3.5 Key industry stakeholders		
Category	Organisation/ Company	Position held
City brand stakeholders	City of Cape Town (COCT)	Director of Place and Destination Marketing
		Director of Sport and Recreation
	Western Cape Provincial Government (WCPG)	Chief Director of Sport and Recreation
	Accelerate Cape Town (ACT)	Marketing Manager
Brand stakeholders	Peninsula Beverages	Sports Branding Manager
	Adidas Cape Town	Senior Marketing Director
Sport federations and events stakeholders	Cape Town Cycle Tour Trust (CTCTT)	Director of the Cycle Tour Trust
	Cape Town Stadium	Brand and Communications Manager
	Western Province Cricket Association (WPCA)	Chief Executive Officer
	Western Province Rugby Association (Stormers and WP) (WPRA)	Communications Manager
	Ajax Cape Town (CT) Football Club (FC)	Public Relations Officer
Academic	Centre of Tourism Research in Africa (CETRA)	Director

3.5.2 The interview design

It was important to consider the interview design for this semi-structured interview guide. The semi-structured interviews were guided by a set of questions related to topics identified through the literature. This interview protocol consisted of open-ended questions that allowed the interviewer to probe or clarify issues raised and to explore particular areas of experience or expertise of the respondent. The overall focus of the interview schedule included questions on general place and city branding, and in particular the Cape Town brand, the impact and importance of sport to the Cape Town brand, and stakeholder involvement and strategic implementation. As mentioned previously, all questions were based on stakeholder perceptions, therefore, questions in the interview schedule started with: “In your opinion...” (See interview schedule, Appendix A).

3.5.3 The interview procedure

The interviewing process occurred during February, March and April 2014. The times of the interviews were scheduled around the availability of stakeholders as set out in Table 3.6 below.

Date and time	Respondent	Location
3 February 2014 (14:00)	CEO, CTCTT	CTCTT (Rondebosch)
6 February 2014 (14:00)	Communications Manager, WPRA	Newlands Rugby Union (Newlands)
10 February 2014 (11:00)	Director of Place and Destination Marketing, COCT	Telkom Towers (CT city centre)
11 February 2014 (11:00)	Marketing Manager, ACT	MSC House (CT, Foreshore)
12 February 2014 (9:00)	Sports Branding Manager, Peninsula Beverages	Peninsula Beverages (Parow)
18 February 2014 (10:00)	Senior Marketing Director, Adidas	Adidas CT (Observatory)
19 February 2014 (11:00)	CEO, WPCA	Newlands Cricket Stadium (Newlands)
28 February 2014 (11:00)	Director of Sport and Recreation, (COCT)	Civic Centre (CT)
14 March 2014 (10:00)	Brand and Communications Manager, CT Stadium	CT Stadium (CT)
18 March 2014 (15:30)	Director, CETRA	Kenilworth (Personal residence)
20 March 2014 (11:00)	Chief Director of Sport and Recreation, WCPG	Protea Assurance Building (CT)
8 April 2014 (11:00)	PRO, Ajax CT Football Club	Ajax CT (Parow)

Each interview took place at a location chosen by the respondent - usually their workplace. However, the set-up of these locations presented some issues mainly related to noise and distractions. For example, the sound of the office telephone sometimes interfered with the recording of the interview. Consequently, the recording and interview was paused until the sound died down. A knock on the door similarly affected the interview process. For this reason the interviews also varied in length.

The anticipated duration for the interviews was approximately 30-40 minutes. Although the majority of the interviews did not exceed 40 minutes, three interviews, with the Marketing Manager at ACT, Director of Place and Destination Manager at the COCT, and the PRO at Ajax CT Football Club, lasted for 50 minutes. This was mainly due to the respondents' elaboration on interview questions.

The stakeholders were contacted via email for their permission to participate in the study. Some of the emails were followed up with phone calls to obtain a response from the stakeholders as well as to set a suitable date, time and venue for conducting the interviews. The interviews were digitally recorded using a tape recorder and manually transcribed verbatim using MS Word. Thereafter, the interviews were coded with the assistance of a software programme, Atlas-ti, which also served as a storage and reference facility for all the transcribed interviews.

3.6 Data analysis

Gratton and Jones (2004:217) explained that due to a lack of a commonly accepted method of qualitative analysis as well as the unstated data analysis by researchers conducting qualitative research, analysing qualitative research can prove to be much less straightforward than quantitative research. They stated that although this is true, qualitative and quantitative data analysis have the same aim- to make sense of data in order to obtain evidence for the purpose of answering the research question. This particular study aimed at qualitative data analysis and the following section gives insight into the analysis of qualitative data.

3.6.1 Qualitative data analysis

According to Maree (2011:6) "qualitative data analysis is usually based on an interpretive philosophy that is aimed at examining meaningful and symbolic content of qualitative data". Seidel (1998) outlined a model of qualitative data analysis, indicating that it is an intertwined process (as illustrated in Figure 3.6).

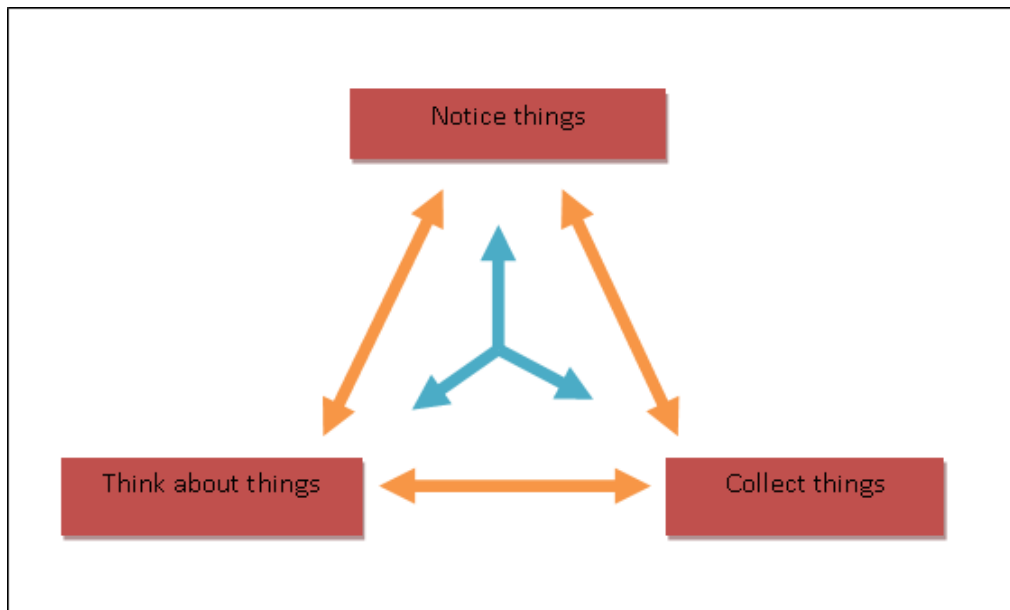


Figure 3.6: The data analysis process (Seidel, 1998: 2)

With reference to the qualitative data analysis process in Figure 3.6, Maree (2011:6) detailed the cyclical process in these elements (noticing, collecting, thinking or reflecting). While the researcher is reflecting on data collected, the researcher notices specific gaps in the data which means the researcher requires additional data.

However, when collecting additional data in qualitative research, Myers (2009:166) warned that the data (text) can become overwhelming and not all the data can be included in the study. Therefore, qualitative data analysis allows for the researcher to sift through the data. An approach that this particular study used to make sense of the data collected was through coding. The following section details the data analysis by means of the coding process.

3.7 Data preparation and coding

Miles and Hurberman (1994) identified three procedures when preparing to analyse qualitative data which this study has adopted. The first procedure is data reduction; secondly, it involves data display; and lastly, conclusion drawing or verification. These, together with the coding process as adopted from Strauss and Corbin (1990)'s coding procedure, are detailed below.

1. Data reduction

The data reduction is a process whereby the mass of the qualitative data obtained during the interview process is reduced and gets organised by means of typing summaries and coding.

During this stage the researcher typed out transcripts of each of the interviews and coded these transcripts individually by using a software programme called 'Atlas-ti'. Atlas-ti is a useful programme to store and cluster all transcribed interviews. It also offered the researcher additional useful tools such as 'word count' or 'word cloud' which would not have been otherwise possible with manual coding.

- Coding

During this stage the researcher organised the raw data into a logical structure of data by assigning codes/themes to various sections of transcripts. According to Edwards and Skinner (2009:134) codes should be valid and accurately reflect what is being researched, they should be distinct and not overlap other each other and should be assigned to the relevant data.

The data analysis began with the researcher reading the data carefully and assigning a code to the relevant statement relating to an interview question which is considered open coding. The researcher then re-read the coded document and reduced and clustered categories by assigning more or new codes to the statements that may have been previously overlooked. During this stage, the researcher also looked at how the previous codes were linked (Edwards & Skinner, 2009:135) and assigned relevant codes to a combination of codes in the context of the interview question. This was referred to by Strauss and Corbin (1990) and Gratton and Jones (2010:242) as 'axial coding'.

The researcher categorised the codes with similar relationships under a 'family code'. For the final stage of coding, the researcher did 'selective coding' which "involves reading through raw data for cases that illustrates the analysis or explains the concepts" (Edwards & Skinner, 2009:137; Gratton & Jones, 2010:242). During this stage, the researcher chose data which showed contradictions and similarities and also avoided bias statements and statements that supported the researcher's own opinion on key findings, as cautioned by Gratton and Jones (2010:242).

2. Data display

This procedure refers to the displaying of mass data in the form of a graph, table or chart to draw conclusions from it. Miles and Huberman (1994) suggested this is essential and should be done continually throughout the organisation process. For this particular study, the coded data from Atlas-ti was displayed in the form of a report document in Microsoft Word, displaying all stakeholder responses under relevant codes and family codes.

3. Conclusion drawing or verification

This procedure is when the researcher is able to draw conclusions regarding the study and verify the conclusions with reference to the researcher's existing field notes and discussions during the process of data collection. The researcher compared all field notes to the data coded and was able to verify insights.

3.8 Validity and reliability of data

"Validity and reliability are technical terms that refer to the objectivity and credibility of research" (Peräkylä, 2011:366). Validity in qualitative research does not carry the same connotations as it does in quantitative research, nor is it a companion of reliability". The validation of findings in a qualitative research study occurs throughout the research process and qualitative validity means that the researcher checks the accuracy, authenticity, trustworthiness, and credibility of the respondent's account (Creswell, 2014:201). Validity takes different shapes according to the type of data e.g. this particular study used an interview method of data collection and the question of validity was whether the views and opinions expressed by the respondents are their actual views outside the interview situation or if their views and opinions outside the interview situation influence their responses in the interview (Peräkylä, 2011:366). Every effort was made to ensure the validity of the data, for example, through checking the transcribed interviews.

Reliability in qualitative data analysis is ensuring the researcher has clear and valid codes when comparing the findings of the initial data collection (Gratton & Jones, 2004:221). Based on the reliability formula of Miles and Huberman (1994), the reliability is calculated as follows: $\text{Reliability} = \frac{\text{number of agreements}}{\text{number of agreements} + \text{disagreements}}$. Again, the researcher ensured reliability by consistently checking the interview transcripts as well as comparing them to the voice recordings and to the field notes made during the interviews.

3.9 Ethical considerations

Ethical considerations play an important role in the overall research process. For this study, aspects related to the participant's consent required careful ethical consideration. All the interviews were conducted with the prior consent of the stakeholders. Ryen (2011:428) stated that it is the researcher's responsibility to obtain informed consent from respondents in order to establish trust, as well as to protect the respondent's privacy and confidentiality.

Usually, for in-depth interviews, the ethical preference promotes confidentiality of respondents. However, for this particular study, the stakeholders were deliberately selected due to their direct involvement in the development of the Cape Town brand, as well as the

organisation or company they represented. Therefore, by associating a response with their job title and representative organisation was believed to allow for richer and more meaningful interpretation of data (although their names and surnames were not used). Furthermore, the anonymity of respondents was not entirely needed as the data does not implicate any company, organisation or person, nor does it contain sensitive data.

As previously mentioned permission to be interviewed was requested through email and signed consent letters were provided by those stakeholders who agreed to participate (see Letters of Consent, Appendix B). These consent letters adhered to the ethics policies of the Cape Peninsula University of Technology (CPUT) and this study was approved by the ethics committee (see Ethical Clearance, Appendix C).

3.10 Reflexivity

“Reflexivity challenges the notion that it is impossible for researchers to be neutral automatons and implies that the orientations of researchers are shaped by their socio-historical location and in this regard the biography of the researcher informs the research” (Tietze, 2012:57). In simpler terms Haynes (2012:72) explained that reflexivity refers to the awareness of the researcher’s role during the course of conducting the research and the way the role influences the aim of the research, thus allowing the researcher to recognise how they influence the research process and results. Reflexivity of the researcher is part of the essential features when conducting qualitative research and “unlike quantitative research, qualitative methods take the researcher’s communication with the field and its members as an explicit part of knowledge” (Flick, 2009:16). Flick (2009) further explained that the researcher’s reflections on their actions and observations in the field become data in its own right, forming part of the data analysis.

Haynes (2012:79) outlined the following strategies for reflexive awareness that allows the researcher to reflect on fieldwork (interviews) and incorporating these reflections into the reflexive knowledge process:

- Write down any theoretical assumptions and presuppositions about the subject of the research and revisit this throughout the research process, noting how these may have shifted;
- consider if or how this has revised the research question, focus or findings;
- keep a research diary, noting down thoughts and feelings about the research process;
- keep fieldwork notes of observations, interactions, incidents, conversations, emotions and responses;

- listen to tape recordings or watch video clips of your qualitative data gathering (interviews, focus groups, life histories, etc.), noting how your presence or interaction as the researcher affected the process; and,
- discuss and evaluate responses to the research subject, participants and process with fellow researchers.

During the fieldwork for this particular study, the researcher was careful to observe and note any thoughts and feelings about the research process. The researcher also kept a diary, noting the respondent's behaviour, emotions and responses. The interviews were tape recorded and the researcher listened to the recordings while transcribing any interactions with the researcher as it may have affected the research process. All this was done not only to reflect on fieldwork or interviews, but also to avoid reporting on any data that was influenced by the researcher.

Furthermore, the researcher acknowledged her academic background in sport marketing which influenced the selection of the research question. Being a local resident in Cape Town city also influenced the place/ city being investigated as well as the industry stakeholders being interviewed.

During previous work-related opportunities, the researcher had access to key stakeholders involved in sport and city brand organisations. This made it easier to access a core sample group for this study. This also increased a sense of willingness on the part of the stakeholders to be interviewed and created a degree of trust between the researcher and stakeholder. The researcher recognises that these are all positive influences that help frame the study and help to achieve the research results.

3.11 Summary

This chapter discussed the qualitative research paradigm in relation to semi-structured interviews that are often conducted in sport management research studies. It also outlined the data collection, coding, and data analysis processes, and highlighted the sample group selected for this particular study. The study selected 12 key industry stakeholders to participate in this research. The study identified a list of stakeholders involved in sports and city branding and added those involved in academia that, through their academic influence, also needed to be considered. The unique sample group selected was purposed to provide a more insightful view on the study area. In addition, this chapter detailed the interview design

and interview procedure used in the preparation and the implementation of stakeholder interviews by mapping out the semi-structured interview schedule and execution process.

The data was prepared and coded according to the three procedures identified by Miles and Huberman (1994), namely: data reduction, data display, and conclusion drawing and verification. During this phase the interviews were transcribed verbatim in MS Word and, thereafter, the transcribed interviews were coded using the Atlas-ti software programme. The codes represented the themes significant for the analysis of this study.

The final part of the chapter outlined the validity and reliability of the data and also assessed the ethical considerations within the research process. It stated the importance of promoting confidentiality of participants when conducting qualitative research and indicated the ethical procedure which this study underwent which was to obtain letters of consent, important for the compliance of this study. It concluded with the reflexivity of the researcher within the data collection process. The following chapter sets out the findings from this qualitative study, before discussing the findings in comparison with the theory from the literature review in order to answer the research questions.

CHAPTER FOUR

FINDINGS

4.1 Introduction

Having considered the qualitative methodological approach to data collection and to analysis procedures in Chapter Three, the researcher completed the task of conducting in-depth semi-structured interviews with 12 key industry stakeholders. The researcher obtained rich data that is presented in this chapter. This chapter provides a comprehensive outline of the sport brands and city stakeholders' perceptions, opinions, and experiences of related questions regarding the strategic value of sport to the Cape Town city's brand.

Note that all questions were based on stakeholder perceptions hence all responses were based on their opinions, insights and experiences during their involvement in the sport and city brand industry. In order to maintain a degree of confidentiality of stakeholders, respondents are identified by their job titles and respective organisations. The first section highlights the development of codes and is followed by keywords that appeared significant across responses. This chapter outlines the similarities, contradictions and significant findings that emerged from the data.

4.1.1 Development of codes

During the data analysis, individual codes were assigned to the relevant passages of the transcripts. Individual codes with a similar theme were then clustered under a family code, as presented in Table 4.1. The code names were developed according to significant themes which are presented as headings within this chapter.

Table 4.1 Codes and code families	
Code family:	Individual codes:
General place/city branding	<ul style="list-style-type: none"> • Global city • Place branding • City branding
The Cape Town city brand	<ul style="list-style-type: none"> • Brand identity • Brand image • Brand personality • Key elements of the CT brand
Importance of sport to the Cape Town city brand	<ul style="list-style-type: none"> • Sport mega events • Sport facilities • Sport teams & personalities • Commercial sport brands & sponsors • Sport tourists
The Cape Town sport brand in comparison to other cities	<ul style="list-style-type: none"> • National comparisons • International comparisons • Competitive advantage • Limitations
The Cape Town city brand stakeholders	<ul style="list-style-type: none"> • Main stakeholders • Contribution of stakeholders • Involvement of stakeholders
Strategic development	<ul style="list-style-type: none"> • Future plans

4.1.2 Keywords used by stakeholders when describing the significance of sport to the Cape Town city brand

An analysis was done using the Atlas-ti “word cruncher” to identify the most frequently used keywords across stakeholder responses when describing the significance of sport to the Cape Town city brand. These keywords were clustered and are shown in Table 4.2 according to the total number of times each was mentioned. Although there were more keywords mentioned, the table represents the most important words, i.e. those used fifty times and more.

Table 4.2 Keywords identified throughout all respondents

Words:	Total times mentioned:
Cape Town	804
City/ cities	598
Event/s	448
Brand/ ing	434
Sport	253
International/ly	138
World	177
Stadium	123
Rugby	109
Sporting	106
South Africa	96
Destination	85
Facilities	84
Cricket	80
Place	79
World Cup	77
Newlands	66
Western Province	61
Host	54
Durban	53
Soccer	52
Ajax	50

It was not surprising to see the words 'Cape Town' emerging as frequently as it did. It showed the most mentions by respondents. It was, however, interesting to note that the words 'tourists' and 'tourism' were mentioned less than 50 times (49 and 42 times respectively). These were also keywords significant to this study. In addition, from the list of keywords it was interesting to note that the sporting codes relating to 'rugby' and 'cricket' feature prominently: rugby was mentioned 109 times and cricket 80 times. This therefore, indicated the significance of these two sporting codes to the development of Cape Town city's brand compared to other sports, such as soccer, which was mentioned 52 times. Notably, the word 'Newlands' was also mentioned prominently and showed the significance of the suburb in Cape Town for sporting opportunities.

Throughout this chapter direct quotations were used to illustrate and explain the phenomenon of a theme or subject. The quotations were selected based on the respondents'

degree of representation of a common response among stakeholders. The first section starts by reporting on the findings from an emerging theme i.e., Cape Town as a “global city”.

4.2 Cape Town as a global city

During the analysis of the key themes, it was interesting to note the theme, ‘global city’ emerging across stakeholder responses. Respondents consistently referenced the Cape Town city brand as a “global city; valued by foreigners as well as South Africans” (Marketing Manager, ACT). While respondents’ impressions mainly centred on the natural beauty of the Cape Town city brand, the ‘global city’ was also linked to Cape Town city’s sport brand and described as a “globally competitive city of sport” (Brand and Communications Manager, CT Stadium).

Indicating the preference of international sports movements for hosting major sporting events, e.g. the Volvo Oceans Race, is a quotation that further signifies the global appeal of the Cape Town city brand:

“International sport(s) movements competed with each other to come to Cape Town. (Take) the Volvo Oceans Race for instance. Cape Town is the only city that did not compete. The organisers decided that ‘we will go to Cape Town’; ‘we must go to Cape Town’. That gives you an indication of the international appeal of the brand of Cape Town” (Director of Sport and Recreation, COCT).

4.3 Describing the motivation for city branding

In relation to describing general city branding, the majority of respondents appeared somewhat uncertain as to the accuracy of their response. They resorted to either reporting on the branding of the City of Cape Town (COCT) (the organisation) or the Cape Town city brand in particular. Nonetheless, the relevant responses describing the motivation for city branding is highlighted. The importance of cities to engage in city branding practices was recognised by the Director of Sport and Recreation at the COCT who stated that “municipalities have recognised over the last four decades of the 20th century and the first decade of the 21st century the need to elevate the profile of (cities)”. This perspective assumes that city branding is a recent discovery.

The keywords that emerged when describing city branding was linked to the “promotion” (Director of Place and Destination Marketing, COCT) or “profiling” (Director of Sport and Recreation, COCT) of a city’s brand. The following points give insight into this finding.

- City branding as a promotion strategy:

The Director of Place and Destination Marketing at the COCT described the practice of city branding as a promotion strategy; publicising the city's brand as a prime destination through a particular industry. He stated that "whether it is to promote the city as a premier destination for tourism, for events, or as a premier destination for leisure", it is important to promote the city's brand in line with the industry, as it ultimately becomes important to the city's economy. Another respondent linked city branding to a promotion strategy by referring to the elevation of the profile of a city:

"(City branding) becomes an important contributing factor to the economic development strategies of cities through the elevation of the profile of the city via an effective city branding strategy" (Director of Sport and Recreation, COCT).

- Economic and social gains through effective city branding

In addition to the 'economic development strategies' emphasised in the previous reference, the Director of Sport and Recreation at the COCT noted the social gains for the city as a result of city branding: "There are enormous economic and social benefits that cities can derive from profiling the city's brand" (Director of Sport and Recreation, COCT).

- City branding as a perceptual reference

One respondent noted that "it's all about perception" (Director of Place and Destination Marketing, COCT) when engaging in city branding practices. Another respondent verified the importance of both locals and visitors' perceptions by linking it to the effectiveness of a city's brand:

"The perception of the people of the city contributes also to the perception of the city and the perception of visitors of any particular city contributes. These perceptions are indicator(s) as to whether the brand of the city is effective" (Director of Sport and Recreation, COCT).

- A linkage between city and product branding practices

One respondent implied a relationship between city and commercial product branding. This response shows how the perception of product branding practices influences perceptions of stakeholders regarding city branding:

"It is like people say, 'Why does Coke have to advertise?' Well they do. About 15 years ago they dropped the Coke budget by 20% and Coke sales dropped. So

you need to keep the brands top of mind, just like the city” (Director of Place and Destination Marketing, COCT).

We are led to believe that city branding is motivated through economic, social, and perceptual gains. The next section now looks into the findings in relation to the brand associations which implicate the Cape Town brand.

4.4 Brand associations linked to the Cape Town city brand

This section reports the findings in relation to the brand associations, i.e., identity, image, and personality that are linked to the Cape Town city brand. It also reports on the key elements which have significance for the Cape Town city brand.

4.4.1 The distinctive city brand identity

The findings show that the respondents’ perceptions regarding the Cape Town city brand identity are influenced by their perceptions of the COCT (the organisation’s) brand. It is assumed that the distinctive brand identity of the city depends on the unique representation of the COCT (the organisation’s) brand. Although the COCT (the organisation’s) brand identity, logo and slogan has since been modified, these findings report on the city’s brand identity during the period when the processes and policies regarding this modification were still in place.

While Cape Town city was consistently expressed as a ‘destination’ city, the respondents viewed that the representation of the COCT (the organisation’s) brand identity does not portray the destination element of the city. Respondents often linked the City of Cape Town (the organisation’s) brand identity in terms of its logo and slogan, to a municipal brand or structure; moving away from the destination element. The Director of CETRA recognised this as “challenges (concerning) the COCT (the organisation) as a brand versus the city as a destination”.

A respondent emphasising the city’s brand solely as a municipal structure stated: “We don’t have a brand identity; the logo that you see, ‘the city that works for you’ (the city’s slogan) is a municipal brand, we don’t have a destination brand” (Director of Place and Destination Marketing, COCT). Another respondent who recognised both the municipal and destination element that comprises the Cape Town brand explained:

“When you refer to the City of Cape Town (the organisation) there (are) two elements to it. There is a municipality City of Cape Town and then there is also

the geographic area (or destination) of Cape Town without municipal or government boundaries” (Brand and Communications Manager, CT Stadium).

A perspective that demonstrates a degree of confusion came to light when one stakeholder referred to visitors’ perceptions of Cape Town during the hosting of sports and events in the city:

“When the city supports an event, what is the dominant brand? What is the dominant position? Is it the city as a municipal structure? Or do we want visitors to see the event is associated with Cape Town as a destination? For me it’s about Cape Town as a destination. With (the) 2010 (FIFA World Cup) there were very definite lessons learned and as great as 2010 was they saw it as a missed opportunity to really position Cape Town” (Director of CETRA).

In response to matters concerning the brand identity of the city, the Director of Place and Destination Marketing at the COCT suggested that a refining of the COCT (the organisation’s) brand identity is crucial: “We are either going to have two brands representing municipal and destination, or we are going to refine the brand and are going to have one brand that talks to everybody”. He mentioned two cities that have successfully adopted this branding strategy: “If you look at Abu Dhabi, Dubai and Melbourne, they all got a municipal brand and they got a destination brand and it works well together”. Another respondent agreed to the refining of the city’s brand identity and suggested that “tying the (city’s) brand identity into some kind of logo or recognisable feature is something that needs to take priority (and) settled on” (Director, CTCTT). He argued that, “the city should hold on to a singular brand that they can promote”.

In light of marketing the city’s emerging destination brand, a respondent questioned the responsibilities of the role-players involved in promoting the Cape Town brand. Identified as an “issue that remains somewhat sensitive” between the City of Cape Town (the organisation) and the Western Cape Government or Provincial Government) he stated:

“(With) new logos around the destination, is it the city that does its own destination marketing? Or is it the province that markets the province and the various cities? So who is ultimately responsible for promoting the city of Cape Town?” (Director, CTCTT).

Another respondent emphasised the importance of stakeholder alignment across the role-players, Western Cape Government and the City of Cape Town (the organisation), when positioning the Cape Town brand:

“Brand alignment is very important across all the players. I think you want that competitive advantage of being a stronger brand that you can portray, you can only do that if there is an alignment” (Director of CETRA).

Despite the challenges facing the brand identity of the COCT (the organisation) and the Cape Town brand, the Director of Place and Destination Marketing at the COCT identified that “Cape Town is definitely a seed of a leisure destination and the 76% of people that visit Cape Town is for leisure”. He implied that images that make up the physical and natural environment of the city play a huge role in this regard. The findings of key elements that make up the Cape Town brand are later reported.

4.4.2 The global city brand image

The Cape Town city brand was consistently linked to a destination with an “extremely good” (Sports Branding Manager, Peninsula Beverages) and “really positive” (Marketing Manager, ACT) image for both national and international visitors: “I think Cape Town has got a good image, it is a destination town or city for people or tourists to come and visit and also it’s a destination for South Africans” (Marketing Director, Adidas). Often respondents also referred to the accolades the Cape Town city brand won as a result of its perceived image, the recent one being the ‘(World) Design Capital of 2014’. Two respondents are quoted:

“(Cape Town city is) certainly (described) as a destination, there is no secret that (Cape Town city) has been voted as one of the most desirable destinations in the world to visit by the travel and tourism sector” (Director, CTCTT).

Also, “from a tourism perspective (Cape Town city) is the most visited and then obviously we are the (World) Design Capital for 2014” (Sports Branding Manager, Peninsula Beverages).

The majority of respondents clearly linked Cape Town city’s brand image to elements of the city’s natural environment and the geographical location i.e., “Table Mountain, the sea (coastline), the Winelands and the penguins at Boulders Beach” (Marketing Manager, ACT). The Director of the CTCTT noted that “(it is) largely due to (the city’s) location and natural surroundings” contributing to the Cape Town brand image and winning accolades such as those mentioned earlier. On the other hand, one respondent assumed that it is Table

Mountain that explicitly represents the Cape Town city's brand image: "I think Cape Town's brand image is summed up as Table Mountain, 100%" (Communications Manager, WPRA).

While these responses mainly emphasise elements in relation to the destination structure of the Cape Town city brand, there were respondents who noted the absence of a destination marketing strategy around promoting these elements. A response illustrating the critical need for implementing such a strategy in the city is as follows:

"Cape Town has been winning all these fantastic accolades purely on its leisure...the beautiful sea, the mountain, the penguins on Boulders Beach, the Winelands but we haven't tapped into our destination marketing strategy yet. We are winning these accolades by doing minimal marketing but we are just in a fortunate situation. We need to get the brand top of mind and if we don't start doing something soon we are not going to be top of mind in 10 years' time" (Director of Place and Destination Marketing, COCT).

Another respondent also illustrated the need for marketing around the location of the city which was also perceived as a significant element of the Cape Town brand image: "Yes, it is our location and setting but it is promoting that and getting it out and letting people see that. It needs to be worked and marketed" (Director, CTCTT). The emphasis of a promotion strategy implies a potential shortcoming in Cape Town city's branding practices in the context of city branding, as described previously.

Despite the overall positive responses towards the brand image of Cape Town, one respondent referred to the social challenges that may impede how the city's brand image is being marketed. The CEO at WPCA stated that Cape Town city is yet to provide "equal living opportunities" to all which, when taking the complete brand image into account, "create challenges in terms of how you market the city".

4.4.3 Describing the Cape Town city brand personality

Respondents were specifically asked, "How would you describe the brand personality of Cape Town?" While there were a variety of responses that described the brand personality of the generic Cape Town city, there was a clear emphasis on characteristics of sport that comprise Cape Town brand personality. The following responses illustrate perspectives that were clearly linked to the city's generic brand personality: "(I would describe it as) probably warm and accommodating and fun, because there are a lot of fun things to do within Cape Town" (Marketing Director, Adidas). Another respondent continued: "I think (the brand

personality of Cape Town) is happy, it's warm and welcoming" (Communications Manager, WPRA).

In addition to emphasising characteristics of the city's generic brand personality were respondents who recognised the element of sport that forms a critical part of the qualities that make up the Cape Town brand: "I think it's a fun loving destination, it's a place I guess where you can make things happen. It's vibrant, warm, and I think in terms of personality it's energetic" (Director, CETRA). Another respondent summed up the city's brand personality as "friendly, inviting, outdoors, and exuberant" (Director, CTCTT).

While words such as, 'vibrant', 'energetic', and 'outdoors' implied the sporting trait of the Cape Town city brand, it was interesting to note that the word 'sporty' or 'sport' was seldom mentioned. One stakeholder referred to the people of Cape Town as "sporty" (Marketing Manager, ACT) and therefore the brand was considered sporty. Another stakeholder clearly stated that "Cape Town is a sport mad city; there is certainly a strong willingness to bring events to Cape Town" (Chief Director of Sport and Recreation, WCPG). These perspectives indicated the sporting element of the Cape Town brand personality.

Linking to an earlier sentiment relating to the social challenges of the Cape Town brand image, the CEO at WPCA later viewed the Cape Town brand as having a "split personality"; fair to some and unfair to others. He plainly stated: "Cape Town is friendly and fun, but this is a person we are talking about and it is a person with a dual personality basically". His response explaining this phenomenon is as follows:

"Cape Town is a very attractive young man or woman with a split personality, we all know about the beauty but we just have to travel to the airport to see the squalor and every winter there is terrible floods and horrible living circumstances, so we got this incredible beauty and nature that we love and we got this terrible legacy of inequality right next to us and we can never be whole whilst those two extremes exist" (CEO, WPCA).

This perspective also emphasising the word 'young' .This may be indicative of the developing Cape Town city.

However, the history of Cape Town city also seemed to play a role when describing the city's brand personality. One respondent linked the Cape Town brand to an "old lady with a lot of stories to tell" (PRO, Ajax CT FC). He highlighted the "improvement of life (pre isolation, early

1990s)” which emphasised the maturity of the city’s brand from how it used to be perceived. Notwithstanding a previous sentiment about the social challenges that may still exist; this perspective explains the progress which the city has made since its emergence as a democratic city which adds value to its brand personality.

4.4.4 Key components unique to the Cape Town city brand

In order to determine the value of sport to the Cape Town city brand it was important to ask stakeholders, “What do you see as key components of the Cape Town brand?” While the majority of their responses centred on attractions associated with Cape Town’s “natural environment” (Director, CETRA) and “physical beauty i.e., Table Mountain, the beaches, the harbour, the Waterfront, and Robben Island” (Marketing Manager, ACT), there was clear awareness and recognition of the sporting components that constitute the unique Cape Town city brand. The following response reveals a common difficulty noted across respondents when distinguishing one particular component, sporting or otherwise:

“It is hard to distinguish a specific thing; whether it is Cape Town Stadium or Newlands Rugby (Stadium) or Newlands Cricket (Stadium), Table Mountain, Winelands, Cape Town’s got it all. So you can’t really pick one as being the best. It is the whole lot that makes up the entire Cape Town” (Sports Branding Manager, Peninsula Beverages).

While this perspective emphasises the component of sport in relation to Cape Town sporting facilities, the following respondent identified unique Cape Town sporting events as key components of the Cape Town brand:

“(Cape Town’s) physical attributes, its inhabitants, its diverse communities that make up the Cape Town city. The mountain, the sea, the beaches, the wine farms, there is literally everything. Combined with its inhabitants, something like the minstrels carnival and then you have got something like the Argus Cycle Tour (Cape Town Cycle Tour)...the J&B Met or the (Cape Town International) Jazz Festival that (also) make up this vibrant city” (Director, CTCTT).

From this perspective it is clear that components i.e., the diverse inhabitants and communities as well as the minstrel carnival and the Cape Town International Jazz Festival are key cultural components that were similarly distinguished. Together with the “history” (CEO, WPCA) and the “national heritage” (Director, CETRA) these components appeared to be linked to the diverse cultural aspect of the Cape Town brand.

More so, perspectives linked to the proficiency of Cape Town authorities when organising and supporting events in Cape Town implied key organisational components of the Cape Town brand. A response that illustrates this perspective:

“I think (one) of the major components that we underplay and that is not always given sufficient profile is in fact the level of skill that exists within the City of Cape Town as a municipality when it comes to the organisation of major events. The level of skill within the city itself (and) the municipality when supporting and organising major events” (Director of Sport and Recreation, COCT).

Still from an organisational aspect, a respondent linked the “hard work of officials” as a key component as he believed it “lends itself for people that want to bring events to Cape Town” (Chief Director of Sport and Recreation, WCPG).

From the responses, the Cape Town brand is clearly linked to associations that consist of four key components i.e., its natural, sporting, cultural, and organisational components. These are illustrated in Figure 4.3 below:

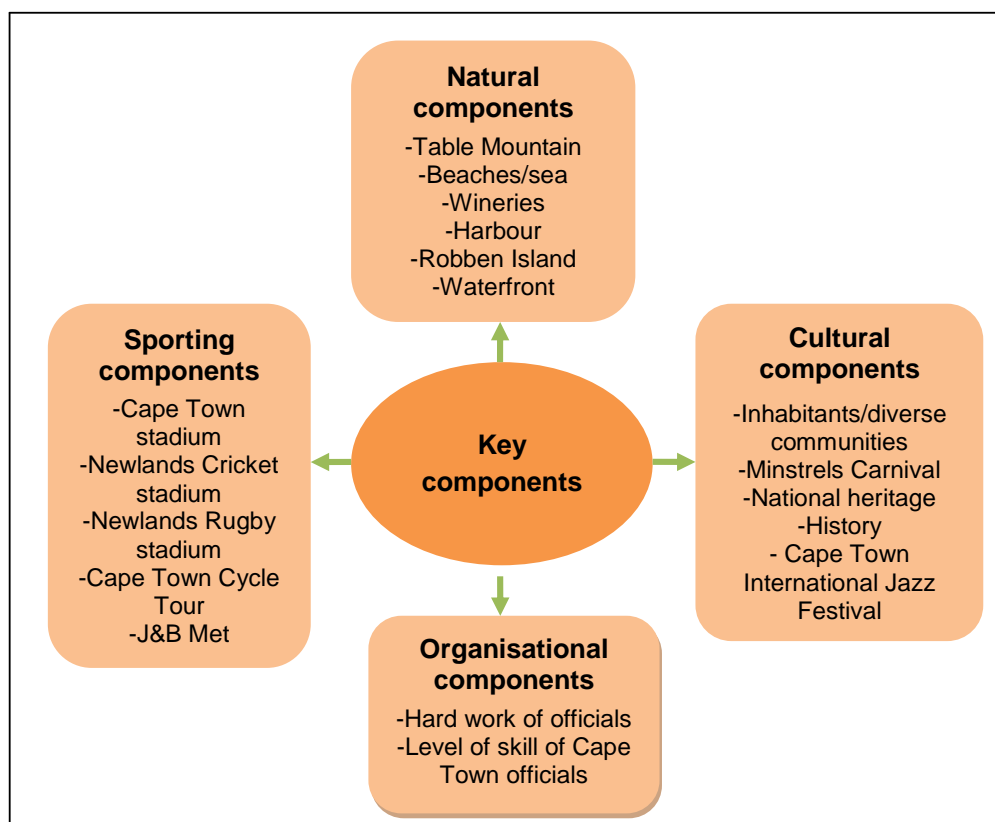


Figure 4.3: Perceived key components of the Cape Town city brand

4.5 The impact and importance of sport for the Cape Town city brand

The following section reports the findings in relation to the significant role of sport for the Cape Town city brand. All questions pertaining to the role of sport started with, “How would you describe the importance of ‘sport mega-events’, ‘sport facilities’, ‘sport teams and personalities’, and commercial sport brand and sponsors’ to the Cape Town brand?” The first part starts with describing the important role which sport mega-events play in creating the Cape Town city brand.

4.5.1 Sport mega-events

Sport mega-events were identified by this study as international or global sporting events sought after by nations and cities for their exclusive hosting rights, for instance, the Olympic Games and the FIFA World Cup. While most respondents agreed that sport mega-events are “absolutely critical” (Brand and Communications Manager, CT Stadium) and “extremely important” (Sports Branding Manager, Peninsula Beverages) to the Cape Town brand, their perceptions were linked to various factors. The following points illustrate these perspectives.

- The unifying role of sport mega-events:

A few respondents described the significant role of sport mega-events as a unifier of people:

“I think what big sporting events do to a city is, they bring people to the city. Sport in itself is a unifier of people; it doesn’t matter if you are rich or poor, black or white, or whatever. So it’s a unifier nationally as well as exposing (the city) international tourists” (Marketing Manager, ACT).

While this perspective emphasises the unique opportunity of sport mega-events to unite people of all nationalities and cultures, another respondent linked the unifying role of sport mega-events to a catalyst for peace across various nationalities and cultural groups. His response, referring to the role of the 2004 Cape Town Olympic Games bid and the integration of the Cape Town community is as follows:

“The leadership within the city recognised that that period (the bid for the 2004 Olympic Games) called for an initiative that would rally the people of Cape Town from a divided past into a sort of unifying rallying call both nationally and locally. Bidding for the Olympic Games provided an excellent strategic platform to create energy around nation building, around people accepting that we are all part of

Cape Town and South Africa no matter what our past is” (Director of Sport and Recreation, COCT).

This perspective further indicates a strategic platform (value) of sport mega-events through the unification of people.

- Sport mega-events as a global platform for changing perceptions:

One respondent also highlighted a strategic platform and linked the importance of hosting sport mega-events to ‘changing perceptions’ of visitors. Using the example of the 2010 FIFA World Cup and visitors’ perceptions of the Cape Town city brand her response follows:

“Just the experience of being here (in Cape Town), I think it was a great time to be here in terms of the atmosphere experienced...(People) came because of the World Cup, so I think mega sport events provide a global platform to change perceptions for people who probably have been exposed to the extent that they have, whether direct experience of coming or television coverage of what they see in terms of images of the (Cape Town) Stadium with the background of the natural attractions” (Director, CETRA).

In an attempt to dismiss pessimistic perceptions of people regarding the continent, nation and city brand, the Brand and Communications Manager at the CT Stadium emphasised the importance of hosting sport mega-events. She stated:

“I think (the 2010 FIFA World Cup) was a huge opportunity to dispel many Afro pessimistic views about what Africa, South Africa and Cape Town is all about. It kind of gives you a different perspective on who we are as a city and destination”.

- The credibility and capability through hosting sport mega-events:

The importance of sport mega-events was sometimes linked to the credibility that it brings to the hosting city. The successful hosting of the 2010 FIFA World Cup was believed to bring “credibility to the Cape Town city brand for future events to be considered” (Marketing Director, Adidas). Another respondent reported that the spectacle also “proved the capability of Cape Town to successfully host such a large scale event” (Director of Sport and Recreation, COCT). These perspectives link specifically to the successful hosting of the 2010 FIFA World Cup. However, there were respondents who believed this success may be short-lived. Referring to the lack of transparency displayed by the Local Organising Committee,

SAFA (South African Football Association) regarding the legacy impact of the 2010 FIFA World Cup, the following response illustrates this perception:

“We will never have another FIFA World Cup in our lifetime, I can guarantee you that. From a FIFA point of view it’s all about legacy, there was nothing else. So they came here, played seven games at the stadium, played 60 odd around the country and it was all about what the legacy would be afterwards. Unfortunately with SAFA (South African Football Association) it is not always the case. There is not always transparency in terms of where the legacy is” (Director of Place and Destination Marketing, COCT).

Another perspective that implied the short-lived success of the FIFA World Cup was linked in particular to the legacy of sport stadia:

“I think South Africa got a little caught up in the whole FIFA World Cup atmosphere and we spent a lot of money on new stadia. We didn’t have a long plan how to incorporate those stadiums into the overall plan” (Sports Branding Manager, Peninsula Beverages).

- Economic value of sporting events:

While respondents consistently linked sport mega-events to the economic value it holds for hosting cities, they often recognised major sporting events i.e. the Cape Town Cycle Tour to be more economically beneficial for Cape Town city. As a result of their annual hosting compared to sport mega-events (once every four years), the Chief Director of Sport and Recreation at WCPG explained that there are “opportunities for return visits”, economically benefiting “guesthouses, catering facilities, and hotels” and creating opportunities for “permanent and temporary job creation” (Director of Place and Destination Marketing, COCT). The biggest opportunity which major sporting events create and the one most mentioned by respondents is the “tourist opportunity” (Director, CTCTT). Apart from the “large participant base” (Director of Sport and Recreation, COCT), it was also believed that the influx of tourists “supporting their family or friends” (Communications Manager, WPRA) contributes significantly to the city’s economy. As a result of this linkage, one respondent explicitly stated:

“I think it is very, very, very important. You say Olympic Games and FIFA World Cup, I would say no, the Argus (Cape Town Cycle Tour), the Two Oceans

(marathon), those are massive events, those are good for the city”
(Communications Manager, WPRA).

While these perceptions centre on major sporting events, cultural events were also linked to the economic development of Cape Town. This emphasised the economic value of all major events, sporting or otherwise.

“Look at something like the (Cape Town International) Jazz Festival, I think it brings in over four hundred and fifty million rand economic impact over that period, it creates over 120 permanent jobs and I think over two thousand temporary jobs” (Director of Place and Destination Marketing, COCT).

Interestingly, the mainstream sport events (like rugby and cricket test matches) in Cape Town were equally perceived important to the economic development of Cape Town as they “bring in the same value as the Argus, the Volvo Oceans Race and the Two Oceans Marathon for instance” (CEO, WPCA). The CEO, in his response, implied that these sporting codes are not part of the priority of the Cape Town authorities regarding overall sport marketing and as a result the value thereof was not recognised. His perception follows:

“Rugby and cricket are not marketed well enough by the city and the city doesn’t recognise the value that rugby and cricket bring to it...People spend five days watching cricket, they spend another few days arriving and leaving, you got to work out for yourself the value to the local economy that a cricket test match brings. And none of that is recognised through support by the city for the actual event”.

- City branding and leveraging opportunities through the nature of major events:
Respondents often linked the outdoor participatory nature of major events i.e. the Cape Town Cycle Tour and its scenic route (around the Cape Peninsula) to an opportunity for effective city branding: “The nature of the Cape Argus Pick n Pay Cycle Tour (Cape Town Cycle Tour) is hugely important because it allows you to effectively market your city” (Director, CTCTT). Another response also linked to this phenomenon:

“We are very fortunate here in Cape Town to have events such as the Cycle race (Cape Town Cycle Tour). What makes that type of event different to a mega event is the participatory nature of the event...You have to look at (the branding opportunities) that has to offer a destination” (Director, CETRA).

Furthermore, a respondent believed that leveraging off events like the Cape Town Cycle Tour is critical for the Cape Town city brand, due to the weak South African currency compared to the international currency as well as the low marketing budgets for city branding. His response is as follows:

“Eventing is critical for no other reason than the Rand is weak. The ability you get out of leveraging the event is sometimes three, four, five, six times what you really put into it...We don’t have a budget of two million rand a month to put on one entity (global marketing), so we rather procure and then hopefully the global eyeball count or global TV count will offset the money five, six, seven times over” (Director of Place and Destination Marketing, COCT).

4.5.2 Sport facilities

Key sport facilities that were made reference to when asked to describe the importance of sport facilities to the Cape Town brand were the Cape Town Stadium, DHL Newlands Rugby Stadium and the Newlands Cricket Stadium. It was important to gain insight into perceptions of stakeholders of the role of these sport facilities as another element of the sport brand. The importance of Cape Town sport facilities and sport facilities in general was commonly perceived as a “competitive” platform where “events take place” (Chief Director of Sport and Recreation, WCPG).

Respondents stated that sport facilities need to be “adequate, modern, effective and efficiently functioning” and must “meet criteria and standards of sport that are played across the world” (Brand and Communications Manager, CT Stadium). In light of these standards, Cape Town is believed to have “really good structures in place for the major events” (Marketing Director, Adidas). Beyond the premier facilities, local facilities across all sporting communities were also perceived as being adequate:

“I think our facilities in our communities are also very adequate. We host local soccer tournaments, all non professional in all avenues...then you go to Mitchell’s Plain, you go to Observatory, you go to Khayelitsha, they all have top notch facilities” (Sports Branding Manager, Peninsula Beverages).

Interestingly, a respondent emphasised that sport facilities in Cape Town do not only consist of constructed sport stadia. The distinction between the types of sporting facilities was noted by the Director at CETRA who referred to both the city’s “natural environment” and

“manmade” facilities as being important, depending on “how the Cape Town brand wants to be positioned” and what events the city desires to host. The Director stated:

“I think it’s going to be a combination of natural attractions- natural environments like we have (like) the beach. So sailing becomes a very important aspect. It’s a natural fit for us. Using our coastline, using the mountains for more adventure type sport. But at the same time we need to have the manmade facilities to place ourselves...if we are looking to compete internationally”.

The responses noted a number of examples of Cape Town’s manmade and natural sport facilities. These are summarised in Figure 4.4.

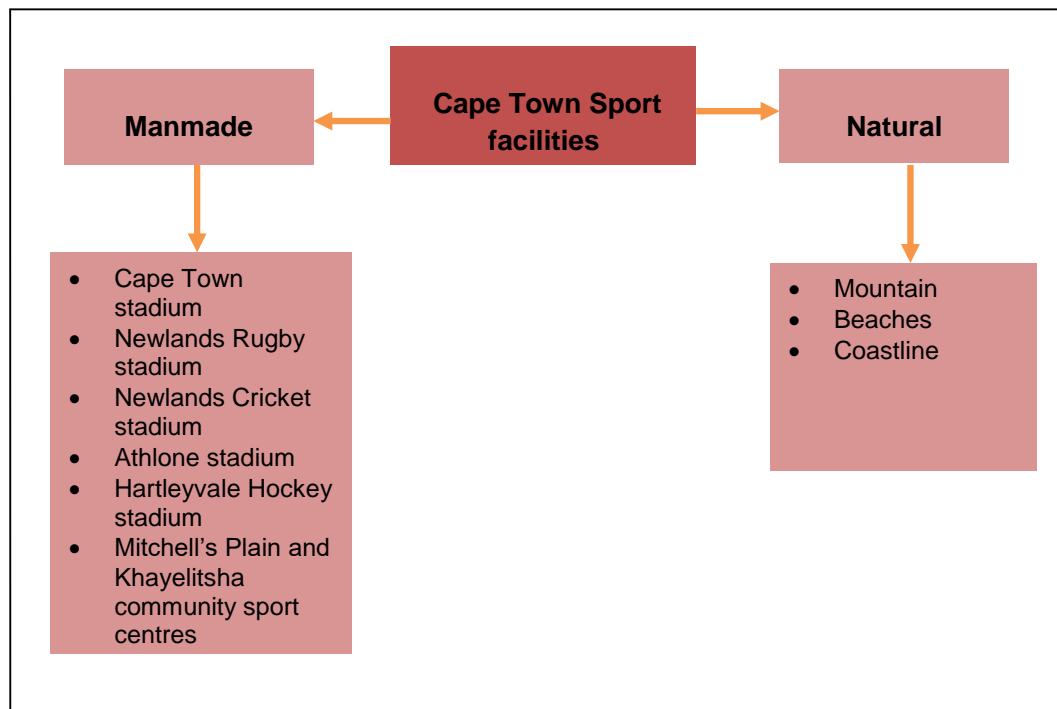


Figure 4.4: Examples of manmade and natural sport facilities in Cape Town

Importantly, there were a number of respondents who believed that the cost of constructing “manmade” sport facilities in Cape Town is not the best option for the Cape Town city economy. Considering the costs that were associated with constructing the Cape Town Stadium compared to the value in profit which the stadium generates post 2010 FIFA World Cup, the Marketing Manager at ACT remarked:

“I know we are in a situation now where the stadium, it’s a beautiful stadium but it actually costs us...I know the value at costs is 52 million but we get in about 12 million or something like that. So that’s an interesting debate”.

Often linked to these types of concerns were stakeholder opinions regarding the possible relocation of venue for Western Province Rugby Union to the Cape Town Stadium. To “ensure the Cape Town Stadium is more viable” (Brand and Communications Manager, CT Stadium) and also to “offset the deficit of taxpayers” (Director of Place and Destination Marketing Manager, COCT), respondents believed that the “opportunities lie in Western Province Rugby becoming an anchor tenant at the Cape Town stadium” (Brand and Communications Manager, CT stadium).

However, there was a difference in opinion across respondents whereby not all stakeholders believed the possible relocation would be a wise decision. As a result respondents considered the following advantages and concerns involved upon relocating. The perceived advantages were linked to the elevated “fan experience” which the Cape Town Stadium and Cape Town city centre offers compared to DHL Newlands Rugby Stadium and the entertainment areas in the Newlands vicinity. A response of the Director of Place and Destination Marketing at the COCT illustrates this perspective:

“It will be from an average experience to a world class experience...The My Citi (bus services) runs directly through there so it solves half the parking problems...and there is enough restaurants, pubs, clubs, fanwalk that can cater for different people’s needs”.

Concerns, in this regard, were often linked to the “rich history” and “emotional attachment” (Brand and Communications Manager, CT Stadium) to the Newlands Rugby Stadium. DHL Newlands Rugby Stadium being noted as one of the oldest rugby stadiums in the world and, in fact, “the oldest rugby stadium in South Africa” (Brand and Communications Manager, CT Stadium) makes the decision to relocate more complex. The Communications Manager at WPRA stated: “Obviously there is a lot of history; it’s the second oldest rugby stadium in the world that, unfortunately, if we were to move, then we would be sure to take that into account.

Also linked to respondents’ concerns are the future implications for Cape Town sport. For the Communications Manager at WPRA this concern related to the future home of Cape Town Rugby and the uncertainty of “not being able to be at Cape Town stadium for life”.

Furthermore, concerning the home of Cape Town Cricket and Newlands Cricket Ground, the CEO at WPCA responded: “obviously the future of Cape Town Stadium is crucial and the discussion with rugby actually impacts directly on us because if they leave, what happens?”

Aside from stakeholders’ debate about the possible relocation of WPRU, the Director of Place and Destination Marketing provided insight into a sustainable solution whereby the city leverages off the Cape Town Stadium as a “fantastic icon for people that come (to Cape Town)” as well as “position the stadium as a multipurpose facility for conferences”.

4.5.3 Sport teams and personalities

It was important to determine stakeholder perceptions of the role that the sport teams and personalities of Cape Town play in the city brand. The Cape Cobras, Ajax Cape Town, and DHL Stormers were prime examples. Sports personalities across a variety of sporting codes were mentioned. For example in cricket, Jacques Kallis, Herschelle Gibbs, Vernon Philander, JP Duminy, Robin Perterson, Graham Smith and Hashim Amla were often referred to. In rugby, Juan de Jongh, Gio Aplon, Eben Etzebeth, Scarra Ntubeni, Siya Kolisi and Nizaam Carr were identified. Quinton Fortune and Benni Mccarthy were sport personalities recognised for soccer, and in the Dakar Rally Giniel de Villiers were mentioned. In addition to these sports personalities Marc Lottering and Nik Rabinowitz (comedians) were also considered influential for the city’s brand.

Stakeholder responses regarding the important role of sport teams in developing city brands varied significantly. The role of Cape Town sport teams was often linked to “giving people a sense of identity” (Chief Director of Sport and Recreation, WCPG) and an opportunity for “belonging to something” (Marketing Manager, ACT). This was considered by the Marketing Manager, to bring about “loyalty” when fans support their local sport teams.

Emphasising the role of sport teams and in particular Ajax CT FC, the PRO at Ajax CT FC linked their sport team’s brand identity to the brand identity of Cape Town:

“Remember every time we play we carry the name, Ajax Cape Town, so we carry Cape Town with us, Cape Town is in our hearts. Every time we go away and play and win, we say Cape Town won and every time we don’t do well, they are beating Cape Town. So we cannot falter, we cannot be average because we are standing for a bigger brand which is Cape Town” (PRO, Ajax CT FC).

A number of respondents further linked fan support as a result of successful team performances to the role of sport teams in city brands. One respondent illustrated this perspective: “If you look at the number of people that attend the Stormers matches, when the Stormers are winning, record breaking, 40 000 plus” (Chief Director of Sport and Recreation, WCPG). Another respondent compared the on field performances of DHL Stormers and Ajax CT FC stating:

“It is hell of important to have teams that perform well for the city. The city benefits out of it. The DHL Stormers play ten games at home, 50 000 people in the stadium. Ajax (Cape Town FC) on the other hand, they have got fewer supporters” (Marketing Director, Adidas).

This perspective also emphasises the economic gains for the city through locals and visitors spending as a result of winning performances by their local teams.

As a global comparative example, one respondent perceived the Barcelona Football Club to impact the Barcelona city brand in a similar way through success in team performance:

“Obviously the city of Barcelona with a football team like Barcelona, as a huge Champions League kind of winner. Barcelona has a team that does incredibly well and has some of the best players in the world” (Marketing Manager, ACT).

While some respondents suggested that sport personalities are “extremely important to the way the city is perceived” (Director, CTCTT), others were “not as convinced about the role of sport personalities to the Cape Town brand” (Marketing Manager, ACT). A number of respondents linked the importance of sport personalities to their role as “ambassadors” (Director, CTCTT) for the Cape Town city brand. This was often perceived in line with their influence in “positioning the city as a sporting brand” (Brand and Communications Manager, CT Stadium).

Interestingly, one respondent implied that Marc Lottering and Nik Rabinowitz, personalities in the stand-up comedy industry, as well as retired sporting icons like Quinton Fortune, are utilised during the hosting of events both nationally and internationally. He stressed that this is important as it “showcases Cape Town in a different way” and by doing so, “the city utilises these people” (Director of Place and Destination Marketing, COCT). The utilisation of these icons was elaborated by the Director at CETRA:

“I think they are very important but I think they are underutilised. I don’t think we do enough both in terms of Cape Town personalities living in Cape Town and when they tour. I think they have a role to play because they become brand ambassadors for Cape Town. So in terms of both ways, it is reciprocal - it is a perfect opportunity to leverage and I don’t think we do enough about that. Both in terms of current sport stars and teams and those who have been retired but are still iconic”.

However, the Director of Place and Destination Marketing at the COCT disagreed with this response, stating that: “People within the city that are icons and born here we do try to utilise them a lot”.

4.5.4 Commercial sport brands and sponsors

Stakeholders were asked: “How would you describe the importance of commercial sport brands and sponsors to the Cape Town brand?” While only a few stakeholders perceive commercial sport brand and sponsors important to the Cape Town brand -in that they “have a role to play in trying to keep the Cape Town name credible” (Marketing Director, Adidas), the majority of responses indicated uncertainty. For example: “I think they are important. They are important for the sport industry as a whole, the extent to which they are important to the city brand, I’m not sure” (Director, CETRA). With more certainty about the perceived insignificance of commercial sport brand and sponsors to the Cape Town brand, a respondent argued:

“Commercial sport sponsors are important for the actual sport itself, they don’t necessarily add to Cape Town city. Sponsors obviously make the wheels turn etc, without a major sponsor you can’t pay salaries. TV rights are obviously a big thing and that just helps you pay the bills at the end of the day” (Sports Branding Manager, Peninsula Beverages).

This perception emphasises the importance of these sport brands to the livelihood of many sport organisations. This view was shared by another respondent stating: “We would not survive without sponsors, and when I say survive, I’m not exaggerating” (PRO, Ajax CT FC).

The importance of commercial sport brands and sponsors towards the sustainability of Cape Town sporting events was perceived by stakeholders as very important. A response of the Director of the CTCTT alluded to the importance of both corporate and sporting brands as follows: “J&B, Old Mutual, Cape Argus and Pick n Pay...the city needs those large corporate

brands, whether they are sporting or corporate brands to ensure the sustainability of these events going forward”. The sustainable relationship between brand and sport was further noted by the Chief Director of Sport and Recreation at WCPG:

“We need to have more brands that also have their base here. Old Mutual has their base here that is why you have your Old Mutual Two Oceans Marathon that assists Cape Town and the sport. We are glad that the brands have decided to locate here”.

Linked to these responses are locally based companies (J&B, Old Mutual, Cape Argus and Pick n Pay) which indicates the importance of non-sport brands as sponsors in support of Cape Town sporting events.

Although the relationship between sponsor/ brand and the Cape Town brand was not clearly perceptible from the stakeholder responses, the relationship was clarified by stakeholders who are involved in managing sporting events. An example linked to television broadcasting was given by the Director of the CTCTT as follows:

“The Two Oceans Marathon and the Cape Argus Pick n Pay Cycle Tour are sporting events that are broadcast live on television to show off what we got out there. Those events only happen with large corporate sponsors”.

Another stakeholder’s response explains: “The bigger the exposure of those brands in the city, the more the city probably benefits from it as well. So DHL is on the roof of Newlands Rugby, it’s a multinational company and it shows Cape Town as part of a global market that is competitive and lucid place sport wise” (CEO, WPCA).

Although a large number of responses clearly linked some elements of sport i.e. sport mega-events, sport facilities and sport teams and personalities important to the Cape Town brand, not all elements of sport, for example commercial sport brands and sponsors, were evidently linked. The following section reports on the findings regarding the Cape Town brand compared to other national and international cities.

4.6 The Cape Town brand compared with other national and international cities

This section looks at the perceptions of stakeholders regarding the Cape Town brand compared to national and global cities. It was important to extend this comparison

internationally as the Cape Town brand was consistently viewed by stakeholders as a globally competitive city.

4.6.1 National comparisons

There were four South African cities referred to by stakeholders, namely Johannesburg, Durban, Port Elizabeth, and Pretoria (Tshwane). Responses across the entire group of stakeholders, regarding the comparison of the Cape Town sport brand to these national cities, showed a number of similarities. However, although these cities were perceived “powerful in their own regard”, Cape Town was viewed as “more all-rounded” (Marketing Director, Adidas).

The majority of respondents were in agreement about Cape Town city being perceived as a “well known sporting destination” (Marketing Manager, ACT). A key distinguishing feature appeared to be the “natural setting that Cape Town could offer” (Marketing Director, Adidas) compared to other national cities. Referring to the natural environment of Cape Town city, a perspective illustrating this competitive advantage and the impact thereof upon attracting global sporting federations is given below:

“I’m not far off the mark when I claim that Cape Town is in fact the city of choice for the majority of international federations. We have had interactions with representatives of international federations that made it absolutely clear that they are coming to Cape Town rather than to other cities, the other major metros in South Africa” (Director of Sport and Recreation, COCT).

However, another respondent believed that Cape Town city “cannot rely purely on its beauty to constantly win things” (Director, CTCTT). He recognised that the city of Durban “spends a lot of money on promoting sport”. When compared with Cape Town city, he identified the absence of commitment from Cape Town authorities to invest in sport, which indicates a possible advantage for the City of Durban in being a “front runner” (CEO, WPCA) when bidding to host sport mega-events.

Further implicating the brand positioning of the city, a respondent indicated that the commitment to invest in sport is essential. Again the City of Durban was the prime example:

“Durban has somehow managed to be much better positioned in terms of how the city supports sport...there is a whole sporting precept there...most importantly the city invests in sport”(CEO, WPCA).

Also emphasising the city's brand positioning, a respondent stated: "Durban likes to position themselves as an events destination and I think they have acknowledged that they needed bigger budgets in terms of event support" (Director, CETRA).

A key comparison was made in relation to outdoor sporting activities which Cape Town city can offer as a result of how the city is structured compared to other national cities e.g. Johannesburg. Often perceived as "the business hub" (Director of Place and Destination Marketing, COCT), the city of Johannesburg was seldom linked to a typical sporting destination. The following quotation is representative of a few responses:

"In Joburg (Johannesburg) people live in suburbs and there is concrete and highways, whereas in Cape Town you can go up on Chapmans peak (mountain) running and cycling. So Cape Town is a massive sporting destination for serious people" (Communications Manager, WPRA).

Interestingly, although respondents mentioned other national cities such as Port Elizabeth and Pretoria, there was no elaboration as to why and how they are competitive compared to the Cape Town city brand. This led the researcher to believe that the city of Durban and Johannesburg are the city's top competitors with regards to sport.

4.6.2 International comparisons

Stakeholders were specifically asked, "In your opinion, how does Cape Town's brand compare to international cities?" The cities of Melbourne, Dubai, Barcelona, London, and New York were global comparative examples mentioned by respondents. Responses were not in agreement and presented a diverse set of findings. While there were a number of respondents who believed the sport brand of Cape Town compares favourably with international sporting cities, there was another group who considered other global cities to be more effective sporting cities.

Consistently, respondents perceived the city of Melbourne as the "number one city in the world" (Sports Branding Manager, Peninsula Beverages) in terms of its global sporting competitiveness. This particular stakeholder noted that, "purely from the range of sport Melbourne has and the crowds that they get...they obviously have a lot to offer" and, therefore, was considered the number one city of sport. He also linked Melbourne city's competitiveness to its excellent sporting facilities which are believed to accommodate over 100 000 people per match. He stated:

“For a cricket game they get 120 000 people into the stadium, for an Australian Open tennis tickets are sold out every day, and for a rugby game they get 115 000 people into the stadium”.

The Barcelona sport brand was also noted, as being one of the leading cities of sport. This was mainly due to their strategic vision for the city’s brand positioning. One stakeholder revealed that despite their knowledge of the “financial burden” which the 1992 Olympic Games placed on their city’s economy, “Barcelona city authorities strategically decided to continue to invest into sport for the city” (Director of Sport and Recreation, COCT). Beyond their investment, another respondent noted the “brand association” of their Football Club, “that does incredibly well” (Marketing Manager ACT) both on and off the field which further positions the city as a leading sport city.

New York City’s sport brand was also noted. This city was mentioned by a number of respondents as a globally competitive city in sport as a result of their unique sports i.e., the National Football League and National Baseball Association. However, as these sporting events are not universally participated in, respondents did not further elaborate on the city’s competitiveness. A response that was typical of a few stakeholders reveals: “New York is also a big competitor but they don’t play sport that we take part in...” (Sports Branding Manager, Peninsula Beverages).

The next section now outlines the competitive advantages of Cape Town’s brand as perceived by stakeholders.

4.7 Cape Town city’s competitive advantage

Respondents were specifically asked: “Do you believe Cape Town has a competitive advantage over other cities and if so, what do you recognise it to be?” The findings revealed a unanimous perception across all responses that the Cape Town brand indeed has a competitive advantage. The following points illustrate their views.

- The comparative natural setting:

Very often the Cape Town brand was linked to its “natural setting” (Marketing Director, Adidas) as a being one of the city’s main distinctions. When comparing the city’s brand to other international cities, this linkage emerged again. One of the responses highlighted: “We (Cape Town) have natural beauty, we have all of this and I think very few countries or cities can compare on the same level” (Brand and Communications Manager, CT Stadium).

Respondents believed that it is attractions such as Table Mountain that contribute to this advantage. Illustrating this response, the CEO at WPCA stated: “It is the beauty of the surroundings definitely. When you are in Durban and you are sitting in the stadium, you cannot see the mountain like this in the cricket field”. Interestingly, Table Mountain was sometimes solely perceived which indicates the main advantage of the city’s natural setting. The Communications Manager at WPRA stated: “it is without a doubt Table Mountain”.

Coupled with the emphasis on natural beauty were stakeholder perceptions of the ‘geographical location’ of the city. With the belief that this competitive advantage extends internationally, the Director of Sport and Recreation at the COCT responded: “I think both nationally and internationally the geographical environment of Cape Town gives it a competitive edge when it comes to its brand”. Significantly, this particular stakeholder identified the ‘natural setting’ and ‘geographic location’ of the Cape Town brand to serve as a “strategic competitive edge” during the hosting of outdoor sporting events. Using the Cape Town Cycle Tour, Two Oceans Marathon and the Absa Cape Epic as examples, the Director elaborated:

“We don’t have to focus on sport types that require major facilities. For instance, the Argus (Cape Town) Cycle Tour has the most scenic route in the world. The Two Oceans Marathon- where do you get a marathon that gives participants the opportunity to see two oceans? If you look at the Cape Epic-a mountain bike race that is equivalent to Le Tour de France, situated in the most scenic Wineland route?”

This response further reflects a competitive advantage of sporting events that are distinctive to the Cape Town brand. It was also brought to light by the Director of CETRA who explained:

“We are very fortunate in Cape Town that we have strong home grown events and that gives you your differentiator because there are many big cities that can host a mega event but only Cape Town can host a unique cycle race as the Argus Tour or the Two Oceans Marathon in terms of the natural environment in which it occurs.”

Although the majority of perceptions centred on the natural setting and physical location, a respondent argued that “you can’t rely solely on your location” (Director, CTCTT). Referring

to the marketing efforts around these perceived competitive advantages of the Cape Town brand, the Director continued:

“You need to make sure you working your location and you need to make sure that you are promoting yourself, you can’t simply sit back and say the location. So yes we do, our location is unique, our setting is unique, and so that is our advantage. But it is promoting that and getting out and letting people see that”.

- The successful history of hosting sport mega-events:

A respondent identified the successful hosting of previous sport mega-events as a favourable comparison linked to the Cape Town city brand:

“Cape Town compares quite favourably to international cities...Cape Town having been host of the World Cup Cricket in 2003 and also hosts now for CHAN, in 1996 we were hosts in the African Cup of Nations and 1995 for the Rugby World Cup” (Chief Director at Sport and Recreation, WCPG).

Another respondent noted the “successful hosting of the (Soccer) World Cup in 2010 in Cape Town as well as the rest of the country” (Director, CTCTT) as a sport mega event linked to the city’s favourable comparisons.

- The favourable climate for hosting year round sport:

The Cape Town climate was another factor considered as a competitive advantage. Despite respondents recognising that “Cape Town has obviously got the cold and wet winters” (Marketing Director, Adidas) compared to other national cities, the perception is still that “the climate is well suited to play sport all year round” (Communications Manager, WPRA), especially when compared to other global climates.

- The comparative Cape Town sport, accommodation and restaurant facilities:

In relation to sporting elements, sport facilities and stadia were top of stakeholders’ minds. Sport facilities for ‘rugby’, ‘cricket’ and ‘soccer’ were perceived as “magnificent” (Sports Branding Manager, Peninsula Beverages) and “compare favourably with the rest of the world” (Communications Manager, WPRA). Other facilities and venues like “hotels and accommodation” (Director, CETRA) as well as “restaurants” (Marketing Manager, ACT) were also perceived to be “top notch” (Sports Branding Manager, Peninsula Beverages) and more than adequate to “deal with the influx of people during sporting events” (Marketing Manager, ACT).

- The economic favourability of the city:

A further advantage linked to the tourism potential of the city was the exchange rate: “A big advantage is our exchange rate. It is very cheap for people to visit and once they are here, they stay here” (Sports Branding Manager, Peninsula Beverages). The following table summarises the key advantages of Cape Town city’s brand.

Table 4.5 Key advantages of Cape Town city’s brand	
•	Natural setting
•	Table Mountain
•	Home grown sporting events
•	History of hosting sport mega events
•	Climate
•	Sport, accommodation and restaurant facilities and venues
•	Exchange rate

Following the perceptions of Cape Town city’s competitive advantages it was important to determine whether there are any limitations to the Cape Town brand. The following section details the responses of stakeholders to this aspect.

4.8 Limitations of Cape Town city’s sport brand

Stakeholder responses on the perceived limitations of the Cape Town sport brand varied significantly. There were also differences in their opinion while comparing a few of these limitations to the competitive advantages as mentioned previously. The following points outline the perceived limitations of the Cape Town city brand.

- Funding and investment:

Commonly perceived was the limitation linked to the lack of funding and investment into sporting budgets to host more global sporting events in Cape Town. Although the Director of Place and Destination Marketing at the COCT identified the Cape Town sport brand as a strong brand, he suggested that “we could be stronger” and “it is definitely funding that limits the big names from coming here or pitching for the Commonwealth Games,” for instance. Another response explaining this limitation is further linked to the imagination of Cape Town authorities to recognise investment opportunities in sport: “Imagination and money...that’s it. It is the ability for the city to realise that opportunities are endless, but it does require funding” (Director, CTCTT).

- Social challenges:

Although respondents had positive perceptions of the Cape Town city brand compared to other international cities, they perceived a number of challenges that implicate the global positioning of the Cape Town city brand. A respondent linked unique social challenges of the South African national brand which may impair the global positioning of the Cape Town brand. He stated:

“We as a country face very different challenges to the rest of the world, very different challenges. Education, health and safety etc., are areas in our city that can take up major funding” (Director, CTCTT).

- Emerging city:

Another respondent pointed out a different challenge in relation to the position of the Cape Town sport brand as a result of its emerging global status post the isolation period (early 1990s). Illustrating comparisons to the Barcelona and Melbourne sport brands, the following response reveals this viewpoint:

“Other cities such as Barcelona and Melbourne have been in the game longer and things have only really started happening in cities in South Africa post Apartheid, post isolation because the sporting events started coming here” (Marketing Director, Adidas).

- Economic affordability:

The Director of Place and Destination Marketing Manager at the COCT revealed another challenge for the Cape Town brand. He stated that the national economic challenge prevents Cape Town from becoming more globally competitive in hosting international sporting teams and events. The following statement reveals his perspective:

“In terms of sporting iconography people want to come here, it is just when they show us the price tag- we can't afford it. We are getting an endless amount of requests from international teams, such as Manchester United (Football team) but we don't have that kind of money...I don't know if Cape Town is going to be in the race for something like the Grand Prix, we just can't afford it's as simple as that. So it doesn't help that the Rand is weaker...the Grand Prix doesn't talk to you unless you have 100 million dollars on the table and the Rand at the moment

is not very strong and competing with the dollar. So from a sporting point of view we are trying to see how we can get there”.

Although this economic challenge affects all South African cities, this stakeholder revealed that the City of Durban, as a result of their commitment to invest in sport, would be the preferred city for hosting international sporting events, whether it is the Olympic Games or other international sport mega-events. This re-emphasises the importance for city authorities to strategically invest in sport.

- Public transport system:

A limitation linked to the upgrade of “public transport from all sides” (Sports Branding Manager, Peninsula Beverages) was another element that was mentioned across respondents. Although they recognised the upgrading of the bus services in Cape Town, there was still a concern about transport services linked to trains and taxis:

“I think public transport is a big thing, but I think you can see with the MyCiti bus it has already made a big difference. I just think it would be great to have a little bit more, or to upgrade the public transport more...taxis we need to make it safer, trains a little bit cleaner and stuff like that” (Communications Manager , WPRA).

- International standard sporting facilities:

Furthermore, the link to a “shortage of international standard, required sporting facilities” (Chief Director of Sport and Recreation, WCPG) seemed to be more commonly perceived across respondents. The Marketing Manager at ACT recognised that the DHL Newlands Rugby Stadium needs upgrading in terms of accessibility; narrow entries and exit pathways to and from the stadium. Indicating a potential threat to the safety of attendees she stated: “I do think there is a fire risk at Newlands, and that is just on the accessibility”. Similarly, the Director at CETRA noted: “If you look at some of the sporting facilities obviously we fall behind. Maybe we want to host more world championships, more sporting events of that nature but we don’t have the facilities”. Considering public spending on upgrading some facilities in Cape Town, the Brand and communications Manager at CT Stadium stated:

“We cannot offer world class requirements for all sporting codes. If you are talking about the global arena, that is, we have to make some strategic choices as to how public spending happens and those are very difficult choices to make”.

- The congested city centre:

Cape Town's "congested city centre" (Marketing Manager, ACT) was also a shared perception of a few respondents. Regarding the prospects of hosting the Olympic Games in Cape Town, the following question illustrates a stakeholder's perception of the city's limitation as a result of its size: "Something like the Olympics...we are quite a small city centre. For a global city, we are a very small city centre" (Marketing Manager, ACT). Suggesting a possible solution to stage an event such as the Olympic Games, the Sports Branding Manager at Peninsula Beverages responded: "The city centre is pretty jam-packed so we don't have the space to build a 150 000 seat Olympic stadium. We will have to go out maybe towards Bellville, Durbanville (the city's northern suburbs)".

- The geographic point of the city:

Although it was previously noted that the geographic location of Cape Town was an advantage for the type of sporting events the city can host, there was a difference in perspective from the Sports Branding Manager at Peninsula Beverages:

"I think the major issue is that South Africa is at the very bottom of Africa. If we were positioned more towards the North, more closely to Europe, it would be more accessible for other sports to come here. From a logistics point of view, it is very expensive to bring stuff all the way down here, purely because we are not on the trade routes. Australia is a bit different because obviously they are at the edge of the Pacific. So our limitation would be our geographic point".

- Climate:

Another interesting difference in stakeholder perspectives was linked to the Cape Town climate. While the climate was seen as an advantage for hosting year round sport, the "wet winters (peculiar to the Western Cape region), are not great to host something...like the FIFA World Cup. The rainy days which obviously affected the event" (Marketing Director, Adidas). A table listing the limitations of the Cape Town brand is presented:

Table 4.6 Perceived limitations of Cape Town city's brand

- Funding and investment
- Social challenges
- Emerging city
- Economic affordability
- Public transport system
- Internationally required sporting facilities
- Congested city centre
- Geographic point of Cape Town
- Climate

The next section looks at the perceptions regarding the role of stakeholders involved in the development of Cape Town's sport brand.

4.9 The role of stakeholders in branding Cape Town city

Stakeholders were asked about their role as direct contributors to the development of the city's sport brand as well as their strategic partnership towards branding the city. The majority of perceptions appeared similar throughout stakeholder responses. Stakeholders unanimously agreed that they made a contribution to the development of the Cape Town sport brand. They are perceived to contribute, whether through "sponsorship and hospitality" (Marketing Manager, ACT), "providing an experience at iconic stadia" (Communications Manager, WPRA), "sport development" (Marketing Manager, Adidas), or by "financially supporting and leveraging sport events" (Director of Place and Destination Marketing, COCT). Interestingly, The Director of the CTCTT perceived their contribution to be "by default", indicating their involuntary contribution as a sporting event. He responded:

"We happen to have an event that travels around the Peninsula and, as a result, with the private partnership, which are Cape Argus and Pick n Pay, we have been promoting Cape Town inadvertently as a destination to travel to".

The contribution of stakeholders also extends beyond their immediate objectives. Linking their contribution towards social responsibility, the CEO at WPCA reported:

"More importantly, perhaps we run activities for 25 000 people in Cape Town, which is a massive contribution to the social stability to the city which is infested with gangsterism, poverty and other problems".

Some stakeholders also noted that the success of their organisations greatly depended on a positive Cape Town brand. They agreed that "it is critical to have a positive brand in any

form” (Director of Place and Destination Marketing, COCT). Describing the effect of a non positive city brand, the Marketing Manager at Adidas CT responded: “Very important, without a positive brand you won’t have successful events which then leads to us not having success within that event”. Similarly another stakeholder noted: “If there is an opportunity to follow your team and it’s in Cape Town, I think it’s very good to have a positive Cape Town brand and I think they go hand in hand; our brand and the Cape Town brand” (Communications Manager, WPRA).

Interestingly, from a business perspective, a respondent gave insight into the growth of business, sporting or otherwise. A positive Cape Town brand is perceived to be important for “the ease of doing business as well as for the growing of businesses” (Marketing Manager, ACT). Without a positive city brand the respondent suggested that the city will not generate potential tourists and businesses will bear the brunt of this.

The following two sections look specifically at the identification of city brand stakeholders in the sport context of their relationships.

4.9.1 Identifying the main sport brand stakeholders

The majority of stakeholders struggled to identify who the main sport brand stakeholders are, as they believed “it doesn’t matter where you sit everybody believe that they have a say,” hence, “you cannot limit it to sport stakeholders” (Director, CTCTT). Figure 4.8 below illustrates the perceived sport brand stakeholders of the city, as identified by the respondents.

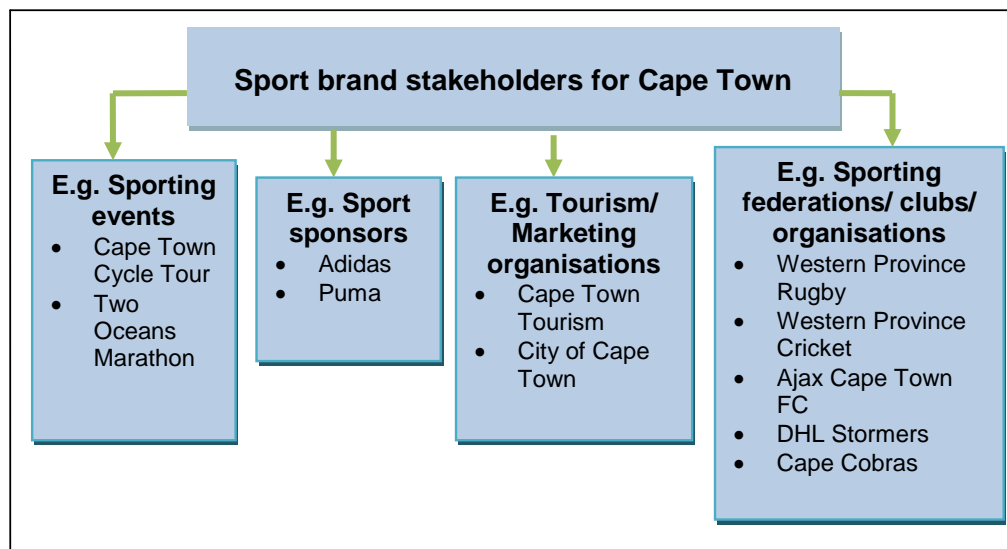


Figure 4.7: Sport brand stakeholders of Cape Town

There is a view that perhaps some of these clusters of stakeholders may be more important than others in terms of the sport brand. For example, “sporting federations are the most important to the Cape Town sport brand” (Chief Director of Sport and Recreation, WCPG). Another example of this: “Obviously the big names e.g. rugby, soccer and cricket (federations), go with how much sponsorship they have attracted and so on, so I think they have a critical role to play” (Brand and Communications Manager, CT Stadium).

Along with federations, equally important were Cape Town sporting events. Based on the amount of sport participants and tourists which these events attract, the Marketing Manager at ACT responded:

“Obviously it would be the main sports, whether it is Western Province and the Stormers, Ajax Cape Town, and the Cobras, but I would go back to the big events that have grown over the years, so it is not actually a sport team but events that now attract 30 thousand people like the Argus Cycle Tour and the Two Oceans that have evolved into these huge events. They are equally important to Cape Town’s sport brand because they bring in people”.

This implies that tourism/ marketing organisations and sport sponsors are less important as they were not elaborated on.

4.9.2 Stakeholder relationships

It was important to understand how stakeholders interact and work together toward a common goal in developing the Cape Town sport brand. It was also important to establish whether there were any challenges that these stakeholders experienced during their collaboration. An earlier response from the Director of the CTCTT which was linked to the question: “Who is ultimately responsible for promoting the city of Cape Town?” indicates a clear challenge among the perceptions of some stakeholders of the collaboration of city stakeholders.

Despite these perceptions, the general impression across respondents was that there are well-established relationships between the Cape Town sport brand and city stakeholders. With regards to organisational disputes, the Chief Director of Sport and Recreation at WCPG stated:

“All the organisations have their agreements and disagreements but one of the nice things is that we have quarterly meetings with all organisations and when we are at the quarterly meetings everyone is mature and we are able to have discussions”.

However, a particular stakeholder, the CEO at WPCA, identified a disconnection in their relationship with city stakeholders. Although this was a new revelation of stakeholders’ perceptions, it is not surprising, due to the private nature of the ownership of this particular sporting code and stadia. The CEO’s response is stated below:

“The city can massively add to what’s happening. Cricket is actually, despite the beauty of the space and the quality of the performances that one sees here, it’s actually very vulnerable financially and actually needs the city to be working much more closely with them and I think the city itself realises the success and wants to help. In actual fact, on the marketing side, there is very little that happens”.

All brand stakeholders are believed to contribute to the Cape Town city brand. Although sport federations were largely perceived as the main sport brand stakeholders of the city, it was justified by the amount of sponsors it attracts. As stakeholder cohesion is further indicated, the next theme highlights the future plans and strategic developments of these stakeholder organisations in positioning the sport brand of Cape Town.

4.10 Future plans and strategic developments

A strategy that appeared significant among respondents was linked to plans to “position Cape Town as a leading city for events” (Director of Place and Destination Marketing, COCT). Providing more details for this strategy, the Director implied:

“We are trying to become the ‘events capital’ or the ‘Gateway into Africa’...by implementing something called the G7 that includes events like the J&B Met, Design Indaba, Argus Cycle Tour, Cape Epic, Two Oceans, Jazz Festival and, the last one, the Volvo Sea or Ocean strategy”.

Recognising the potential for events in Cape Town, sporting or otherwise, another respondent explained: “In terms of positioning Cape Town as an events destination, it is great because the city is not only made up of sport events” (Director of CETRA).

Interestingly, in relation to an exclusive major sporting event in Cape Town, the CEO of the CTCTT reported that their event will undergo a mammoth transformation that will enhance the marketing of the Cape Town brand through sport. He cautiously stated: “Our event will go through its biggest change ever in August of this year (2014) and that is directly related to how we will market the city”. The event has subsequently been renamed the ‘Cape Town Cycle Tour’.

4.11 Summary

This chapter set out the findings from stakeholder responses in relation to the sport brand of Cape Town. The chapter has highlighted key findings from stakeholders’ understanding of place and city branding, their perception of Cape Town’s brand in relation to its identity, image, personality, as well as key components of the city. Although the majority of responses were linked to the natural brand of Cape Town, there were a few responses connecting elements of sport that comprise the Cape Town brand.

The second section set out stakeholder responses on the impact and importance of sport to the brand of Cape Town. Although the important role of sport was largely perceived through sport mega-events, sport facilities, and sport teams and personalities, there were a number of stakeholders who suggested that commercial sport brands and sponsors hold less significance for the Cape Town city brand. Furthermore, compared nationally and internationally, it was clearly determined that stakeholders compared the natural Cape Town setting to no other national or international city and, therefore, perceived it as the main competitive advantage of the city. However, compared nationally, the majority of stakeholders strongly believed that the Cape Town sport brand came second to the city of Durban as a result of a lack of commitment to investing in sport. Internationally the cities of Melbourne and Barcelona were believed to be better positioned in sport. As the lack of commitment to investing and funding Cape Town sporting budgets was the main reason for this insight, there were unique challenges to the Cape Town brand that impede on the city’s brand positioning. The lack of investment and funding was then perceived as a critical limitation for being a stronger sporting city.

Finally, the last section sets out stakeholder experiences in directly branding Cape Town city through sport. Acknowledging their respective roles, stakeholders believed a cohesive partnership is important for developing an effective city branding strategy. Furthermore, whilst stakeholders depend on a positive Cape Town brand for the success of their organisations, insight shows that the positive brand should be mutually reflected. According to the responses it can be gathered that stakeholders believed Cape Town’s brand goes

beyond sport and that it includes a variety of events. Hence, the strategy to focus on a strategic sport and a cultural events initiative was implied. The future plans and strategic developments of Cape Town city, therefore, involve the strategies for implementing major events, sporting and otherwise.

The following chapter discusses the findings in relation to the aims of the study and the literature, comparing the responses of stakeholders with the theory in particular key areas.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

The previous chapter revealed that sport positively contributed to the Cape Town city brand. However, due to unique factors affecting the city, there is still potential for a stronger sport brand positioning. The findings not only revealed the value added benefits of sport for Cape Town city, but also outlined the significant role of sport brand stakeholders of Cape Town, involved in positioning the city's sport brand. This chapter builds on the findings presented in the previous chapter, combined with the literature reviewed in Chapter Two, to present a discussion of the main themes that emerged from this study in order to answer the research questions. These themes are further linked to the objectives of the study. The core themes to be discussed within this chapter are listed below in Table 5.1.

Table 5.1 Core themes of discussion

<ul style="list-style-type: none">• Globalisation and city branding
<ul style="list-style-type: none">• The importance of strategic city branding
<ul style="list-style-type: none">• Strategic elements of Cape Town city's brand
<ul style="list-style-type: none">• The contributing role of sport to Cape Town city's brand
<ul style="list-style-type: none">• National and international competitiveness
<ul style="list-style-type: none">• Limitations of Cape Town's competitive sport brand
<ul style="list-style-type: none">• The importance of sport stakeholders for the city branding process
<ul style="list-style-type: none">• Future implications for sport in the development of the Cape Town brand

5.2 Globalisation and city branding

Globalisation has led to countries and cities competing in a number of markets, for the attention, respect and trust of investors, tourists, consumers, donors, immigrants, media and governments (Anholt, 2007a). Stakeholders consistently confirmed that Cape Town city is "certainly valued by foreigners" and therefore considered a "beautiful global city" (Marketing Manager, ACT). Stakeholders further considered Cape Town's brand as a "globally competitive city for sport" (Brand and Communications Manager, CT Stadium). This indicates that the brand of Cape Town is not just globally well known but sport is also one of the city's

main attributes in attracting global sport business opportunities. Furthermore, Gibb (2007:537) confirmed that “while it may not be a top-ranked competitor, Cape Town does display global city characteristics such as a growing aggressiveness on the part of urban planners and development practitioners in foreign investment attraction, strategic marketing campaigns, and the hosting of high-profile events that provide valuable lessons for aspiring secondary global cities”. This then confirms that Cape Town is a serious competitor for engaging in globalisation as a result of its city brand.

5.3 The importance of strategic city branding

From the literature and the responses of stakeholders, it is confirmed that the importance of city branding is increasingly growing due to the advancement of globalisation. While Stigel and Frimann (2006:247) indicated the 17th century as the period when cities recognised the importance of differentiated city brands. The findings confirmed that during the “20th century and the first decade of the 21st century”, city branding has been increasingly realised by municipalities as a strategy for deriving associated global economic and social gains (Director of Sport and Recreation, COCT). The following excerpt explains the importance of strategic city branding for deriving these global benefits:

“(City branding) becomes an important contributing factor to the economic development strategies of cities through the elevation of the profile of the city via an effective city branding strategy...There are enormous social benefits that cities can derive from profiling the city’s brand” (Director of Sport and Recreation, COCT).

Although the motivation and importance of strategic city branding is greatly influenced by economic and social benefits, stakeholders also confirmed the importance of strategic city branding beneficial for the brand image of the city through the “perceptions of people” (Director of Sport and Recreation, COCT). It is further proved that strategic city branding is important for positioning a city as a “prime destination” for a particular industry (Director of Place and Destination Marketing, COCT). Therefore, the benefits of strategic city branding extend beyond economic and social development for cities and the motivation and importance for cities to engage in city branding practices may differ from city to city, especially depending on the city’s developmental stage and competitive identity.

Furthermore, corresponding to Zhang and Zhao (2009), stakeholders confirmed that strategic city branding is important for communicating a distinctive city brand identity. However, in particular to Cape Town city’s brand, stakeholders identified various strategic branding

challenges facing Cape Town, which may compromise the development and establishment of the city's strategic branding practices. These include:

- 'An undefined brand identity' (not portraying the true essence of the city through its invented city brand slogan, therefore, causing the brand to be dissimilar to the perceptions of citizens and visitors) (Director of Place and Destination Marketing, COCT);
- 'The misalignment between brand stakeholders' (each having their own vision behind the city's brand, which may arguably cause the brand to appear indistinguishable) (Director, CETRA); and lastly,
- 'The lack of stakeholder commitment to settle on a single city brand identity' in terms of a logo or recognisable feature which may aid stakeholders to establish a clear city brand (Director, CTCTT).

In addition to these strategic city branding challenges, Sáez et al. (2013) identified a challenge in relation to the distinctive position of a city brand which mainly affects cities that identify with multiple values as well as cities that share values with other cities.

Certainly these types of challenges create a degree of complexity around stakeholders' strategic city branding efforts to position a distinct city brand. Hornskov (2011:110) considered this complexity in relation to the development of destination brand identities for cities with municipal influences. Indeed, the Director of Place and Destination Marketing at the COCT confirmed that this complexity exists in the efforts of Cape Town city stakeholders to establish a brand identity that communicates the destination element of Cape Town together with the city's municipal brand structure. Although the brand identity of Cape Town has subsequently been transformed (incorporating both the destination and municipal elements), the complexity of strategically positioning the city's brand identity still remains a challenge. Stakeholders are therefore urged to diligently plan their efforts around the execution of Cape Town city's brand in order to distinctly position the city's adopted brand.

Furthermore, stakeholders confirmed that to live up to the city's adopted brand identity may present possible implications for Cape Town city as the city's brand may be misunderstood by visitors during the hosting of sport mega-events. Hornskov (2011) linked this implication to an authenticity challenge concerned with branding. He suggested that brands are driven by authenticity when launching their brand identities. Authenticity guarantees a degree of quality, and therefore the brand should live up to its promise. Although the Cape Town brand demonstrates authenticity in its established brand identity, much of the success of the city's brand may be dependent on the position it holds in the minds of visitors during sport events

which are held in the city. This is however not controlled by stakeholders when positioning the city's brand. Therefore, while emphasising the need for strategic vision around the city brand identity, the city's brand is also cautioned by an authenticity challenge when positioning the Cape Town brand in the minds of visitors.

5.4 Strategic elements of Cape Town city's brand

There are a number of strategic elements that contribute to Cape Town city's brand. The findings indicate that these elements are closely linked to the brand associations, namely; the brand identity, brand positioning, brand image, and brand personality. Figure 5.2 shows examples of the perceived strategic elements of Cape Town city's brand in relation to the brand association model of Kavaratzis and Ashworth (2005:508). It also confirms a link between the brand personality and the brand image on account of stakeholder perceptions which further add to the perspectives of Hosany et al. (2007) who highlighted the ambiguity of this linkage as a result of a lack of empirical and theoretical investigation.

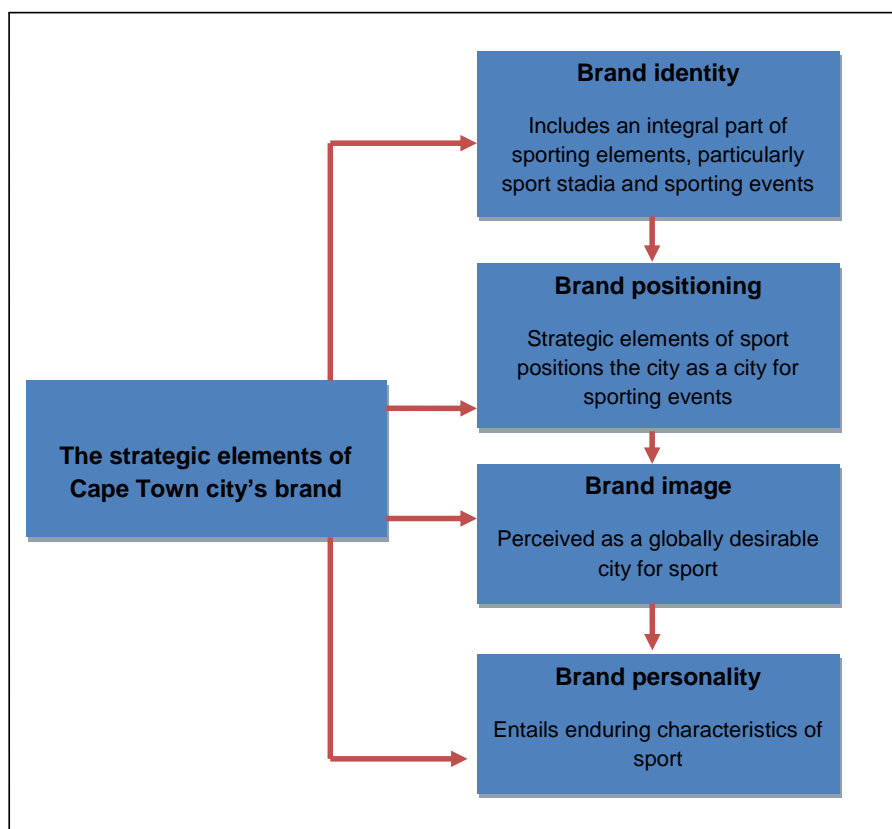


Figure 5.2: The strategic elements of Cape Town city's brand
(Adapted from Kavaratzis and Ashworth, 2005:508)

5.4.1 Brand identity

Although the brand identity (logo and slogan) of Cape Town city is currently disputed among stakeholders, there are certainly shared key components that describe the brand identity of the city. Figure 4.3 in the findings illustrates these components, namely: natural, cultural, organisational, and sports. In the literature Kavaratzis and Ashworth (2005) and Kapferer (2012) refer to key components as value propositions. These components further include strategic elements unique to the city's brand identity and are believed to make up the soft- and hardware of the city, which Hall (2008) expressed as important for developing city brand identities.

However, stakeholder responses clearly indicate a difficulty in distinguishing a specific element unique to Cape Town city's brand identity. Arguably, this difficulty leads to the strategic branding challenge concerning 'the lack of commitment from stakeholders to decide and settle on a city brand identity as discussed previously. The following excerpt reveals this common difficulty across responses:

"It is hard to distinguish a specific thing; whether it is Cape Town Stadium or Newlands Rugby (Stadium) or Newlands Cricket (Stadium), Table Mountain, Winelands, Cape Town's got it all. So you can't really pick one as being the best. It is the whole lot that makes up the entire Cape Town" (Sports Branding Manager, Peninsula Beverages).

Importantly, the findings indicate that the strategic elements of sport in relation to sport facilities and sporting events positively identify with the city's brand. However, no reference is made to other areas of sport- for example sport teams as valued contributors to the brand identity (although they are more prominent to the Cape Town brand). Therefore, associations with sport facilities and events appeared interesting. In comparison to key components associated with the natural brand of Cape Town, associations with these sport facilities and sport events were not as valued and only became significant in response to the discussion regarding their contributing role to the Cape Town brand (as discussed later in this chapter).

5.4.2. Brand positioning

Kavaratzis and Ashworth (2005) expressed that the brand positioning of a city, through its value proposition communicated to its target audience, should also demonstrate the city's competitive advantage. Although the findings indicate a degree of obscurity in the minds of stakeholders regarding the brand positioning of Cape Town due to the previously mentioned undefined brand identity of the city, the city's accurate brand positioning comes to light

through its newly adopted events strategy: “to become the ‘Events Capital’ or the ‘Gateway into Africa’” (Director of Place and Destination Marketing, COCT). The potential of an events strategy was recognised as a result of the previously stated strategic elements associated with the city’s brand identity, therefore including outdoor sports and cultural events. Furthermore, stakeholder responses confirm that the key advantages of Cape Town city’s brand positively distinguish the city’s natural setting and home-grown events such as the Cape Town Cycle Tour and the Two Oceans Marathon. For this reason, the events strategy is capitalising on its competitive advantages to carve out a distinctive place in the minds of visitors, and therefore adhering to the expressed views of Kavaratzis and Ashworth (2005).

However, Prayag (2007a) argued that although the foundation for building a powerful Cape Town brand is already in place, the positioning of the brand in terms of the city’s competitive advantages over other national cities needs further refining. Prayag (2010:480) further argued that, not all natural attractions such as Table Mountain, wineries, the sea and climate adequately differentiate the Cape Town brand. He suggested that “whilst many positive associations exist with Cape Town’s brand, only a few seem to adequately differentiate the city, such as scenery, value for money, and Table Mountain”. While stakeholder responses confirmed these findings, they added sport, in particular home-grown sporting events and sport facilities, as key differentiating features of Cape Town city’s brand. From a branding perspective, it can be argued that the strategic elements of sport is essential for the advancement of Cape Town’s brand especially as it is also significantly perceived for the brand identity of the city (as previously discussed).

5.4.3 Brand image

The findings indicate a consistency in stakeholder opinion regarding the brand image of Cape Town city. Stakeholder responses confirmed the city’s brand image as “extremely good” (Sports Branding Manager, Peninsula Beverages) and “really positive” (Marketing Manager, ACT). The numerous accolades the city has won (for example the ‘2014 World Design Capital), mainly contributed to this perception. Cape Town city was also constantly referred to as “one of the most desirable destinations in the world to visit by the travel and tourism sector” (Director, CTCTT), which further promotes these perceptions of the city’s brand image. Interestingly, the sentiment of stakeholders commonly centred on the strategic elements of Cape Town city’s destination brand, despite the municipal influence of the city’s brand identity. Therefore, the perceptions of stakeholders are arguably key drivers in the conceptual reality of Cape Town city’s brand.

Furthermore, with sport becoming increasingly global (Hoye et al., 2012:4) and Cape Town being frequently perceived as a globally competitive city for sport, the omission of sport as a representative from the brand image of Cape Town was somewhat unexpected. Stakeholder associations with the destination brand of the city were, as a result, strongly perceived, therefore, prevailing over any association of sport with Cape Town city's brand image. The significance of sport was later revealed during the discussion on the role of sport in the development of the Cape Town brand as stakeholders regarded the city's destination brand images as more important.

From a marketing perspective, it is argued that the lifespan of Cape Town's brand image is subject to minimal marketing efforts from Cape Town city authorities. The significance of brand related activities around the brand image of Cape Town became evident to city stakeholders as a result of the pressure that rests on the enduring brand image of Cape Town. The findings confirmed that:

“Cape Town has been winning all these fantastic accolades purely on its leisure...the beautiful sea, the mountain, the penguins on Boulders Beach, the Winelands but we haven't tapped into our destination marketing strategy yet. We are winning these accolades by doing minimal marketing but we are just in a fortunate situation. We need to get the brand top of mind and if we don't start doing something soon we are not going to be top of mind in 10 years time” (Director of Place and Destination Marketing, COCT).

Park et al. (1986) claimed that an understanding of visitors through brand related activities is critical as it will affect the lifespan of the city's brand in the long term. Prayag (2010) further expressed the importance for cities to send out compelling messages about the brand image of the city through its marketing channels, which will ensure a future positive perception. Consequently, the minimal marketing around the brand image of Cape Town and an absence of a destination marketing strategy potentially jeopardise the future perceptions of visitors which further affects the city's long-term brand image.

Interestingly, some stakeholder sentiments still centre on the brand image of Cape Town city's political history in, “not providing equal opportunity for all” (CEO, WPCA). Arguably, this still affects the city's reputation and therefore culturally sets the city apart from the rest of the South African cities. This also indicates that the current brand image of Cape Town is still, at times, subject to the pressures of its perceived historical image. This scrutiny further suggests that the challenge of branding for Cape Town city authorities goes beyond the

findings of scholars such as Park et al. (1986) and careful consideration of both visitors and domestic stakeholders is thus important when formulating lasting messages about the city.

5.4.4 Brand personality

Through a method of word association, Prayag (2007b) obtained associations from tourists regarding the brand personality of Cape Town. Although associations such as 'young' and 'adventurous' were most enduringly perceived from a tourist perspective, he stated that they by no means make up the overall brand personality of Cape Town. In addition to these associations, stakeholders confirmed that Cape Town city certainly portrays characteristics of sport. While strategic elements i.e., 'vibrant', 'energetic', and 'outdoors' implied the sporting trait of the city's personality, it was interesting to note that the word 'sporty' or 'sport' was seldom mentioned. However, one stakeholder referred to the people of Cape Town as "sporty" (Marketing Manager, ACT). Another stakeholder confirmed that "Cape Town is a sport mad city" (Chief Director of Sport and Recreation, WCPG). Therefore, the brand personality of Cape Town communicates the strategic element of sport as a significant brand trait.

As previously discussed, Hosany et al. (2007) argued that there is a relationship between brand image and brand personality; however, due to a lack of empirical and theoretical investigation, this relationship remains ambiguous. Notably, linked to the stakeholder sentiments of Cape Town city's brand image, the CEO at WPCA expressed a cultural separation of the city's brand personality. He considered the city's brand to have a split personality – in that it was 'fair to some' and 'unfair to others' when providing equal living opportunities. The linkage to the 'cultural challenge' affecting the city's brand image and brand personality affirms the relationship between these two associations and therefore epitomising the views of Hosany et al. (2007). This finding further adds to the branding literature through the investigation of stakeholder perceptions.

5.5 The contributing role of sport to Cape Town city's brand

Schwarz, et al. (2013:4) considered sport to consist of all-inclusive sport business opportunities that go beyond the playing field. These business opportunities are imperative for cities that engage in globalisation. Therefore, the demand for cities to reposition, transform, or rebrand their city brands for their share of global sport business, is vital. The findings indicate that sport positively contributes to the Cape Town city brand and benefits the city's strategic branding efforts. The following section sets out the discussion on these findings in relation to the various entities of sport namely; sport mega-events, sport facilities, sport teams and personalities, and commercial sport brands and sponsors.

5.5.1 Sport mega-events

Stakeholders confirmed that the key roles of sport mega-events are to act as: a unifier of people; a global platform for changing perceptions; an opportunity to showcase the city's credibility and capabilities through hosting sport mega-events; and a valuable contribution to the city's economic development. In addition to these roles, Rein and Shields (2007) further linked the role of sport to its ability to generate passion and create a connection with its fans, therefore, indicating an emotional role of sport beyond the physical role, as confirmed by stakeholders. For this reason, sport mega-events offer significant benefits for the host city's brand image and future prospects for sport, social regeneration, the forming of emotional links, as well as benefiting the economic maturity of the host city. Consequently, these value added benefits indicate the significance of sport mega-events as a branding tool for the greatest city branding results.

Commonly, stakeholders confirmed that sport mega-events such as the FIFA World Cup and the Olympic Games contribute to these roles. However, despite the aim of positively using the 2010 FIFA World Cup as a branding tool for changing negative perceptions, the Director at CETRA remarked that the event was indeed a "missed (branding) opportunity" to "really position Cape Town" and "there were very definite lessons learned". Therefore, the efforts of city stakeholders involved in the repositioning strategy for Cape Town's brand image, in particular around the FIFA World Cup event, were not clear and impactful. This may cause some of the previous perceptions to remain. The question, therefore, remains whether sport mega-events are beneficial for the Cape Town brand in the long term and more so, will it attract future potential global sport business to the country and city?

5.5.1.1 Other event types

Beyond the value of sport mega-events, stakeholders admitted that home-grown major sporting events in Cape Town such as the Cape Town Cycle Tour and the Two Oceans Marathon, as well as other major events such as the Cape Town International Jazz Festival, and regular, recurring sport events, for example cricket and rugby test matches, are equally valuable to Cape Town city's brand. One stakeholder responded, "You say Olympic Games and FIFA World Cup, I would say no, the Argus (Cape Town Cycle Tour), the Two Oceans (marathon), those are massive events, those are good for the city" (Communications Manager, WPRA). This was mainly as a result of the annual nature of these events that guarantees a great stream of revenue for the city, as well as the opportunity for brand positioning through broadcasting that lead to this perception regarding the value of other event types.

Moreover, with the global appeal of home-grown sports, Cape Town stakeholders focus their efforts on not only attracting local and international sport business opportunities, but also strategically position the city's enduring brand image in the minds of people. This consequently advances the long term city brand image. As a result of these value added benefits, the adopted events strategy of the city, as previously mentioned, is inclusive of home-grown sporting events as well as other major events as stakeholders realised that, "in terms of positioning Cape Town as an events destination, it is great because the city is not only made up of sport events" (Director of CETRA). Furthermore, Kotler and Gertner (2004:47) mentioned events such as the Oktoberfest in Germany, the Carnival in Brazil, and the Wimbledon Tournament in England that help promote and position a destination. This further indicates the significant value of other major events for city brands. Albeit sport, due to its global appeal, attract the greatest business opportunities, sponsorships, investment and city branding opportunities over other major events, due to value added benefits relating to brand awareness and positioning, major events become increasingly prominent in city branding.

However, the CEO of WPCA believed that the economic value of regular, recurring sports, such as cricket and rugby, goes unrecognised by Cape Town authorities and as a result does not receive equal support from a marketing perspective as major contributors to sport. Cape Town sport is then secluded under the umbrella of the adopted events strategy of the city and for that reason not reflective of the true essence of what makes up the holistic sport brand of Cape Town. Consequently, the development of the Cape Town brand identity is influenced by unrecognised marketing and branding opportunities in mainstream sport which implicate the ideal portrayal of a unified city brand identity. Interestingly, this was an isolated perspective which either indicates a disregard for marketing mainstream sport in Cape Town, or the efforts of city authorities around their marketing support for these sports were not evident across stakeholders involved in managing this sport.

5.5.2 Sport facilities

Westerbeek et al. (2005) identified a number of value added benefits of sport facilities. These include:

- Value to the community, providing community access and utilising the facilities for local community events;
- Value to the city's economy, resulting in visitors' spending within surrounding restaurants, hotels, as well as generating private investment for infrastructure;

- Destination development, cities becoming more knowledge-based and technologically inclined rather than attractive, as information, new knowledge, and cultural and health services are the drivers of success when investing in the construction of new facilities in destinations; and lastly,
- Value to social and cultural development for the host city, such as exposure to sport, development of officials and volunteers, generating event specific knowledge, and accessibility for all people regardless of race, ethnicity, and religion.

In addition, King and Jago (2003) wrote that sport facilities not only act as venues for staging sport events during the hosting phase, but also for staging subsequent events after the event, such as concerts. Sport facilities are further seen to play a part in transforming the image of the city in question.

The role of sport facilities in Cape Town in relation to the value added benefits as mentioned by King and Jago (2003) and Westerbeek et al. (2005) was certainly noted by stakeholders. Their responses confirmed that Cape Town sport facilities add value to community engagement by providing a platform for hosting “local soccer tournaments, all non professional in all avenues” (Sports Branding Manager, Peninsula Beverages). Sport facilities also add value to the city’s economy through visitor spending, and are positioned as multipurpose facilities for staging subsequent events such as concerts and conferences for greater economic benefits. Stadiums, and in particular Cape Town Stadium, is further believed to showcase the city’s brand through its ‘iconic’, ‘world class’ status (Director of Place and Destination Marketing, COCT), and therefore plays a role in advancing the city’s brand image.

Despite these roles, the value of constructing major sport facilities such as Cape Town Stadium was often questioned by stakeholders. The Marketing Manager at ACT implied that the value at cost compared to the value in profit which the stadium has generated following the 2010 FIFA World Cup is debatable. This raised the question amongst stakeholders whether the investment placed into constructing Cape Town Stadium was wisely considered. Arguably, the value of positioning Cape Town Stadium according to knowledge-based and technological services rather than an attraction as identified by Westerbeek et al. (2005) went unrecognised.

This unrecognised driver of success during the construction of the Cape Town stadium is observed to extend beyond the impact on the economic Cape Town brand. It further compels Cape Town authorities to consider contingencies for the sustainability of the stadium. The

Brand and Communications Manager at CT Stadium expressed that one of the strategic decisions of city authorities is to propose an additional sport code (for example Western Province Rugby) to move in as an anchor tenant at the Cape Town Stadium which will then potentially relieve some of the expenses of the stadium as well as “make sure the Stadium is more viable”. However, the impact of this proposition on the DHL Newlands Rugby Stadium is considerable due to the history attached to this internationally renowned sport facility. The Brand and Communications Manager also admitted that beyond the history attached to the Newlands stadium, the emotional attachment of fans, players and staff involved in working closely at Newlands Rugby grounds and Western Province / Stormers are also considerable factors. The consideration of the move also impacts the stability of the ‘home of rugby’ in Cape Town and adds to the complexity of this decision from rugby stakeholders.

Interestingly, these considerable factors were alluded to by stakeholders involved in Marketing and Communication practices at Cape Town Stadium and Newlands Rugby grounds alike as well as stakeholders who have no association with these stadiums or sport. This then presents a true reflection of the opinion across the stakeholders interviewed. Beyond the factors affecting the fans, players, staff, the CEO at WPCA noted the effect on surrounding sport stadiums in the vicinity of the Newlands Rugby grounds such as the Newlands Cricket Stadium: “The future of Cape Town Stadium is crucial and the discussion with rugby actually impacts directly on us because if they leave what happens?” The belief that the Newlands Cricket Stadium for instance will lose out on potential fans and appeal is prevalent in the response of this particular stakeholder involved in managing these events.

Conversely, the Director of Place and Destination Marketing at the COCT informed that this proposition has advantages for taxpayers as the potential relocation is believed to offset the deficit which the taxpayers pay towards the maintenance of the Cape Town stadium. The iconic structure and international status of the Cape Town Stadium is also believed to provide Western Province and Stormers Rugby players and fans with a world class experience, supply the demand for parking bays during the hosting of sport events, provide accessible transport linkages from all surrounding areas, as well as provide fans and tourists with accessible restaurant, accommodation and entertainment facilities situated near to the stadium. The strategic decision to relocate should, therefore, holistically consider all the advantages and disadvantages involved and should entail long term measured outcomes for the future of both sport facilities (DHL Newlands Stadium and Cape Town Stadium) without losing the significant value and appeal of sport in Cape Town.

5.5.2.1 Other sport facilities

Despite the efforts of stakeholders to arrive at a cohesive decision in relation to the future of man-made constructed sport facilities in Cape Town, the Director at CETRA referred to the significant role of the natural environment of Cape Town which is believed to substitute man-made facilities for hosting numerous outdoor sporting events. She informed that “the natural environment like the beach...our coastline and the mountains”, becomes a considerable factor when hosting ‘adventure type sport’ such as the Cape Town Cycle Tour, Two Oceans Marathon, Volvo Oceans Race and the Cape Epic. This is an indication that, depending on the participation level, sport can take place at any indoor or outdoor facility with the basic essential sport equipment (Watt, 2003:43). Furthermore, as a result of the outdoor nature of these sporting events, the natural sport facilities recognised by the Director are promoted in the same way as for constructed man-made facilities.

However, due to the adopted event strategy of the city it can be argued that Cape Town authorities are driven to brand the city around its natural sport facilities to position the dominant brand of Cape Town. Although constructed man-made sport facilities provide greater value added benefits to the city’s economy, brand image, and social and cultural maturity as a result of hosting sport mega-events, the sporting events that use the natural environment as a platform to carry out their activities, is used more frequently. Consequently, the value of Cape Town’s natural environment over the manmade constructed sport facilities not only reflects the desired sporting events of the city, but also indicates the positioning of the city’s brand.

5.5.3 Sport teams

The Chief Director of Sport and Recreation at WCPG and the Marketing Manager at ACT confirmed that the role played by Cape Town’s sport teams is to instil a sense of identity and belonging in sport fans and supporters who reside in Cape Town. The Marketing Manager at ACT considered that the role relating to ‘identity’ brings about a degree of loyalty among fans when supporting their local sport teams. However, it can be argued that, as the team’s brand ideally should match, enhance, and build the city’s brand as indicated by Dalakas and Rose (2014:118), that team support, through fan identification, builds identification with the city’s brand. It is also suggested that these teams bring a sense of pride to people as a result of their winning performances on the field of play. Consequently, sport teams add significant value to the brand identity for not only the local population, but also to the city’s brand identity, especially as a result of their on-field success.

In addition to the pride factor, successful performances also lead to a significant supporter base, which then leads to teams either contributing or detracting from the brand of Cape Town. The Marketing Manager at Adidas recognised that the Stormers Rugby team for instance, can attract up to 50,000 people per match due to their recent on-field success. In turn, ticket sales and visitor spending contribute to the local economic development of Cape Town. Cape Town's professional cricket team (the Cape Cobras) is also seen to make a positive contribution in this way. Therefore, beyond the value linked to the brand identity, sport teams are arguably a significant value added benefit for the local economic development.

However, not all Cape Town sport teams were recognised as contributing to the value of the Cape Town city brand. Ajax CT FC is challenged in this regard as the Marketing Manager at Adidas noted that the Club do not have a considerable local following as a result of their seemingly inconsistent successes on the playing field. This then not only sets the challenge for Ajax CTFC to appeal to a non receptive fan support but also impacts on Cape Town's economic brand and possibly results in underutilised sport facilities, loss in ticket sales, and limited income generated for the local economy. Richelieu (2003) suggested that sport teams build strong brands to protect themselves regarding their on- field performance. He suggested that enhancing merchandise visibility as well as triggering some attachment from fans through branding efforts will divert the fans' attention away from the team's poor performance. Richelieu (2012a:30) further noted that "sport teams position themselves as both a sport brand and a lifestyle brand", which enables them to, despite limited local support, "connect with fans around the world" by globally displaying their merchandise. Therefore, it is recommended that Ajax CT FC should consider these branding practices, and possibly build and position a stronger sport brand and in turn be seen as a lucrative brand.

In terms of contributing to the Cape Town brand, there is a great demand on the city's sport teams to appeal to the broader brand rather than merely to their immediate fan base. Shobe (2006:261) proposed that due to the heightened competitive pressure of sport teams their role has become more than merely attracting supporters. He suggested that due to the pressure of sport teams to increase profit, the branding processes of sport clubs has changed and therefore the sport no longer serves the same function for the city as it has done in the past. Edensor and Millington (2008) outlined the case of Manchester City Football Club in England which launched an advertising campaign called 'Our City' that was aimed at cultivating loyalty from local supporters and which further established a mutually beneficial relationship with the city brand identity of Manchester.

Furthermore, compared to international cities, evidence would suggest that no Cape Town sport team compares to the success of teams like Barcelona Football Club in terms of their appeal to local sport fans as well as their association with their city's brand identity (Shobe, 2006; Ranachan, 2008; Clee, 2013). Stakeholders believed that the Barcelona football team sets the city apart from other international cities and elevates its sport brand by mere association. From a branding perspective there seems to be minimal marketing done around the Cape Town's sport teams (for example, Ajax CT FC) in relation to the city's brand identity. The opportunity for sports teams to engage in campaigns as outlined by Edensor and Millington (2008) should be promoted in order to derive maximum benefit for the team in accordance with the city brand.

5.5.4 Sport personalities

Linked to the contribution of teams is the role played by individual sport personalities. The quintessential role of these individuals is made evident through their iconic status, their appealing performances, and their national and global representations within their respective sports. This led stakeholders to consider individuals of all sports for example, Giniel de Villiers (Dakar Rally) and Hashim Amla (cricketer) as positive spokesmen and women otherwise referred to as "brand ambassadors" for the city (Brand and Communications Manager, CT Stadium). Essentially, these individuals "play a critical role in positioning the city as a sporting brand" (Brand and Communications Manager at CT Stadium). The role of sport personalities is further believed to add to the brand image of Cape Town as they are "extremely important to the way the city is perceived" (Director, CTCTT).

As David Beckham was widely believed to fit the role of ambassador, Vincent et al. (2009) noted that, it is mainly based on his crossover from sportsman to the realms of other entertainment and fashion that this role was fulfilled. It is then argued that his role as ambassador or endorser for the companies and products he represents, takes precedence over his role in representing the identity of the city. However, as the findings indicate a consistency in stakeholder opinion regarding the role of sport personalities in Cape Town branding; it can be argued that these personalities are extremely important for the promotion of Cape Town's sport brand.

Furthermore, the Director of Place and Destination Marketing at the COCT deemed Cape Town's retired sport icons like Quinton Fortune (retired soccer player) and non-sporting personalities such as those involved in TV or comedy, Marc Lottering and Nik Rabinowitz (comedians), equally important for the brand of Cape Town. These icons were believed to

represent Cape Town in light of their respective industries and as a consequence portray the diverse Cape Town brand. For this reason, this diversity appeals to a new global target audience extending the potential for the city to appeal to future visitors.

However, the findings show that there is existing doubt in the minds of certain stakeholders about the role of sport personalities and icons for Cape Town city's brand. The extent of utilising and leveraging sport personalities and icons based in Cape Town city is questioned by the Director at CETRA and the Marketing Manager at ACT and as a result they are not convinced about the individuals' role. The Director at CETRA argued:

"I think they (sport personalities and icons) are very important but I think they are underutilised. I don't think we do enough both in terms of Cape Town personalities living in Cape Town and when they tour. I think they have a role to play because they become brand ambassadors for Cape Town. So in terms of both ways, it is reciprocal that are a perfect opportunity to leverage and I don't think we do enough about that. Both in terms of current sport stars and teams and those who have been retired but are still iconic".

Although the role of these personalities was made evident by city stakeholders who deal with leveraging them, their efforts are not easily noticed by all brand stakeholders in Cape Town. Therefore, the role of personalities, sporting or otherwise, is important to the contribution of Cape Town's brand positioning in how it will be fixed in the minds of global audiences. Similarly efforts of city authorities are key when utilising and leveraging personalities as it contributes to stakeholders' understanding regarding their role in the Cape Town branding.

5.5.5 Commercial sport brands and sponsors

Cornwell and Maignan's (1998) definition of commercial sport brand and sponsors refer to their investment of either cash or in-kind in return for exploitable commercial potential. The costs of execution associated with hosting sporting events in Cape Town signify the importance of this definition. The international company DHL was considered as a strong global brand and is now associated with the Stormers Rugby team and the Newlands Rugby Stadium, as a venue naming rights sponsor. This association was observed by the CEO at WPCA to significantly elevate Cape Town sport and further position Cape Town as a recognised city of sport. The position of the DHL-sponsors logo (on the roof of the rugby stadium), maximises the exposure for the sponsor and also displays Cape Town as part of a competitive global sport market. The exploitable potential, according to the definition of

Cornwell and Maignan (1998), therefore mutually benefits the sponsor, via broadcasting, as well as Cape Town city's brand.

Dean (2002) cited the important relationship between the sponsor and the host city and highlighted the potential brand awareness opportunities for the city as a result of sponsorship broadcasting. The Director of the CTCTT similarly believed that the city's attractions are exposed nationally and globally via the broadcasting sponsors and therefore affirm the relationship as described by Dean (2002). Although the relationship of sponsor and city brand was not commonly professed across all stakeholder responses, sponsors' contributions were made evident from stakeholders involved in executing sporting events in the city. Sponsors, through broadcasting, are therefore seen to significantly contribute to the brand awareness of the city.

Furthermore, sport brands and sponsors were viewed more as enabling the livelihood and sustainability of sport organisations and events. The Director of the CTCTT regarded the J&B Met horse race, the Old Mutual Two Oceans Marathon and the Cape Argus and Pick n Pay Cycle Tour as examples. The PRO at Ajax CT FC further indicated that, "we (Ajax CT FC) would not survive without sponsors, and when I say survive I'm not exaggerating". The competitive future success of sporting events and organisations in Cape Town is therefore subject to the contribution of valued local commercial sponsors. For this reason, stakeholders largely agreed that "commercial sport sponsors are important for the actual sport itself, they don't necessarily add to the Cape Town city brand" (Sports Branding Manager, Peninsula Beverages). It can therefore be argued that although the role of commercial sport sponsors is viewed as an integral part of city brand awareness via broadcasting, the extent to which these sponsors are significant to the city brand is limited largely in their role of investing into sport organisations and the sporting industry as a whole.

5.6 National and international competitiveness

Table 4.6 in the findings illustrate the key competitive advantages of Cape Town city's brand. As previously discussed, only advantages related to unique aspects of the city i.e., Table Mountain, the natural setting, and exchange rate really differentiate Cape Town city's brand. However, the competitive natural setting of Cape Town appeared to have advanced the city's brand over other national and international cities and in turn positions the city as one of the most desirable destinations in which to host global sport. As a result of this competitive advantage, major sport federations often seek to host various international events in Cape Town. Additionally, the geographic location of Cape Town has advanced the city's competitive home-grown sporting events and essentially led to a well established events

strategy. For this reason, the natural setting and geographic location become a great pull factor for attracting global sporting events, gaining international awareness with global sport federations, as well as generating additional tourists as a result of home-grown sporting events.

However, although branding challenges linked to the unrecognised branding opportunities deter the brand positioning of Cape Town's sport brand, it is clear that the lack of commitment of stakeholders to invest in sport impedes the competitiveness of the city as a stronger city for sport. Stakeholders confirmed that the city of Durban indeed recognises opportunities for sport and "has somehow managed to be much better positioned in terms of how the city supports sport and most importantly invest in sport" (CEO, WPCA). Similarly Roberts (2011:70) noted the City of Durban's efforts in brand positioning during the 2010 FIFA World Cup. As a result of stakeholders in the city of Durban realising opportunities for sport and more so, committing to invest in sporting budgets, it is apparent that the value of sport is better promoted. From a hosting perspective this consequently advances Durban as the leading city for sport in South Africa.

Similarity, the result of successful stakeholder commitment and investment in sport extends globally. Stakeholders certainly agreed that the competitiveness of city brands is created by the strategic efforts of city stakeholders to invest in hosting sport mega-events much like the city of Barcelona and the 1992 Olympic Games, as well as creating long standing commitments to host year round sport like the city of Melbourne. The history and current success in hosting world championships as well as exclusive major sporting events greatly contributed to the opinion of stakeholders that Cape Town is consistently proving its position as a valued global competitive city for sport. However, although believed to be a developing city for hosting sport mega-events, Cape Town's newly emerging sport brand requires more maturity and experience in hosting these types of events. Arguably, this further set the city's competitive sport positioning behind cities such as Barcelona and Melbourne who have vast experience in hosting sports mega-events such as the Olympic Games.

Furthermore, as a result of its global competitiveness in hosting year round sports and events, stakeholders confirmed that the city of Melbourne is the "number one city in the world" for sport (Sports Branding Manager, Peninsula Beverages). For similar reasons, Misener and Mason (2009) wrote that the city is known as the 'Sporting Capital' of Australia. Due to the diverse year round sporting and cultural events hosted by Cape Town city and Melbourne alike, it can be argued that Cape Town's brand is in direct competition with the city of Melbourne as they potentially attract the same set of tourists/ visitors and business

opportunities. The difference however lies in the global positioning of these two city brands. The Cape Town brand is positioned under the strategy of becoming the 'Gateway city for events' therefore capitalising on the benefits associated with events compared to the city of Melbourne's position in 'sport'.

The unique positioning of the New York City sport brand further revealed an interesting comparison. As noted by several stakeholders, New York City is considered a strong competitor in sports. The Sports Branding Manager at Peninsula Beverages, however, believed New York offers different types of sport that Cape Town does not offer and therefore places the city in a distinct position. Beyond the city's unique sport brand positioning, the city attracts unique sport tourists, sport businesses and investors interested in these types of sport (baseball and American football for example). From a global positioning perspective however, Cape Town's sport brand is considered to be better positioned as a result of being one of the host cities during the 2010 FIFA World Cup – a truly global event. This indicates that by being associated with a global sport mega event the city's international competitiveness has been elevated.

5.7 Limitations of Cape Town's competitive sport brand

Despite such progress, the limitations of the competitive Cape Town sport brand present compelling arguments in relation to the merit of the city when attracting global sport business opportunities. Cape Town was generally perceived to have a strong sport brand. However, the Director of Place and Destination Marketing at the COCT noted that although it has certain limitations, it has the potential to be stronger. As previously noted, the absence of city branding practices around the strategic elements of Cape Town's brand image and competitive advantages mean that the brand and in particular, the sport aspect of the Cape Town brand, appear to be less competitive in the minds of its intended target market. Nevertheless, the Director remarked that marketing and sport budgets are considered to be vital to the future investment of city branding and competitive sport in Cape Town.

The marketing and sport budgets however are challenged because of the weak economic brand of Cape Town, which further impedes the city's opportunities in attracting valuable global sport business opportunities. According to the Director of Place and Destination Marketing at the COCT, global events are proposed in dollars and it is held that the exchange rate in South Africa is weak compared to the dollar. At a time when sport federations and clubs such as Manchester City and Liverpool propose the hosting of matches in the city, it is believed that the city cannot afford these and cannot promise a

return on investment. As a result it is therefore difficult for Cape Town's authorities to commit to these types of requests.

However, the limitation of the city's economic brand is recognised and further dealt with via the strategic efforts of the Cape Town city authorities. In light of this limitation the city capitalises on sport and events that require less funds and thereby potentially relieve the demand for a bigger sporting budget. Furthermore, although these are local or national events, the city attracts international sport participants and visitors as well as sport businesses, thus extending the city brand beyond the national borders. Also, by leveraging opportunities off these sport and events, the city maximises the branding exposure for the city and sport brand of Cape Town and thus contributes to solving the marketing and economic challenges attached to the brand.

Importantly, the complexity of Cape Town's global sport brand is believed to centre on the comprehensive social challenges associated with the priorities set out by Cape Town city authorities. The Director of the CTCTT argued that Cape Town faces different challenges compared to those faced by the rest of the world. These challenges, the Director noted, include provision for the city's 'education', 'health', and 'safety' sectors that arguably require more attention, support and investment from the authorities and as a result, take precedence over matters arising in the sporting industry. It is then evident that the sporting sector lags behind other international cities and this challenges the global position of the Cape Town sport brand in their bidding efforts for future global sports events.

It was interesting to note that some associated images that add to the competitive advantages of Cape Town's sport brand are simultaneously observed as limitations of the city in becoming a stronger sport brand. Whilst the sporting facilities in Cape Town were deemed adequate and more than capable of hosting national and international sport events, the absence of conforming to international requirements and regulations in hosting future world championships, was recognised by stakeholders dealing with major sporting federations. Although no specifications were made by these stakeholders as to which sport facilities need upgrading, the Marketing Manager at ACT recognised the DHL Newlands Rugby Stadium as a possible choice. As an attendee at numerous rugby matches at Newlands, the Marketing Manager confirmed that on occasions the accessibility in and out of the stadium poses a danger for many people as a result of the congestion leading up to the entrance of the stadium. In an event of a disaster, she implied, "I do think there is a fire risk at Newlands, and that is just on the accessibility". The upgrading of sport facilities such as

DHL Newlands Rugby Stadium is therefore imperative in order to meet international standards which would position Cape Town as a stronger sport brand.

What's more, the upgrading of public transport in Cape Town is considered by a number of stakeholders as limiting for the sport brand in terms of providing safer, cleaner and more accessible services. The Communications Manager at Western Province Rugby Association noted the recent MyCiti' bus initiative to be evidence of this. Taxis and trains, however, require more upgrading. The competitive sport brand of Cape Town is therefore challenged and deters the city's chances of generating more sport events as well as increasing future global sport business opportunities.

While the geographical location was considered a competitive advantage for the Cape Town sport brand, it can also provide a possible disadvantage for the city. The Sports Branding Manager at Peninsula Beverages observed that being located at the tip of Africa, from a logistics point of view, is challenging for Cape Town to attract international sporting events such as the Formula One Grand Prix. Consequently the geographic location of Cape Town is an advantage for the local or national (domestic) sport brand of the city but has a potential negative factor in attracting international sporting events. This is however considered an uncontrolled factor as the location is fixed to the physical positioning of the city.

In addition, the compact and congested Cape Town city centre was believed to be another uncontrolled factor contributing to the limitations of Cape Town's sport brand. From a hosting perspective, the Sports Branding Manager at Peninsula Beverages and the Marketing Manager at ACT recognised that space is limited for the construction of any new facilities and infrastructure and therefore suggested that expansion to other areas such as Bellville is a probable (albeit less-attractive), alternative. The idea that restaurants, hotels, markets and attractions etc. are situated in Cape Town however makes Cape Town city centre the most appropriate choice. This then sets a challenge for city authorities to bid and host events suitable for the design and structure of the city and, to possibly consider expanding the "Cape Town" brand to the borders beyond the city centre.

5.8 The importance of sport stakeholders for the city branding processes

Due to factors affecting the future competitive sport brand of Cape Town, it is apparent that the significant contribution of stakeholders is deemed critical. Ooi and Pedersen (2010) and Houghton and Stevens (2011:45) wrote that city branding strategies fail as a result of the absence of valued stakeholders. Stakeholders confirmed that, although Cape Town stakeholders have their unique role to play in branding Cape Town city, it is apparent that

these stakeholders depend on each other for monetary support or service provision. Therefore, partnerships between sport and city stakeholders are critical in developing the city branding process of Cape Town.

The findings further confirmed that sport stakeholders, and in particular the sport federations and sporting events in Cape Town, contribute significantly to not only promoting the natural beauty of the city, but also promoting the city's sport brand as a result of the quality of performances. Additionally, these sport stakeholders were considered important for the city, mainly as a result of the amount of sponsorships it attracts. Although these federations; rugby, cricket, and soccer, are viewed as the main contributors, the absence of investment into the marketing of these sports as well as the absence of strategic partnerships between sport and city stakeholders as a result of the private nature in the ownership of cricket and rugby in particular, leave these sport stakeholders "financially vulnerable" (CEO, WPCA). Therefore, despite their valued role in city branding, Cape Town city stakeholders should form strategic links with federations in order to further promote their positive impact on the city's brand. For this reason, Hankinson (2004) believed that it is a network of public and private organisations that jointly develop a city's brand.

5.9 Future implications for sport in the development of the Cape Town brand

There were a number of factors that revealed the continuous development of the Cape Town sport brand. This discussion evidently shows that city authorities have settled on a sound positioning strategy to become the 'Events Capital' or 'Gateway' through Africa. As previously stated, this events strategy is believed to contribute to the city branding as well as the economic development of Cape Town. The priority of city authorities is then to attract major sporting and cultural events which potentially affect the city's support for mainstream sport in Cape Town. The future sport brand is then implicated as a result of this priority which further leads to the city missing out on global sport business opportunities that are perceived to be mostly attracted to sport mega-events.

The potential future for events, sporting or otherwise, in the development of the Cape Town city brand, does not go unrecognised. The Cape Town Cycle Tour, for example, underwent considerable transformation in their event during August of 2014 which was believed to directly affect the branding of the Cape Town city (the event was renamed, from the 'Argus'- to the 'Cape Town Cycle Tour'). The Director of the Cape Town Cycle Tour could not reveal these changes at the time of interviewing, however, the strategic partnership between event and city later became evident. This partnership is believed to benefit the actual sporting event in service provision from the COCT such as, (police, traffic, disaster management

services). The name change of the sporting event was also believed to position the city for its implemented strategy. This significant transformation brings cohesion to the branding process of the city through sporting events, therefore diminishing the possibility of inadvertent branding. The value of events, such as the Cape Town Cycle Tour, to Cape Town's brand, is thus becoming increasingly strategic and carefully considered while the sport brand of Cape Town is seen to make way for events to globally showcase the true essence of Cape Town's overall brand potential.

A further implication for Cape Town's sport derives from the previous discussion concerning the role of sport facilities for the brand of Cape Town. It is clear that the decision to relocate Newlands Rugby to the Cape Town Stadium, for example, is yet to be made, however the future of Cape Town sport (rugby) rests in the hands of sport brand stakeholders. With factors affecting the future success and current stability of rugby such as the history of Newlands Rugby ground versus the modern Cape Town Stadium, and the fans' emotional attachment to Newlands versus new fan experiences at Cape Town Stadium, these factors contribute greatly to the ultimate decision to relocate. Consequently, this potential development of Cape Town's sport indicates implications for a world renowned sport stadium (Newlands), and complicates future sport business opportunities in this particular sport which could further lead to potential loss in local fan support for rugby in Cape Town.

5.10 Summary

This chapter critically discussed the findings of the study in relation to stakeholder responses combined with the literature reviewed and raised the most practical suggestions for sport brand and city stakeholders regarding the positive impact of sport on city brands, and in particular Cape Town city's brand. Strategic city branding is imperative for Cape Town city's brand. The study has revealed that, while strategic branding practices are already in place, sustainable marketing efforts on the part of the Cape Town authorities need further refining. Stakeholders confirmed the literature on the strategic branding challenges which the city's brand may face as a result of ineffective strategic city branding practices.

This chapter also explained the role of sport and how it contributes positively towards the Cape Town brand and thereby advances the city's potential to develop as a globally competitive city. It concurred with the literature that the role of sport extends beyond economic and social gains as a result of hosting sport mega-events and that the opportunities for transforming the city's brand image remain significant. In addition to the role of sport mega-events and not too largely elaborated on in the literature, is the significant role of other entities of sport namely; sport facilities, sport teams and personalities and

commercial sport brands and sponsors. This chapter added that these entities of sport indeed contribute positively to the Cape Town brand and hold immense value added benefits for city brand identities, local economies, as well as the local population. Furthermore, this chapter extends the literature beyond the impact of sport mega-events. The significant economic benefits and city branding opportunities in other sport and major events, as well as regular recurring sports, were recognised as a result of their annual hosting nature and national and global appeal. Although some of the key roles of sport have a relation to certain areas of existing knowledge, the groundwork of this study, together with practical examples given by stakeholders, presents a new contribution to the sport and city branding literature.

Although sport positively impacts the Cape Town brand, the discussion revealed unique factors that prevent the city's brand from being promoted as a stronger sport city. However, compared to national and international cities it is largely the lack of commitment by city authorities to recognise opportunities for sport and more importantly, invest in marketing and sport budgets. Therefore, confirming with the literature, the discussion clearly identified Durban as a better positioned city for sport. Similarly, evidence confirmed that the cities of Barcelona and Melbourne, due to strategic investments in sport, led to these cities excelling as leading global cities for sport.

This chapter also confirmed that strategic partnerships between sport and city stakeholders are significant in establishing effective city brands. Although the need for strategic public and private partnerships is highlighted between sport federations and city stakeholders, the COCT strategically associated themselves with unique sporting events in the city to position the city as an 'Events Capital' or 'Gateway' through Africa. This partnership is believed to strategically use sport as a branding tool to aid in the future branding of Cape Town's brand.

The following chapter concludes this study by reflecting on the work presented. It provides theoretical and empirical recommendations for the Cape Town city brand as well as other national cities that wish to engage in city branding activities and be recognised as globally competitive cities for sport. It further makes recommendations for scholars and practitioners who wish to conduct further research into this particular area of sport and city branding.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This study began by identifying the gaps in the literature with reference to the emerging study area of city branding and the impact and importance of sport to city brands. Literature on place and city branding and the contributing role of all-encompassing sport was reviewed to identify the most recent development and advances within these fields. Furthermore, literature relating to applied knowledge and strategies for stakeholders involved in city branding practices was reviewed in order to conceptualise the framework for this study. This study adopted a qualitative methodological approach with in-depth, semi-structured interviews conducted with key industry stakeholders. This qualitative approach was the most appropriate means to answer the research questions and achieve the set objectives of this study. The findings were set out and discussed in the context of the literature and confirmed similarities and discrepancies of stakeholder responses in relation to scholarly reviews. This final chapter then highlights the key findings of the study and concludes on its contribution to city branding knowledge and practice. It recognises the limitations of this study and makes recommendations on areas for future research into this particular topic area.

6.2 Revisiting the research question, objectives of the study and methods used

Although city branding literature has been increasingly growing, it remains an emerging discourse in relation to the significant impact and importance of sport to the development of city brands. Previously, the role of sport was applied to the reintegration, repositioning and rebranding of national and city brands. In particular to the Cape Town brand, previous studies clearly revealed the benefits of sport, and in particular sport mega-events to the city's urban tourism and legacy aspects. However, although previous studies on the significant impact of sport, and in particular sport mega-events, on the development of city brands positively conclude the role of sport in the Cape Town city's economy, urban development and tourism as well as society, the question still remained as to whether there was a strategic value of sport for the Cape Town city brand. This was the primary research question of this particular study. From the research question, the following secondary research questions emerged, namely: 'How does sport contribute to the development of the Cape Town city's overall brand?', 'What strategic developments are implemented to brand Cape Town city through sport?', and 'How is Cape Town city's competitive sport brand perceived across industry stakeholders compared to national and international sporting cities?'. Further linked to the research question were the following objectives:

- To highlight the strategic elements that make up the brand associations of the Cape Town city brand;
- To investigate sport brand and city stakeholder perceptions of the role and impact of sport on the Cape Town city brand; and
- To determine the strategic value of sport to the Cape Town city brand in relation to national and international cities.

The researcher designed the study to address these questions and achieve the set objectives of the study as well as address the associated gaps in the literature. For this reason, this study applied a qualitative paradigm as the ideal methodological approach. It involved in-depth semi-structured interviews with 12 key industry stakeholders. All these interviews were conducted in Cape Town at a location chosen by the respondent - usually their workplace. The interviews were digitally recorded and manually transcribed verbatim and thereafter coded with the assistance of a software programme, Atlas-ti, which also served as a storage and reference facility for all the transcribed interviews. The following section highlights the key findings of the study, and thereafter this chapter clarifies their significance and contribution to knowledge.

6.3 Summary of key findings

- Globalisation proves to have a significant impact on city branding:
City branding is believed to either thrive or fall short as a result of globalisation. Leading from the discussion, it is apparent that globalisation impacts immensely on the decision of city authorities to engage in city branding practices. While for some cities, profiling their city brand images become important, for others it is the benefit of tapping into the global economy. As a result of advanced globalisation (increased technology, new ideas, and emerging industries), competition between cities to derive these benefits intensify and city authorities are, therefore, compelled to follow a more strategic city branding approach. Furthermore, sport has proved to be the most sought after industry to derive these benefits. It is apparent that the 2010 FIFA World Cup attracted many global economic and social benefits as well as city branding and sport business opportunities to the Cape Town brand. Competing with major sporting nations for the rights to host, South Africa was the preferred choice nation and in turn hosting cities like Cape Town reaped the rewards. Consequently, Cape Town authorities need to carefully consider strategic elements of the city's sport brand to positively promote the city's global position.

- Strategic city branding and stakeholder alignment can be achieved through a defined city brand identity:

When developing a city brand identity, opportunities for strategic city branding and stakeholder alignment is implied. In relation to the Cape Town brand, strategic opportunities are suggested to improve areas of not only the distinctive city brand identity but also the collaboration of city branding authorities in their efforts to globally position the city's brand identity. Although recent development, through the implementation of a new city brand identity (logo and slogan), indicates attempts at improvement, recommendations would centre on the future impact of these developments. It may take a number of years for the new brand to infuse as part of Cape Town's identity. Therefore, this study recommends future research to be conducted in this area in order to determine the impact of the city's brand identity and the significance thereof for the destination brand of Cape Town. In addition, it recommends future research to measure the success of stakeholder alignment across all role-players involved in city branding.

- The brand identity of Cape Town expressed through strategic elements of sport:

Despite areas concerning the symbolic representation of the Cape Town brand identity, there are clear strategic elements of the physical representation that make up the city's brand identity. The findings positively linked elements of Cape Town sport to the city's identity which contribute to communicating the unique Cape Town brand. However, despite the mention of the natural elements of Cape Town that seem to prevail over its sport brand, the potential of sport should not be disregarded. Therefore, to capitalise on this potential it is recommended that Cape Town authorities promote sport more prominently which will be beneficial to the overall city's brand identity.

- The brand positioning communicates a city's competitive advantage:

It is apparent that the way the Cape Town brand is positioned in the minds of stakeholders is dependent on the way the brand identity is developed by city authorities. While the brand positioning of Cape Town's destination brand seems obscured due to stakeholder perceptions around the previous brand identity, the newly adopted city brand and logo is believed to change this perception. However, as this obscurity mainly transpires during the hosting of sports and events, it sets a further challenge for the new brand to establish its position as a destination brand. For this reason, in addition to the impact of the city's brand identity, it is recommended that the future effectiveness of the city's brand positioning be assessed, in particular during the hosting of sports and events.

Furthermore, the findings clearly revealed that strategic elements of sport positions Cape Town as a destination for sporting events. A recently adopted event strategy demonstrates the efforts of Cape Town authorities to position Cape Town as such. Therefore, the start to eradicate previously obscured perceptions is already in place. Beyond these perceptions the event strategy is believed to communicate the city's natural and sporting competitive advantages through the strategic elements linked to the city's natural and sporting components. This research appreciates the efforts of Cape Town authorities to adopt a sound positioning strategy and encourages the city to continue in their vision to place Cape Town as the 'Gateway city for events' in Africa. Inspired by the concept of Kavaratzis and Ashworth (2005), this research recommends other national cities that wish to be positioned as a prime destination for sport or industry, to establish a brand positioning strategy around their value propositions that will communicate their competitive advantages to their intended target audience. This is believed to not only communicate a distinct city brand but also give cities a competitive edge when competing for global business opportunities.

- Perceptions are vital in determining a city's brand image:

Despite the Cape Town brand positioning requiring some assessment; city authorities are able to determine the city's brand image through the perceptions of stakeholders. The result of stakeholder perceptions show Cape Town city to be one of the most desired destinations to visit and for this reason it has been awarded numerous accolades, the most recent one being the '(World) Design Capital of 2014'. An 'extremely good' and 'really positive' perception of stakeholders, therefore, details the image of the Cape Town brand. Furthermore, there was a strong perception of Cape Town's brand image being a globally attractive sporting destination which extends that city's brand beyond the travel and tourism industry to a more sport orientated business market.

However, possibly jeopardising future positive perceptions of a lasting Cape Town brand image is the absence of a destination marketing strategy. Although the Cape Town city brand image does extremely well globally, it requires more than its strategic elements to hold on to these perceptions. Consequently, it becomes clear that a destination marketing strategy should market the difference of the city's brand. Therefore, although a destination marketing strategy is already in place, it is recommended that Cape Town authorities' efforts centre on executing this strategy that will benefit the city brand image in the long term.

Whilst the Cape Town brand boasts a compelling image for the most part, it by no means makes up the overall perception of the Cape Town brand. The findings presented that the perception of the city's previous image, associated with its political history, still remains.

Therefore, as perceptions are formed from stakeholder experiences of the city or from their readings about the city, these types of perceptions will not change unless their experience or readings about the city change. To enhance the Cape Town brand image across stakeholder perceptions, it is recommended that city authorities uplift the quality of life in previously disadvantaged communities of Cape Town, as well as encourage sport, business or tourist attraction hubs in these communities and more so, develop brand building initiatives that will inclusively brand these communities as part of the overall Cape Town brand. This would improve not only the city's service delivery output but also eradicate remaining perceptions of stakeholders in this regard which in return contribute to their positive perceptions when determining the Cape Town city brand image.

- A defined city brand personality is key for future tourism promotion:

It is apparent that compared with human-like characteristics, the brand personality of a city depicts characteristics of the city that people find appealing which may result in their decision to visit the city. The findings indicated strong strategic elements of sport in the brand personality of Cape Town, namely: 'vibrant', 'energetic', and 'outdoors', and 'sporty'. While these elements help describe the Cape Town brand and encourage future visits to the city, whether these elements of sport refer to the competitive sport brand of the city remains disputed.

- The strategic value of sport can be achieved through maximising the full potential of the Cape Town city brand:

The valued strategic elements of the Cape Town brand prove that the city holds the potential to be not only globally recognised, but also perceived as a globally competitive city for sport. Sport, and in particular sport mega-events, have for a long time served as a catalyst for peace for the Cape Town city brand. However, with an out promise for a share in the world's economy, investment, tourists, and social benefits, the role of sport has extended beyond a mere catalyst for peace. The findings indicated the value of sport mega-events in benefiting the city's brand image and offering future prospects for sport, social regeneration, forming emotional links, as well as benefiting the economic maturity of the host city. With Cape Town being a city brand overcoming pessimistic perceptions that may still be attached to its previous image and its location in Africa, the significant role of sport became clear through the critical importance of dispelling any Afro pessimism that may still exist. This study showed how sport, in particular the bid for the 2004 Olympic Games and the 2010 FIFA World Cup, attempted to play a role in changing these perceptions.

As the findings further revealed the commitment of Cape Town authorities to an event strategy inclusive of home-grown sporting events and cultural events, the potential for attracting many of these global sport benefits and opportunities as a result of hosting sport mega-events may cease to exist. As sporting events, such as the Cape Town Cycle Tour and Two Oceans Marathon included in this event strategy are recognised for bringing in similar benefits (albeit on a smaller scale), with control over marketing and leveraging opportunities it is clear that for Cape Town this decision is purely strategic. This study, however, recognised the city's potential for hosting previous sport mega-events, and recommends that it should extend beyond hosting domestic sport. For this reason, it recommends that city authorities capitalise on the potential of sport mega-events as this promises to increase not only the appeal of the city's brand but will also enhance the value of sport mega-events for the Cape Town city brand.

- Sustainable development influences the value of sport to the Cape Town brand: Sport stadia in Cape Town, such as the Cape Town Stadium, fall prey to what appears to be unwise decision making by city authorities, in that the costs of construction greatly outweigh the return on investment. Due to the financial dilemma that the Cape Town Stadium finds itself in, the role of sport facilities could add more value to the Cape Town brand. It is evident that Cape Town authorities have made a big effort to secure WP Rugby Union as a premium anchor tenant, and they have also looked at many other alternatives to secure a return on investment.

As this complexity affects the long term value of the stadium, this study recommends an additional short-term contingency that would possibly add value to the immediate Cape Town brand. Recommendations derive from value added benefits identified by Westerbeek et al. (2005) as drivers of success when renovating old or constructing new sport stadia. It involves: accountability to local community sport participation, encourages contributions to the Cape Town economy through visitor spending and private investment into infrastructure, the city to become more knowledge based and technologically inclined rather than attractive in their construction of facilities within the destination of the city, and lastly adding value to social and cultural development by providing inclusive sport participation and employment opportunities.

Meanwhile, as the findings suggest that the natural environment also adds great value to the output of Cape Town sport, it leaves open the possibility for envisioning a difference in the Cape Town sport brand positioning. Since the vision of the Cape Town brand is to position around sporting events that utilise facilities of the city's natural environment, it is

recommended that, in addition to the substantial improvements of man-made constructed sport facilities, the city's dominant position should become clearer through branding initiatives around hosting sporting events.

- The performance of sport teams together with the strategic branding efforts around team brands significantly impact on the strategic value of sport to the Cape Town brand:

Generally, through their national and global representation of the Cape Town sport brand, stakeholders came to effectively know the value of sport teams through their sense of identity and collective feelings of belonging. Despite this common value, the primary value of sport teams to the Cape Town brand becomes apparent in their contribution to the city's economy. This research finds it clear that the criterion for measuring this contribution is greatly linked to the success of teams' on-field performances. Based on this criterion it is known that Ajax Cape Town FC is not successful in this regard compared to the DHL Stormers rugby and Cape Cobras cricket teams. However, as a successful team performance is not always guaranteed, this research recommends that sport teams, such as Ajax Cape Town FC; focus on more prominently positioning their team/club's brand, through strategic branding efforts in cohesion with the Cape Town brand.

Following the example of Manchester City FC, Ajax Cape Town FC may resort to an alternative marketing approach, such as advertising, in cultivating and retaining brand loyalty (Edensor & Millington, 2008). Further inspired by the recommendations of Richelieu (2012a:30) it is suggested that Ajax Cape Town FC builds a strong brand around their team by enhancing merchandise visibility. This recommendation is suggested to trigger some attachment from fans through branding efforts, which may possibly divert fan's attention from the team's poor performance. Although this is a short-term implementation, it is believed that it will add value to a seemingly unprofitable sport brand. This will also add value to a more rewarding city brand when hosting matches in the city.

- The extent of strategic exploitation of sport personalities can determine the strategic value they hold for the Cape Town brand:

When strategic branding efforts are applied by using Cape Town sport personalities as branding tools, retaining a national and global competitive sport brand position can be greatly valued. Notwithstanding their role as city ambassadors, uncertainty around the extent to which these sport personalities are utilised still remains. Consequently, efforts of city authorities in managing and leveraging personalities should be better displayed which will not

only improve future positive perceptions of stakeholders but also add to the value and credibility of these individuals for the Cape Town brand.

- The strategic value of commercial sport brands and sponsors for the Cape Town brand is defined through the nature of its business:

The value of commercial sport brands and sponsors to the Cape Town city brand is not that easily perceptible. The value of commercial and private sponsors is significant to the sustainability and livelihood of the sporting industry as a whole. However, the plausible relationship, between commercial sport brands and sponsors through broadcasting, adds to the value of city brand awareness and sport brand positioning of the city. Although more city branding research is recommended to better define the relationship and its possible benefits for the city's sport brand, the findings of this study add to existing literature in relation to the strategic value of commercial sport brands and sponsors as part of an inclusive sport business.

- The national and global competitiveness of the Cape Town sport brand can be realised through strategic investment and commitment to sport:

The study concludes that although the value of sport for the Cape Town brand has been realised by Cape Town stakeholders, the challenge in relation to the lack of commitment by city authorities to invest in bigger sporting budgets impedes on their competitiveness as a leading city of sport, albeit the fact that the city is perceived as the most desirable destination for sport as a result of its natural competitive advantages. Therefore, this research clarifies that Cape Town city's natural competitive brand is a strong pull factor for attracting international sport mega-events. However, the city of Durban, through their strategic investment and commitment to their sport brand positioning will, in all probability, end up hosting these events. Cautioned against a lack of investment and commitment to sport mega-events, it is recommended that Cape Town authorities realise the strategic value attached to hosting sport mega-events. Drawing from the example of the city of Durban, as recognised by Roberts (2011), it is apparent that the Cape Town brand requires less focus regarding the revitalisation of the city's brand image which consequently makes it easier for Cape Town authorities to deploy this exploitable market potential.

As the lack of investment greatly impedes the national competitiveness of the Cape Town sport brand, the possibility for global competitiveness further seems implausible. This study reveals that the potential for a stronger global sport brand positioning is apparent from Cape Town's successful history in hosting matches during world championships as well as their competitive advantage when hosting numerous exclusive sporting events. However,

promoting this potential through brand related activities still remains. Evidence from the Barcelona and Melbourne case studies show sport mega-events, i.e. Olympic Games as well as hosting successful year round sports, more so, prioritising sport as part of the city's brand image and awareness, undoubtedly impacted on these cities' global competitiveness. It is, therefore, recommended that the Cape Town brand positions the strategic elements of sport in the city's brand in order to maximise its full potential as a stronger global sport brand.

While the task of developing awareness around a sport brand appears simple, the complexity in reflecting the true brand of Cape Town is believed to lie in comprehensive social challenges that are given priority by city authorities. Internationally, compared to London, Paris, Boston, Sydney and Berlin for instance, this priority is believed to take precedence over matters arising from the city's sporting industry. For this reason, Cape Town authorities' recognition as a more prominent sport brand is disregarded. As similar challenges arguably also affect these international cities, they are seen to manage the awareness around it better compared to the Cape Town brand. Therefore, since such challenges remain, it is recommended that the priority of Cape Town authorities be balanced between social issues and sport which will result in a stronger and more defined sport brand positioning.

- There are factors beyond the control of stakeholders that impede the potential for a stronger sport brand:

It is apparent that the lack of investment into the Cape Town sport brand is justified by the limitation of a weak economy (exchange rate) of Cape Town and South Africa as a whole. Therefore, bidding for international sport becomes more complex compared to international cities with stronger economies. Consequently, this clarifies why Cape Town authorities should decide on an event strategy which is believed to solve challenges around both sport and marketing budgets while simultaneously attracting national and global sport business opportunities without high-priced bidding costs involved.

While the potential for a stronger competitive Cape Town sport brand is implied through strategic vision and investment into sport, the need for refinement of Cape Town's transportation is further recommended. Initiatives for safer, cleaner and more accessible transport are already in place through the MyCiti bus system. However, across other modes of transport, taxis and trains, it is apparent that such initiatives have been neglected. As this inefficiency impedes the immediate experience of visitors as well as the city's future hosting of sport mega-events, it is recommended that Cape Town authorities upgrade methods to improve the efficiency across all forms of transport systems.

Beyond improvements to Cape Town's transport system, an upgrade of the city's sport stadia is suggested. Often compared with the iconic Cape Town stadium, are the level of sophistication of other sport facilities (cricket and rugby) in Cape Town. Perceived as one of the competitive advantages of the Cape Town sport brand, these sport stadia require upgrading in order to conform to more international requirements. For this reason, it is recommended that plans be put in place to upgrade these stadia according to international demands which would not only add more value to the fan and player experience but also benefit the city in attracting more international sport mega-events.

While limitations affecting the potential for a stronger sport brand positioning mainly transpire in factors affecting the direct execution of sporting events, it is apparent that the uncontrolled factors such as Cape Town's geographic location and compact city centre, add to the complexity of the city's viability when attracting sport mega-events. From a logistics point of view, when attracting sport mega-events the fixed positioning of the location of Cape Town city is at a disadvantage compared to locations such as Melbourne in Australia, for example. This is, however, unfortunate for the Cape Town brand as their location, in its competitive natural landscape, presents more desirable scenery for events. Furthermore, the complex issue regarding a congested Cape Town city centre confines the city when attempting to host more sport mega-events within the hub of Cape Town. Consequently, stakeholders recommend that city authorities look at alternative locations, such as Bellville, and its spatial benefits in hosting future sport. Arguably, Bellville would not offer the same level of experience compared to the offerings (restaurants, hotels, markets, attractions, etc.) of Cape Town, however, the potential for a stronger future positioning of the Cape Town sport brand is viable.

- Strategic partnerships between sport and city brand stakeholders are key in the development and future positioning of Cape Town's sport brand:

Leading on the importance of stakeholder cohesion during the development and execution of the Cape Town brand identity, strategic partnerships between city organisations and sporting organisations are implied for the development of the Cape Town sport brand. During the data collection phase of this study, evidence of a strategic partnership between the COCT (the organisation) and the Cape Town Cycle Tour, became apparent. This indicated the strategic implementation by Cape Town stakeholders in planning around an event strategy, by creating spaces and providing services for sporting events such as the Cape Town Cycle Tour, the Absa Cape Epic, the Two Oceans Marathon and Volvo Oceans Race, to brand the Cape Town city through sport. Their collaboration not only offer benefits for the effective execution of sporting events but also maximises global marketing and leveraging

opportunities for the city. As stakeholders believe sporting events included in this strategy showcase the potential of the Cape Town sport brand (albeit on a smaller scale), the broader vision of this strategic partnership as well as the COCT's overall aim in becoming the 'Events Capital' of Africa, is realised.

Arguably strategic partnerships between the COCT and mainstream sport (rugby and cricket) is not as solid compared to sporting events included in the events strategy. Although in reality these types of events bring in the same, if not more, benefits for Cape Town sport and economy, whether city authorities will collaborate with these sporting entities remains to be seen. To add value to the potential sport brand of Cape Town this study recommends Cape Town city, as well as other national cities who wish to establish their sport brands, consider developing strategic partnerships with mainstream sport as it would improve the credibility of the city as a leading entity for sport.

6.4 Implications of this study for stakeholders

Cape Town stakeholders, as well as stakeholders of other South African national cities involved in the development of city brands, will be assisted by this study in making strategic decisions around positioning their city's distinct and competitive brands. This study provides a good reason why perceptions are not always lasting for a city's brand and able to stay top of people's mind but a strategic marketing plan around promoting the city's value propositions is imperative to ensure future positive perceptions.

This study further provides a justification of the global sport business opportunities and city branding benefits involved when attracting global sport business to the city. It gives a clear understanding of the strategic value of sport that can be realised through maximising the full potential of the Cape Town city brand through strategic investment, commitment, and strategic stakeholder partnerships.

6.5 Limitations of this study

As this study has focused on the Cape Town city brand and Cape Town stakeholder perceptions, the context of the city and its stakeholders has an influence on the findings. The study acknowledges that the in-depth study of a single, unique case has limitations (such as the uncertainty over its degree of transferability to other cities and contexts). However, the theoretical and empirical recommendations of this study may serve relevance for other South African national cities. For this reason, although the findings are mainly relevant for the Cape Town city and its stakeholders, it is believed to serve importance for other cities as well.

As a result of the focus of this study it made sense to gain the insights, opinions and perceptions of Cape Town stakeholders to obtain rich and meaningful data. However, the study could have benefited from gaining the perceptions of stakeholders of other national cities around their insights and experiences of the strategic contribution of sport to their city brands. This would have also provided a fuller perspective of the development of other emerging city brands and their competitiveness compared to Cape Town's brand.

6.6 Recommendations for future research

As a result of the limitation regarding the in-depth study of a single city brand, a recommendation is thus made that the findings identified in this paper need to be further investigated across a variety of cities and contexts.

Due to the limitation of this study in obtaining a fuller perspective of stakeholders regarding the Cape Town city brand as well as investigating the role of sport in the development of other emerging cities, this study recommends future research in order to obtain a wider range of stakeholder perspectives and thereby more comprehensive comparisons.

Additionally, this research encourages academics to conduct similar research on other national cities to provide further insight into the value of sport to their city brands in the globally competitive environment. This will also provide a comparative overview of South African cities' competitiveness compared to other global cities.

As data for this research was collected during a period when the processes of defining the Cape Town brand identity and positioning strategy was confidential, this study recommends future research studies to gather data which will measure the long-term effects of recently implemented strategies for the city's emerging brand.

6.7 Final remarks

This study has, through a qualitative research approach, discovered the insights, experiences, opinions, and perceptions of Cape Town stakeholders on the strategic value of sport to the Cape Town city brand. Through the perceptions of stakeholders, it was discovered that there is more to the Cape Town brand than its mere symbolic representation. This was evidently observed through stakeholder perceptions of strategic elements that make up the city's brand associations.

This study positively concludes that sport has a significant role to play in the overall development of city branding practices. The strategic value of sport to the Cape Town brand

shows immense potential for the city's national and global competitive positioning and it could also benefit the city's economic development in the challenging globalisation process. This study notices that the strategic value of sport is determined by strategic investment and commitment of city authorities to seek opportunities for sport, despite controlled or uncontrolled factors that may potentially count against the city's economy, society, or domestic and global city brand.

Despite perceptions of stakeholders, suggesting that the Cape Town brand faces a number of challenges, this study shows that Cape Town authorities are invested in making a strategic decision to position the city's brand as a leading city for events. Although events include local and domestic sporting events, the sport brand of Cape Town is seen to appeal to both national and international sporting markets (participants, sport tourists, visitors, and sporting federations). These sporting events, therefore, nationally and globally positions the competitiveness of the Cape Town sport brand.

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APPENDIX A– INTERVIEW SCHEDULE



Good morning/afternoon (Sir/Mrs).

My name is Janice Hemmonsbey. Firstly, thank you for agreeing to have this interview conducted and for allowing your organisation/company to partake in this research. I understand you are busy so I appreciate your time.

The purpose of the research is to analyse the strategic value of sport to the Cape Town city's brand. The purpose for today is to obtain your experiences and perceptions on the role sport plays in a city, in order to determine the strategic connection between sport and the city brand of Cape Town.

The interview will be semi-formal, and it will last approximately 30-40 minutes. If anytime you feel uncertain about a question, please feel free to ask.

SECTION 1: PLACE AND CITY BRANDING

Question 1

1.1 In your opinion, how would you describe place/ city branding?

1.2 How would you describe the city brand image of Cape Town?

1.3 How would you describe the brand personality of Cape Town? (If Cape Town was a person)

1.4 What do you see as the key components of the Cape Town brand?

SECTION 2: IMPACT AND IMPORTANCE OF SPORT TO THE CAPE TOWN BRAND

Question 2

2.1 How would you describe the importance of mega sport events to the Cape Town brand? (e.g. Olympic Games, FIFA World Cup)

2.2 How would you describe the importance of sport facilities to the Cape Town brand? (e.g. Sahara Park Newlands, Cape Town Stadium etc.)

2.3 How would you describe the importance of sport teams/ personalities to the Cape Town brand? (e.g. Ajax Cape Town, Cape Cobras, Jacques Kallis, etc)

2.4 How would you describe the importance of commercial sport brands and sponsors to the Cape Town brand? (e.g. Adidas, DHL, Vodacom, Absa, Old Mutual, Coca Cola, etc)

2.5 In your opinion, how does Cape Town's brand compare to other cities in South Africa with regard to sport? (e.g JHB, Durban, PE)

2.6 In your opinion, how does Cape Town's brand compare to international cities such as Melbourne, Dubai, Barcelona, London, etc.

2.7 Do you believe Cape Town has a competitive advantage over other cities, if so what do you recognize it to be?

2.8 What, in your opinion, limits Cape Town from being a stronger sport city brand?

SECTION 3: STAKEHOLDER INVOLVEMENT AND STRATEGIC IMPLEMENTATION

Question 3

3.1 How does your organisation contribute to the development of the Cape Town brand?

3.2 How important is a positive Cape Town brand to your organisation/ company?

3.3 Who do you believe the main sport stakeholders are involved in the branding of Cape Town city?

3.4 How would you describe your organisation/ company's relationship with these stakeholders? (i.t.o. cooperation, collaboration, implementation etc)

3.5 Are you aware of any future plans or development aimed at strategically positioning Cape Town's brand as a sport brand?

APPENDIX B– LETTERS OF CONSENT



Civic Centre
12 Hertzog Boulevard
Cape Town 8001
PO Box 298, Cape Town 8000
8000
Ask for: Mr G. Bam
Tel: (021) 400-5090
Fax: (021) 400-4956
E-mail: gert.bam@capetown.gov.za
Webmail: www.capetown.gov.za

Iziko loLuntu
12 Hertzog Boulevard
Cape Town 8001
PO Box 298, Cape Town 8000
Cela: Mnu G. Bam
Umnxeba: (021) 400-5090
Ifeksi: (021) 400-4956

Burgersentrum
Hertzog-boulevard 12
Cape Town 8001
Posbus 298, Kaapstad
Vra vir: Mnr G. Bam
Tel: (021) 400-5090
Faks: (021) 400-4956

COMMUNITY SERVICES — Department of Sport, Recreation and Amenities

27 September 2013

To Whom It May Concern

I, Gert Bam on behalf of Sport, Recreation and Amenities, City of Cape Town hereby grant you Janice Hemmonsby consent to have access to interview, *inter alia*, stakeholders, representatives and/or authoritative figures (hereinafter referred to as the interviewee) in the Department Sport, Recreation and Amenities, City of Cape Town as part of your Masters Research Program done through Cape Peninsula University of Technology.

The Department Sport, Recreation and Amenities, City of Cape Town further agrees that the interviewee may share, *inter alia*, his/her experience, insight, knowledge and perception in order to assist you in your research.

Signed on behalf of Organisation

Name: Gert Bam

Designation: Director: City of Cape Town-Sport, Recreation & Amenities

Date: 27 September 2013

THIS CITY WORKS FOR YOU | ESI SIXEKO SISEBENZELA WENA | HIERDIE STAD WERK VIR JOU



Directorate : Strategic &
Operational Management Support

e-mail: shaun.julie@westerncape.gov.za
tel: +27 21 483-3134
fax: 0866213694
Our reference: PN

TO WHOM IT MAY CONCERN

**CONSENT TO INTERVIEW STAKEHOLDERS WITHIN THE DEPARTMENT OF CULTURAL AFFAIRS AND
SPORT: MS JANICE HEMMONSBY**

It is hereby confirmed that Ms Hemmonsby has permission to interview staff within the Sport component subject to making the necessary arrangements with the Director, Sport Development, Mr Paul Hendricks.

You are welcome to contact me on the details provided should you have any questions regarding this matter.

Kind regards

Mr S R Julie
DIRECTOR: STRATEGIC &
OPERATIONAL MANAGEMENT SUPPORT
Date: 2013/09/27

Protea Assurance House, Greenmarket Square,
Cape Town, 8001

Private Bag X9067, Cape Town 8000
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Cultural Affairs and Sport : ImiCimbiyeNkubeko nezembiDlalo : Kultuursake en Sport

This document is available in Afrikaans and isiXhosa on request



27 September 2013

Attention: Cape Peninsula University of Technology

Dear Janice,

I Nabeal Dien hereby grant permission for Janice Hemmonsbey to do the necessary interviews as part of her Master's Degree at Western Province Cricket Association.

If any further information is need, feel free to contact me.

Regards


Nabeal Dien
General Manager
021 657 2035

APPENDIX C– ETHICAL CLEARANCE

P.O. Box 1906 • Bellville 7535 South Africa •Tel: +27 21 4603239 • Email: zouityf@cput.ac.z Symphony Road Bellville 7535	
Office of the Chairperson Research Ethics Committee	Faculty: BUSINESS
At a meeting of the Research Ethics Committee on 18 September 2013, Provisional Eth Approval was granted to HEMMONSBEY, Janice Dorothy (206076614) for research Related to the MTech/DTech: MTech: Sport Management at the Cape Peninsula University of Technology.	
Title of dissertation/thesis:	The strategic value of sport to Cape Town city brand Supervisor: Mr B Knott, Dr D Allen
Comments: REFER TO THE MINUTES 18 SEPTEMBER 2013 Decision: PROVISIONALLY APPROVED	
 Signed: Chairperson: Research Ethics Committee	18 September 2013 Date
Signed: Chairperson: Faculty Research Committee	Date