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DESTINATION MARKETING: A REGIONAL PERSPECTIVE

by

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200829688

RESEARCH DISSERTATION

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Supervisor: Dr Peta Thomas

2017

DECLARATION

I certify that the minor dissertation submitted by me for the degree Masters of Tourism and Hospitality Management at the University of Johannesburg is my independent work and has not been submitted by me for a degree at another University.

THINMAMANO PRISCILLA LITSHANI



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ABSTRACT

This study used qualitative research methods including document analysis, and personal interviews to investigate the perceptions that 23 Johannesburg-based SMMEs (tourism product and service owners) have of the operation of the Joburg Tourism Company (JTC) as a Destination Marketing Organisation (DMO). The study identified survey participants from three different sectors of tourism and included four participants from the internal staff of JTC. The study explored the influence of stakeholder groups on the outcomes of the planning processes and marketing, raising specific issues and challenges for tourism growth of the city of Johannesburg. Collaboration occurs when a group of mutual stakeholders engage in an interactive process, using shared rules, norms, and structures to act or decide on issues related to certain goals and objectives; however, the findings of this research suggest that there are considerable challenges in attaining a collaborative and cooperative relationship between JTC and its SMMEs. The results validate the use of optimised communication processes to build DMO-SMME stakeholder collaborations.

Key Words: Collaboration, Destination management, Destination marketing, SMME, Tourism

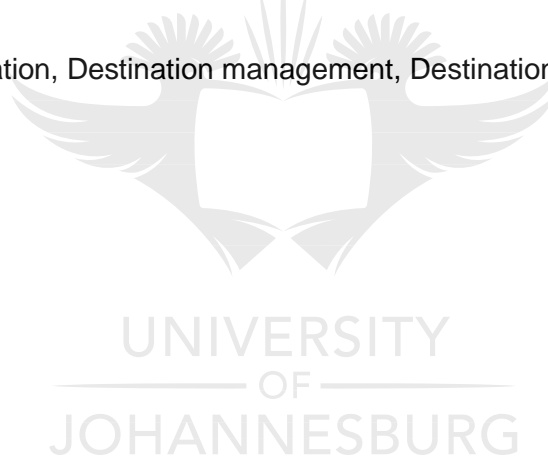


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LIST OF ACRONYMS AND ABBREVIATIONS

ACOA	Atlantic Canada Opportunities Agency
ACTP	Atlantic Canada Tourism Partnership
ATSWA	Accounting Technicians Scheme of West Africa
B&B	Bed and Breakfast
DMO	Destination Management Organisation
GCR	Global City Region
GGP	Gross Geographic Product
GTA	Gauteng Tourism Authority
JTC	Johannesburg Tourism Company
LA	Local Authenticity
MICE	Meetings, Incentives, Conferences, and Exhibitions
NDT	National Department of Tourism
NTO	National Tourism Organisation
PTA	Provincial Tourism Authority
SAT	South African Tourism
SMME	Small, Medium, and Micro Enterprise

LIST OF KEY CONCEPTS

Collaboration	“Collaboration is defined as a form of participation where stakeholders are jointly involved in priority setting and in the planning, implementation and evaluation stages of the process, thus allowing diverse stakeholders to work together to develop a more comprehensive understanding of the situation, to attempt to resolve a conflict or to develop solutions” (Koontz, 2006:16).
Cooperation	“A relatively homogeneous group composition with respect to members’ preferences and stakes in the joint benefits reduces the incentives for free riding and enhances the possibility of a mutually beneficial cooperative agreement” (Huybers & Bennett, 2003:576).
Effectiveness	“Effectiveness is the degree to which an institution’s stated objectives are achieved” (Kalfagianni & Pattberg, 2013:238).
Government	“Government refers to the collection of public institutions established and given the authority to run the affairs of a country. It is a system of governance and includes the body of individuals who are authorised to administer the laws of a Nation” (ICAN, 2016:2).
Gross Geographic Product	“The Gross Geographic Product (GGP) is used as an indicator of income. The GGP is equal to the remuneration received by the factors of production (land, labour, capital, and entrepreneurship) for their participation within each province” (Stats SA, 1998:2).
Performance	“The term performance is often used indiscriminately to describe concepts such as efficiency, effectiveness, improvement, growth, and success, and these terms are used interchangeably by researchers” (Reijonen & Komppula, 2007:689).
Parastatal	“A parastatal is a semiautonomous organisation that receives a grant from government, but can raise and retain revenue” (James, Kanyamimbwa & Green, 2001:69).
Public Sector	“Public sector refers to all organisations which are created, administered, and financed by government from the tax payers’ money, on behalf of the members of the public. Such establishments, which are

referred to as the 'three tiers', government companies, parastatals, and other public agencies created by the nation's constitution, acts of parliament, and by-laws" (ICAN, 2016:6).

Private Sector "Private sector is that part of the economy where the factors of production of land, labour, capital, and entrepreneurship are supplied by private individuals who are the business owners" (ICAN, 2016:6).

Retail Tourism "When consumers travel outside their local area and cross a national boundary into an adjacent country primarily to shop" (Sullivan, Bonn, Bhardwaj & DuPont, 2012:597).

Small Business "A separate and distinct business entity, including co-operative enterprises and nongovernmental organisations, managed by one owner or more which, including its branches or subsidiaries if any, is predominantly carried on in any sector or sub sector of the economy mentioned in column I of the Schedule (DTI, 2008:2). Financed by one individual or small group and directly managed by its owner(s), in a personalised manner. It is perceived as small, in terms of physical facilities, production/service capacity, market share, and number of employees" Morrison (1996:400).

Small, Medium, and Micro Enterprises (SMME) "Micro or 'very small' enterprises employ fewer than 10 people, 'small enterprises' employ between 10 and 49 people" (Verheugen, 2003:14).

Tourism Destination "The complex reality of a tourist destination requires it to be managed as an integrated system" (Rodríguez-Díaz & Espino-Rodríguez, 2007:368).

CHAPTER 1

INTRODUCTION AND PROBLEM STATEMENT

1.1 Introduction

This study proposed an investigation of some of the relational capabilities of Johannesburg, the city, as a tourism destination with its tourism stakeholders. The study investigated how small tourism business enterprises, for example bed and breakfast (B&B), tour operators, leisure attractions, and various others, cooperate along with a local parastatal tourism authority to improve the destination's competitiveness as a tourist destination. The purpose of this study was to determine the types of value that the actions of Joburg Tourism Company (JTC - the regional government tourism authority, representing the Destination Marketing organisation (DMO) for this study) adds to the business of tourism product owners within Johannesburg.

In this chapter, key concepts underpinning this study establish review definitions of the relationships of tourism small, medium, and micro enterprises (SMMEs) and the DMOs, specifically JTC, with Johannesburg-based SMMEs. The background of the establishment of JTC explains for clarify its current role.

1.2 Background to the study

"Governments often help with tourism destination marketing through parastatal management by legislation and through representation on the board of directors" (James, Kanyamibwa & Green, 2001:69). This study focused particularly on how effectively JTC makes use of marketing tools to promote and represent SMME tourism stakeholders of Johannesburg. The study of stakeholders' perceptions of how this tourism authority's efforts to market the destination affects the growth of their business, might allow for a contribution from this research that can influence the success of tourism SMMEs and government DMO linkages. Successful linkages through the promotion of SMMEs can reduce unemployment rates in the local Johannesburg economy. The 2010 assessment in the World Bank report indicates that as much as the existing support programmes supplied by government have a large SMME focus, the results do not "show significant coverage of microenterprises, formal or informal" (World Bank, 2010:74).

The understanding of what elements form the concept of a 'tourist destination' is complex in nature. Such complexity requires a management system that is integrated, and can consider this complex system in its entirety, acknowledging the need to merge all the different tourism

resources optimally. “The complex reality of a tourist destination requires it to be managed as an integrated system” (Rodríguez-Díaz & Espino-Rodríguez, 2007:368). By optimising this integration, destinations ensure minimised waste of resources and thus produce the best results from those resources (McKercher, 1999:428; Farrell & Twining-Ward, 2004:288). The manner in which public funds are used has been brought under scrutiny more often (Sheehan & Ritchie, 1997:46; WTO, 2003:3). Government DMOs are held accountable for both the efficiency and effectiveness of their use of funding sourced from citizens’ tax. The cooperative arrangements between SMME tourism products and services, and government DMOs, essentially help to enhance the value generated from SMME budgets and SMME effectiveness in reaching their target customers (Morgan & Pritchard, 2000:275).

Rogerson (2010:430) highlighted that since the shift towards democratic governance in 1994, the national government has focused more on the promotion of SMMEs in South Africa. However, Morgan, Pritchard and Pride (2002:240) further commented, “government DMOs are hampered by a variety of political pressures and have to reconcile a range of local and regional interests having to promote an identity acceptable to a number of stakeholders”. Booyens and Visser (2010:375) set out to profile the type of tourism businesses that fall into tourism SMME activity. In their research, they found that “the largest proportion of tourism SMMEs were accommodation establishments, followed by adventure and/or leisure activity providers, team building and event organisers, arts, crafts and décor shops, antique or furniture shops, and lastly food and beverage establishments” (Booyens & Visser 2010:375). This indicates the great diversity of SMME activity a DMO must consider when helping these businesses find markets for their products and services.

1.2.1 The nature of a tourism destination

Each country is a destination and has an existing image. One might intentionally manage the country image (brand), which could be spotlighted when the name of the country is mentioned, and then influences “the purchasing, travelling, investing, and relocation decisions of consumers” (Matiza & Oni, 2014:398). The various tourism destinations, have established destination management agencies and DMOs that are placed to promote, manage, and market the destination offerings to the tourist markets, from nations and regions, to states and cities (Adeyinka-Ojoa, Khoo-Lattimorea, & Nair, 2014:152). Destination management organisations (DMOs) in the tourism industry are formed to be indispensable, and this is based on the role such organisations play, and the destinations (be it a town, city, province, or nation) for which DMOs are responsible (Blain, Levy, & Ritchie, 2005: 332, Adeyinka-Ojoa, et al., 2014:152).

A tourism destination generally comprises several different types of organisations that are complementary to one another and yet compete in the nature of their operations. Paskaleva-

Shapira (2007:109) defined cities and their urban areas as “complex and ever evolving living organisms”, suggesting that the development of an urban destination should be more of a community (togetherness) welfare-driven activity. These authors suggest that promoting tourist cities of a competitive nature be centred on this idea of making the city appealing with “shared aspirations by all stakeholders such as tourists, business owners, and local residents” alike, based on an “integrated citywide management approach” (Paskaleva-Shapira, 2007:109). Multiple tourism sectors, tourism DMOs, and influences from many public/private linkages at many destinations result in a diverse and highly fragmented tourism product structure (Rodríguez-Díaz & Espino-Rodríguez, 2007:368). The local government or DMO “needs to engage, honestly and systematically, with its own private sector to work out exactly what the hurdles to local business development are, which of them can be ameliorated at a local level and then to work out a reform programme” (Christianson, 2008:2).

The natural, cultural, and/or heritage resources by tourism destinations is elevated to an attraction base. These are the selling factors or the products that are linked to the potential for economic generation by SMMEs created in local communities (Hassan, 2000:239). Pavlovich (2003:210) indicated that the destination as a network reflects some collective properties that suggest the destination can have self-organising mechanisms that help with ensuring profitability and survival of all stakeholders. “The destination is characterised by an ‘open system’ ‘of interdependent, multiple stakeholders, where the actions of one stakeholder affect the rest of the actors in the community” (Jamal & Getz, 1995:193). Different public governmental administrations use the potential of networked SMMEs as a way of multiplying activities that can be offered to tourism within rural areas, for example, museums (private or public) that exist within a designated area. A network of co-operative promotion of their attractions to draw greater visitor interest can be developed. This integrated approach of many SMMEs joining to advertise themselves as a coordinated product is done in order to fully employ the concept of a ‘destination’ in their marketing management (Chatzigeorgiou, Christou, Kassianidis, & Sigala, 2009:147; Vasiliadis & Fotiadis, 2007:29). To compete effectively, a destination has to establish factors that can be critical for its success and infuse these into the destinations’ strategic plan (Baker & Cameron, 2007:79; Elhiraika & Nkurunziza, 2006:1; Fujita, 1998:29; Porter, 1998:19).

Jeppesen (2005:464) indicated that the support needed by SMMEs may vary based on whether the focus is on industrialisation and international competitiveness or perhaps, on more local economic development for localised poverty reduction. Jeppesen (2005:464) noted that each type of development focus requires different government policies. SMMEs need government policies specifically designed that clearly show the support that bodies such as parastatal DMOs can offer in relation to social improvement, economic development, and

poverty reduction within a community. Support could be access to finance, products storage, and wholesale prices from suppliers (Jeppesen, 2005:464).

The World Bank Group prioritised “the development of the small and medium enterprise sector as a core element in its strategy, as a way to foster economic growth, employment, and poverty alleviation” (Ayyagari, Beck & Demircuc-Kunt, 2007:415). Falkena, Abedian, Von Blottnitz, Coovadia, Davel, Madungandaba, Masilela and Rees (2002:25) note that this occurs “through, inter-alia, promotion of SMMEs, governments have developed strategies or economic reform programmes that increase employment subsequent to sustainable economic growth”. Bastakis, Buhalis and Butler (2004:151), state that SMME enterprises for tourists make provision for a diversified range of tourism products and services to ensure that tourism spending is infused into the local economies. In leisure tourism, “they usually shoulder the distinctive function of offering a local character to the increasingly homogenised tourism packages”. A few academics, such as Rogerson (2008:141), argued that “policy interventions for supporting tourism SMMEs must recognise SMME difference and the ‘heterodoxy’ among tourism SMMEs”, while Jones and Haven-Tang (2005:355) agreed adding this could only be done by “addressing the specific challenges of SMMEs functioning in different segments of South African tourism”.

“In South Africa, the total economic output of SMMEs is some 50 percent of gross domestic product (GDP), and this sector employs more than 60 percent of the total labour force” (Falkena, et al., 2002:13). Falkena, et al. (2002:13), stated that, “unless South Africa succeeds in promoting SMMEs, the country will remain saddled with a huge unemployment problem and, therefore, excessive crime in its various forms”. Furthermore, these authors noted that, “creating SMMEs is one of the most promising means of progressively redistributing the ownership of productive assets, i.e. SMMEs have the potential to be an engine for black economic empowerment.” According to Cornelissen (2005:85), “specialist segments and niche markets of the South African tourism economy are the domain of SMMEs”.

1.2.2 The definition of small businesses

The 'small businesses' concept is comprised of different focus areas both in literature and in the current economy issues. There is a lack of clarity on the understanding found from various records as a small business and this affects the search for reliable research definitions and therefore can have a conscious impact on the findings and recommendations of a study. As far back as 30 years ago, authors suggested that small business contributes greatly to a tourism destination. Morrison (1996:401) stated that, "traditionally the tourism industry has been dominated by small businesses". In their 1997 study, Thomas, Friel, Jameson and Parsons (1997:9) defined small businesses as "one which employs fewer than 50 people".

The European Commission adopted a definition of SMMEs in 1996 that used the number of employees in their definitions stating, "'micro' or 'very small enterprises' employ fewer than 10. "In Turkey, the most widely used measure in identifying the size of the businesses is the number of employees" (Arslan, 2003:133). However, many definitions have been used by different institutions, and reflect that generally small businesses are the ones that employ between 10 and 49 employees (Akbaba, 2012:179).

The South African National Small Business Act of 1996, defined a 'small business' as, "a separate and distinct business entity, including co-operative enterprises and non-governmental organisations, managed by one owner or more which, including its branches or subsidiaries, if any, is predominantly carried on in any sector or sub sector of the economy" (DTI, 2008:2). The National Small Business Act of South Africa and equality issues related to the black SMME sector development in the country, are driven through the Black Economic Empowerment Codes of Good Practice, which helps to ensure SMMEs gain support from suppliers and DMOs (SBP, 2009:2). Falkena et al. (2002:24) noted that the dominant business definition framework for South Africa is found in the National Small Business Act, "which defines five categories of business as follows" (Falkena et al., 2002:26):

- i. *Survivalist enterprise*: The income generated is less than the minimum income standard or the poverty line. This category is considered pre-entrepreneurial, and includes hawkers, vendors, and subsistence farmers (in practice, survivalist enterprises are often categorised as part of the micro-enterprise sector.)
- ii. *Micro enterprise*: The turnover is less than the VAT registration limit (that is, R150 000 per year). These enterprises usually lack formality in terms of registration. They include, for example, *spaza* shops, minibus taxis, and household industries. They employ no more than five people.

- iii. *Very small enterprise*: These are enterprises employing fewer than 10 paid employees, except mining, electricity, manufacturing, and construction sectors, in which the figure is 20 employees. These enterprises operate in the formal market and have access to technology.
- iv. *Small enterprise*: The upper limit is 50 employees. Small enterprises are generally more established than very small enterprises and exhibit more complex business practices.
- v. *Medium enterprise*: The maximum number of employees is 100, or 200 for the mining, electricity, manufacturing, and construction sectors. These enterprises are often characterised by the decentralisation of power to an additional management layer”.

This research adopted and applied the National Small Business Act’s definitions of the different categories of business, as seen in Table 1.1.

Table 1.1: Definitions of SMMEs

Enterprise Size	Number of Employees	Annual Turnover	Gross assets, excluding fixed property
Medium	Fewer than 100, or 200 depending on industry	Less than R4 million, or R50 million depending on industry	Less than R2 million, or R18 million depending on industry
Small	Fewer than 50	Less than R2 million, or R25 million depending on industry	Less than R2 million, or R4.5 million depending on industry
Very small	Fewer than 10, or 20 depending on industry	Less than R200 000, or R500 000 depending on industry	Less than R150 000, or R500 000 depending on industry
Micro	Fewer than five	Less than R150 000	Less than R100 000

Source: Falkena et al. (2002:26)

1.3 Tourism product and tourism service suppliers

It is important to establish the characteristics of SMMEs and DMOS. According to Akbaba (2001:182), there are distinguishing characteristics within the tourism industry that define a tourism SMME product or service. These are: “intangibility, perishability, interdependence, service quality, heterogeneity, inseparability of production and consumption, often imprecise standards of operation and processes, a short distribution channel, reliability and consistency, face-to-face interaction and information exchange, participation of customer in production process of the product, and fluctuating demand among others and all these should be reflected in the measurement process” (Akbaba, 2001:182).

Wang (2008:192) developed a framework to explain ten roles of a DMO. These include being an “information provider, community brand builder, convener, facilitator and liaison of community industry, organiser of destination marketing campaigns, funding agent for collective marketing activities, partner and team builder, network management organiser, and tourism product developer“ (Wang, 2008:17). These roles are depicted in Figure 1.1.

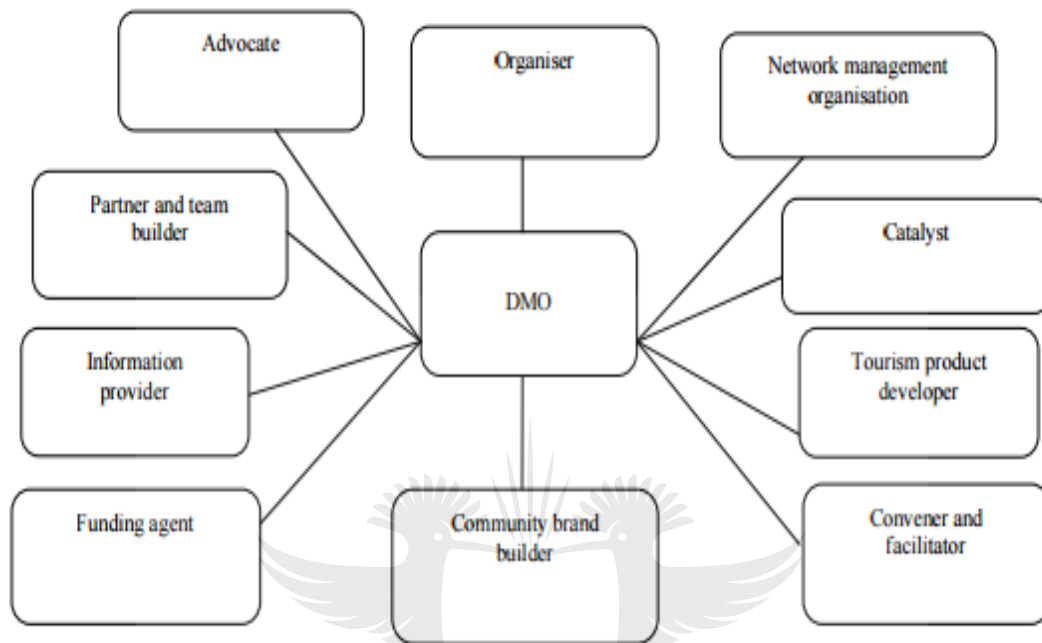


Figure 1.1: A framework for the roles of a DMO

Source: Adapted from Wang (2008:17).

Adeyinka-Ojoa et al. (2014:152) advise that there is a need to improve the understanding of destination management with regard to the establishment and marketing of tourism destinations. There is crucial need for a responsible facilitator such as the DMO, JTC, that will coordinate all these aspects and all suppliers of products and services that shape the overall destination package. Hosany, Ekinici and Uysal, (2007:76) note this is so that a destination can compete against “others to increase their share of the tourist market by developing different destination marketing strategies”. The importance of destination marketing agencies and DMOs have increased in importance for many tourism destinations worldwide for the promotion of growth through tourism activities by developing and developed economies (Fyall, 2011:338).

1.4 Tourism governance in South Africa

The South African tourism industry is regulated at different levels of government, based on the impacts it has on the livelihood of the nation. These regulations are set at national level and transformed into operational strategies. Figure 1.2 indicates sections that are categorised by the applicable roles played at each level. How these levels and bodies integrate as a government support system for tourism is explained in the next section.

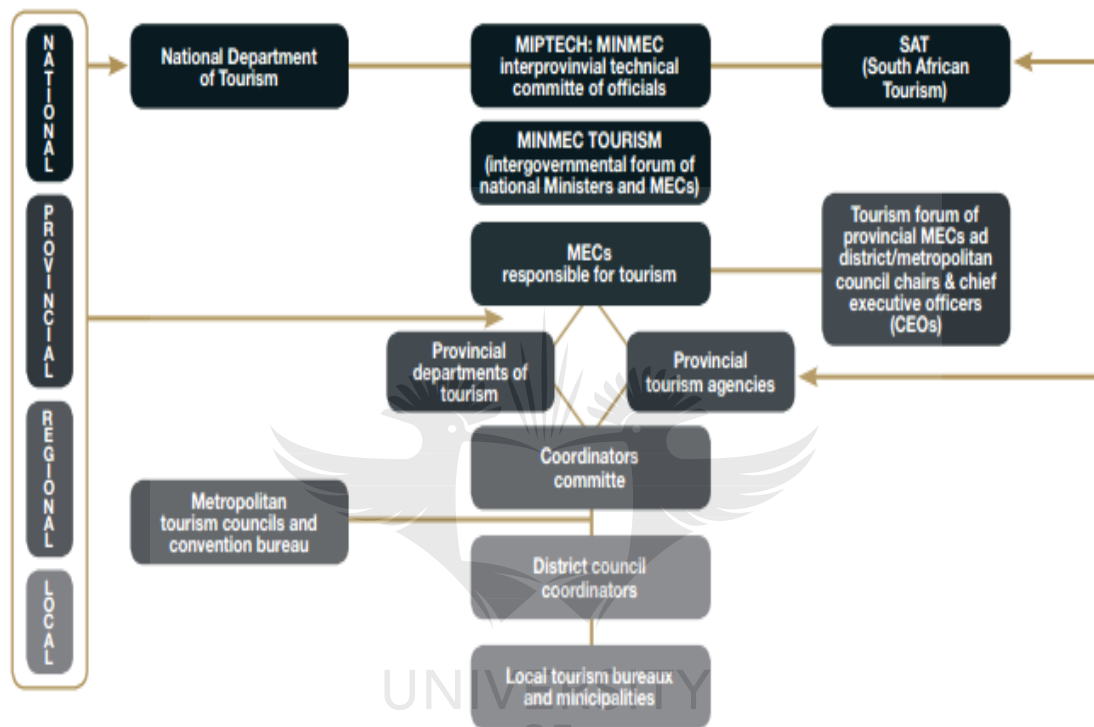


Figure 1.2: Proposed institutional structure for tourism in South Africa

Source: COJ (2014:54).

1.5 South African tourism policy 2020

Figure 1.2 illustrates how tourism in South African involves partnerships within a range of institutions or institutional levels, in the development of policies and strategies to guide tourism in the country (GTA, 2014). These are:

- The National Department of Tourism (NDT) is responsible for establishing the national tourism policy, regulation and development is as indicated in Figure 1.2. NDT is the official government institution that regulates all activities in the tourism industry through policies and legislation.

- As the higher body, NDT endorses the government sponsored body of South African Tourism (SAT) to create tourism strategies and conduct marketing activities for South Africa and to ensure that the messages sent out by other government tourism bodies are aligned to the NDT strategies. NDT assumes overall responsibility for the contributions made by tourism to the country's economy.
- SAT is responsible for the international marketing of South Africa, and for information management in consultation with provincial government tourism organisations such as Gauteng Tourism Authority (GTA). SAT operates for the government in consultation with the private sector (GTA, 2014).
- GTA, as the regional tourism authority, markets the province of Gauteng nationally and internationally and GTA aligns their international tourism marketing efforts with those of SAT to ensure synergy. SAT receives information on regional tourism activities in Gauteng from GTA, as it does with other regions, and formulates the national brand identity from these offerings, which is carried through the chain of entities for marketing purposes. As illustrated in Figure 1.2, GTA is positioned within the third stage of the hierarchy, under regional tourism coordinating authority. GTA is endorsed by the Gauteng Economic Development department ('provincial' in Figure 1.2) to market and account for tourism activities in the entire province.
- "The province is located in the Highveld of South Africa, situated on a high-altitude plateau of extensive grasslands about 1 500 metres above sea-level. It is landlocked, surrounded by four other provinces. Gauteng, influenced by the increased centralisation of modern cities, is divided into three metropolitan municipalities: the City of Johannesburg, the City of Tshwane (Greater Pretoria) and Ekurhuleni (the East Rand).
- JTC, as the local authority's line function department, is responsible for all the tourism development matters in Johannesburg including the development of tourist attractions, the provision of public amenities and infrastructure in support of tourism, and the general maintenance of the environment. These should be part of the development plan of the local authority, who should consult the Local Tourism Bureau in the planning and implementing phases. (COJ, 2014:55). The Johannesburg Metropolitan covers an area of 1 645 square kilometres, this measure stretches between Orange Farm in the South and Midrand in the North (Wikipedia, 2016).

1.6 The National Department of Tourism (NDT)

NDT's vision is "to be globally celebrated as a leader in tourism excellence; their mission is to collectively and boldly promote responsible and sustainable tourism for the benefit of all South Africans" (NDT, 2011:17). The NDT provides funding to SAT to market South Africa as a tourism destination. Each province is marketed by the relevant Provincial Tourism Authority (PTA), which is funded by the provincial tourism department. Since the transition to democracy in 1994, South Africans have become aware of the potential for tourism to play a meaningful role in contributing to the economic development of the country and the South African people. Government has prioritised tourism as one of five economic growth sectors on which to focus its efforts to encourage infrastructure investment and facilitate economic growth (others being infrastructure, agriculture, mining, and manufacturing). The NDT governs the implementation of government tourism policy 2020, which is cascaded down to the provinces through the relevant provincial department (SAT, 2009:3).

1.7 South African Tourism (SAT)

SAT is the DMO for the South African tourism policy overall and has the government mandate to market and promote South Africa as the "preferred tourism destination" (SAT, 2009:4). Its main responsibility is to market South Africa as a superior tourism place to visit, and thereby help the country to realise the economic potential of tourism. Their vision is "for South Africa to be the preferred tourist destination in the world, in order to maximise the economic potential of tourism for our country and its people" (SAT, 2009:4). SAT is therefore required to facilitate the strategic alignment of the provinces and private sector tourism industry in support of the global marketing of tourism of South Africa as follows: "remove all obstacles to tourism growth; build a tourist-friendly nation; ensure that tourism benefits all South Africans" (SAT, 2009:3).

The main tasks that SAT undertakes is to "develop and implement a world-class international tourist marketing strategy, encourage domestic tourists to travel around the country, and develop ways to maintain and improve the standards of facilities and services that tourists use" (SAT, 2009:130). SAT's role is focused on attracting the attention of the world to South African tourism offerings and also to the internal domestic tourism market, these efforts by SAT guides and provide support to the provincial and municipal DMOs. SAT is a national tourism organisation (NTO) and Wight (2013:135) suggests, "The role of a National Tourist Organisation is increasingly supported by the involvement of the private sector towards a collaborative and entrepreneurial set of values".

Paskaleva-Shapira (2007:108) demonstrates that, based on the “complex nature of cities, promoting urban tourist destinations requires an integrated management approach that is based on governance principles and strategic visions of competitiveness”. This supports the role of SAT in supporting provincial efforts such as made by GTA, and in turn the efforts of parastatal DMOs such as JTC. It is only by integrated effort by government and the SMMEs that the greatest value for a destination can be achieved. He goes on to state that “innovative and flexible decision-making processes and stakeholder-based urban institutions are considered the main vehicles of success” (Paskaleva-Shapira, 2007:109). He supports his statement by quoting the Council of Europe, “In a piercing competitive market, sustainability and partnerships, in particular, are key in raising the competitiveness of tourist destinations” (Paskaleva-Shapira, 2007:109). Paskaleva-Shapira, (2007:109) “draws attention to partnerships and government involvement, including its leadership role in all tourist destinations, but particularly in smaller and midsized cities and urban communities, which usually lack the resources and the capacities to create strong tourist competitive advantages”.

Based on the arguments by Wight (2013:135) and Paskaleva-Shapira (2007:109), a clear analysis of a DMO’s role, with SMME and destination promotion such as that of JTC, emerges, which is of importance to understand the purpose of this study.

1.8 Provincial destination management organisations (DMOs)

South Africa has other DMOs that market destinations within South Africa and these are the provincial marketing authorities such as GTA, and city DMOs such as JTC (SAT, 2009:3). All of these DMOs work together to promote a consistent message to potential visitors and not confuse them about where to go in the country when selecting provincial tourism related features. It is important that each of the DMOs knows how to work with SAT and with each other in promoting their own area and then the country as a whole. These DMOs are responsible for representing the interests of local tourism product and service owners in their geographic area. JTC’s stakeholder related activities are affected by regional, provincial, and national policy and regulating stipulations.

1.9 Gauteng Tourism Authority (GTA)

The GTA was founded by the Gauteng Tourism Act No. 10 of 2001, which prescribes the function of the GTA: “To provide for the promotion and sustainable development of tourism in Gauteng” (GTA, 2013:26).

To establish the GTA the following was necessary:

- to confer powers and functions and impose duties upon the Authority;
- to establish the Tourism Advisory Committee;
- to establish a tourism development fund;
- to provide for registration of tourist guides, tour operators, couriers, accredited training providers in the tourism industry, hotels, conference centres, restaurants, designated tourism amenities and other accommodation establishments and possible future functions relating to these categories; and
- To provide for matters incidental thereto” (GTA, 2013:26).

Gauteng Tourism combined its vision and mission, which is “to develop, promote, coordinate, and facilitate responsible and sustainable tourism in the Gauteng global city region” (GTA, 2013:26).

GTA works in close collaboration with regional and local government structures to advance the notion of positioning Gauteng as a Global City Region (GCR) while seeking to achieve a linked and integrated government approach to harmonise tourism promotion and management in the province. GTA maintains strong ties with SAT, leads the international marketing drive, and generally aligns itself without deviation to the national tourism agenda, through among other means, active participation in all national structures that seek to advance the tourism sector agenda (GTA, 2013:27).

Consistent with this philosophy, the GTA unit has engaged various stakeholders in the execution of tourism related plans. Central to the unit’s operations are stakeholders such as local product owners, municipalities and communities among others (GTA, 2013:51). It is believed that such collaborations with tourism stakeholders increased the stakeholder’s participation and thus resulted in some successful implementation of various campaigns. These stakeholder engagements are strengthened continuously. GTA’s “core functions are to create a world-class destination that attracts business visitors and all other tourists to the province, benefits our people and contributes to job creation and economic growth” (GTA, 2013:56). Guided by this broad provincial strategy followed by GTA, the JTC must deliver to its own subset of tourism product owners within the greater Gauteng region.

1.9.1 Johannesburg Tourism Company (JTC)

Pike (2008:37) mentioned, "Four levels of DMO, these include the national tourism office, the state tourism office, the regional tourism organisation, the convention and visitor bureau as referred to in other countries, and the local tourism office". He also indicated that these DMOs perform different functions in the promotion and marketing of tourism destinations within their jurisdictions. The mission of the JTC is "to implement experience-based destination and tourism marketing, and manage demand-driven tourism development programs" (JTC, 2011:9). This focus seeks to achieve tourism growth objectives aimed at ensuring: "shared and sustainable economic growth and development in the City of Johannesburg, the transformation of the tourism sector within the city", a bridging of the gap - ultimately stimulating a vibrant second economy" (JTC, 2011:9).

In exercising this mandate, JTC is guided by the following principles (JTC, 2011:9):

- *Focused*: in a way which ensures that JTC's scarce resources obtain the highest possible yield against the objectives of growth in tourist volume, tourist spend, length of stay, improving geographic spread and seasonality patterns as the key tourism drivers of economic growth, job creation and transformation;
- *Customer-driven*: to ensure that JTC understands the [tourism] market, facilitates the removal of obstacles, chooses the attractive segments, facilitates the product platform and monitors, learns from and responds to tourist demands;
- *Strategic*: the JTC deal with the major issues and challenges for growth and do not get side tracked into a myriad of smaller issues that detract from our core mandate.
- *Leaders*: in the [tourism] industry to ensure that JTC strategy is implemented and that the benefits of growth accrue to our customers and the widest possible areas of the city."

The role of the JTC is to facilitate the growth of tourism within the Johannesburg region ensuring that Johannesburg becomes a sought after tourist destination within the African Continent "using conventions, sport, retail tourism and events as key drivers for tourism growth. A strategic objective of all DMOs is to increase the length of stay of visitors and concomitantly increase tourist spend" (JTC, 2011:9).

1.9.2 Gross geographic product (GPP)

The City of Johannesburg's tourism vision is to increase the Gross Geographic Product (GPP) and employment contribution of the tourism industry and broader tourism economy to

Johannesburg's overall employment and growth. The city intends to do this by making Johannesburg the premier MICE (meetings, incentives, conferences, and exhibitions) destination in South Africa and the African hub for retail tourism (COJ, 2014:1).

Gross Geographic Product (GGP), as defined by Statistics SA in *Africa Scope* (Stats SA, 2014:1), “reflects the market value in Rand of all final goods and services produced and sold within a local municipality. GGP is used to reflect the ability of areas to create their own economy activity that is needed to sustain the livelihoods of people living in that area”. This is in fact a vision statement drafted to ensure the city's competitive and comparative advantages in the tourism economy, the overall strategic economic goal of increasing GGP and job creation, the levers at the disposal of the city council, and the current reality of national economic growth rates. To achieve the vision and mission statements of job creation and economic growth, the GGP strategy proposes three equally important pillars (discussed in Chapter 2) on which it should be based (COJ, 2014:2). GGP is important to consider when assessing the contribution a DMO, such as JTC, should be making to SMME success.

For Johannesburg, where the inner city is often typified as rundown and dangerous, tourism promotion brings added benefits to residents of improved infrastructure, better security and usable leisure facilities (Rogerson & Kaplan, 2005:267). Bremner (2010:262) argued, “Writers have used the city and its transformation as one of the key tropes through which to interrogate post-apartheid society”. The image of the city can therefore be said to highlight essential characteristics and concerns of post-apartheid South Africa in terms of SMME support, GGP growth, and economic contribution to GDP. Johannesburg is Africa's (aspirant) world-class city identified by large manufacturing firms and the decision-making or command centre for much of Africa, with the largest cluster of headquarter offices in the region (Rogerson, 2015:581). The city is the axis of the wider Gauteng city-region, South Africa's biggest and richest commercial and industrial market (Rogerson, 2015:581). An important benefit of the clustering of diverse and dynamic firms in Johannesburg is that it enables enterprises to respond to uncertainty and challenges of a complex African business environment as a co-ordinated team, “allowing them greater levels of operational flexibility” (Scott, Agnew, Soja & Storper, 2001:14). Application of this concept, enabling business success and survival, applies to SMMEs and is obviously of importance when considering the role of a DMO in coordinating SMME promotion for a destination.

The GGP strategy states, “Before looking at a tourism strategy for the city in detail it is necessary to determine a vision and a mission for ‘Johannesburg tourism’ so that all ‘stakeholders’ are aware of the purpose of the proposed strategic interventions and their anticipated outcomes” (COJ, 2014:11). Public authorities such as JTC can “help to establish

networks between various tourist stakeholders, and can assist in developing and maintaining products on a long-term and sustainable basis” (Kavoura & Katsoni, 2013:117).

Given the complexity of the strategy proposed for council and given the large number of activities undertaken by a large variety of players, the institutional structure is in need of a coordinator in the form of the Johannesburg Tourism Authority. The City of Johannesburg strategy advised on the importance of unravelling the dimensions of this structure format. It is easiest to begin by differentiating activities based on those, which are predominantly internal to Council, and those, which fundamentally depend on outside stakeholders (COJ, 2014:11).

1.9.3 JTC’s role in marketing

The JTC’s role is creating brand recognition in the minds of the travellers, managing the brand in the metropolitan region, and ensuring quality customer satisfaction, business buoyancy and profits (Aaker, 1991:21; Jiang, Dev & Rao, 2002:6, Hotel Analyst, 2015:5; Wang, Wei & Yu, 2008:307). For the purpose of “customer relationship management, the hotel industry utilises strategies like advertising, viral marketing, or word of mouth and aims at offering guests supreme service quality” (Bansal & Voyer, 2000:166; Xu & Chan 2010:174). New media and technology creates a need to reinvent marketing strategies. Using the internet for marketing has become a very important tool for travellers (Andrlic & Ruzic, 2010:16).

1.9.4 JTC e-marketing opportunities

For an SMME to list on the JTC website, tourism private companies are required to create an online profile by following a JTC registration process for their establishment. This is complex and requires both the skills to use IT plus an understanding of the requirements of registration to succeed. The process is described as follows:

- SMMEs must visit the JTC website (<http://www.joburgtourism.com>) and click on the ‘Register your business’ link to create a profile on the <http://listings.joburgtourism.com/> webpage.
- SMMEs are requested to upload their logo and contact information onto the website, along with certain documents, as required for the type of establishment (such as licensing for tour operators, accreditation for attractions, and grading certificates for accommodation).
- The SMME profile is created and saved on the JTC database and no charges are incurred. SMMEs are able to update their company profile and upload further documentation later, by logging into their profile.

- SMMEs are encouraged to upload photographs for their establishment, as well as any video footage they may have.
- The SMME's uploaded information is submitted to JTC's website development team and once the application has been verified by JTC, the establishment is published onto the JTC website.
- SMME must update their company's details every six months, to avoid automatic deactivation from the JTC website. SMME's receive reminders before the deactivation date (JTC, 2015).

Previous sections in this chapter have clearly shown the complexity of the relationship between Johannesburg SMME tourism destination stakeholders and their government DMO, JTC. Aligned with this is the necessity of assuring the GGP strategy that aims at ensuring the employment contribution of the tourism industry to the broader South African tourism economy and to Johannesburg's overall employment and growth. This reiterates the need to study and understand the value derived by tourism SMMEs from their linkage with JTC.

1.10 Research problem

The research problem of this study was to review the effectiveness of the DMO, JTC, as a Johannesburg tourism SMME linkage. If South Africa is, using citizens' taxes to run government DMOs, it is important to understand the value SMMEs garner. This research questions the extent to which the JTC linkage with and support of SMMEs contributes to the SMMEs successfully conducting their business in line with the GGP vision for tourism. Successful DMO-SMME (JTC) linkage leading to an improved destination awareness would mean potential for long-term viability of SMMEs through tourists and tourism.

1.10.1 Research questions

The role of JTC is to support SMMEs and attain the GGP tourism vision creating Johannesburg the destination. To achieve this raises practical questions such as:

- What marketing opportunities are provided by JTC to product and service owners of the city?
- How do SMMEs perceive the influence of JTC on the success of their business?
- Does the DMO-SMME collaboration act to differentiate and strengthen the destination image?

Answering the research questions was achieved by exploring the problem from the perspectives of the stakeholders – the JTC and SMMEs.

1.10.2 Primary research objective

To answer the research questions the primary objective of this study was:

- To identify and examine the benefits and challenges in the relationship of destination tourism businesses (both tourism product and tourism service suppliers of a micro and small business scale as defined by the National Small Business Act - see section 1.2.2) with JTC as the DMO.

In this research, the destination was the city of Johannesburg marketed by the government DMO, the JTC. The relationship examined was between the JTC and tourism SMMEs in the city who used the JTC's services.

1.10.3 Secondary research objectives

The research process was implemented by setting secondary objectives to be attained as follows:

- *Secondary research objective 1:* To review existing literature relevant to identifying themes and concepts typically associated with the DMO-SMME relationship;
- *Secondary research objective 2:* To design a research instrument that allowed the exploration of theoretical themes related to challenges and benefits in the DMO-SMME relationship; and
- *Secondary research objective 3:* To analyse the research findings in light of the reviewed literature and draw conclusions about the relationship between the JTC and tourism SMMEs.

1.11 Literature review strategy

The literature review was a compilation of supporting research from previous academic studies, focusing on topics and discussions that had an impact on this study. This compilation, presented in Chapters 1 and 2, was a result of sourcing published academic journals and books in the field, analysing them and using these readings to identify the themes of the study and to continue the application of the theories found in these studies to the current problems.

1.12 Justification for the study

In consideration of the complex system in which different tourism resources interact, it was important to develop and present the unique combination of both functional attributes (the product owners and their promotion) and symbolic values (of the city) (Hankinson & Cowking, 1993:10).

1.13 Overview of chapters

1.13.1 Chapter 1 – Introduction and problem statement

The chapter presents the study and provides an understanding of the context for the research. It outlines the background of the City of Johannesburg DMO, the JTC, and tourism SMMEs.

1.13.2 Chapter 2 – Literature review

This chapter provides a base or foundation from previous studies related to the topic at hand. It is important to understand concepts such as challenges and benefits of the DMO-SMME relationship.

1.13.3 Chapter 3 – Research strategy

This chapter presents the methodology structure for the research process of the study.

1.13.4 Chapter 4 – Findings and discussion

This chapter reviews the field research findings in light of the literature review.

1.13.5 Chapter 5 – Conclusions and recommendations

Chapter 5 concludes the study and makes recommendations to JTC based on the findings.

1.14 Conclusion

The chapter presents the study and provides an understanding of the organisations in this particular research.

There is a need to understand previous studies within this field to be able to outline their findings. This review is presented in Chapter 2.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter summarises and combines arguments and ideas of other researchers by discussing a collective of secondary references that are applicable to understanding the research problem. These were sourced particularly from published information such as newspaper articles, electronic academic journals, and theory textbooks. This provided the foundation in which the research strategy adopted could be cemented. Recommendations were extracted from these studies, such as research efficiency and generation of the best survey instrument to achieve reliable and valid research results.

2.2 Defining a ‘tourism destination’

Bornhorst, Ritchie, and Sheehan, (2010:572) said that, “the tourism destination is the primary unit of study and management action”. The primary unit of study for this research is clearly established by reviewing academic research. They continued, defining tourism as “a geographical region, political jurisdiction, or major attraction, which seeks to provide visitors with a range of satisfying to memorable visitation experiences” (Bornhorst et al., 2010:572). Furthermore, measuring destination success it should be based on its geographical region in terms of concept and manageability, which should be in possession of various tourism businesses and attractions. For tourism success, the region should be capable of delivering the tourist experiences it promised when it attracted the visitors to the destination (Bornhorst et al., 2010:572).

Tourism is shown in Chapter 1 to be a relational activity, and both destination (the geographic area) and stakeholders (attractions, operator’s accommodation) need to coexist to generate successful and sustainable tourism growth. Rodríguez-Díaz and Espino-Rodríguez (2007:368) devised a definition of a tourist destination from past studies and theoretical analyses as “an open system that determines an offer capable of attracting tourists when combined as a whole”. Further to this, these authors reviewed readings on how tourism destinations are, “complex in nature, with adaptive systems that interrelate numerously and that these systems are generated in the environmental, human, natural, and economic areas” (Rodríguez-Díaz & Espino-Rodríguez, 2007:368).

It was critical in establishing the primary unit of study to first define what success means for a DMO, stakeholders, and a destination at large, to be able to study the linkages of its success. Concepts from two papers were acknowledged in this research; first, Pearce (1992, cited by Bornhorst et al., 2010:573) argued that identifying in what manner the different stakeholder groups evaluate the success of a specific DMO requires the study to capture the many intangible dimensions in its results. Second, Ritchie (2000:187) argued that “the evaluation of destination success must be addressed through an assessment of both input (e.g. effective marketing) and output (e.g. increase in visitation) variables”. It may be assumed that success for each of these entities (DMO and SMMEs under scrutiny in this study) is interdependent with academic research presented here. This research aimed to question this in the context of the destination city, Johannesburg, its tourism SMMEs, and its DMO, JTC. As a first step of taking on the stakeholder perspective, it was critical to identify the tourism stakeholders involved in the process, and it must be acknowledged that tourism stakeholders are not static entities; their agendas change over time, therefore managing stakeholders requires a continual awareness and inter-organisational sensing (Ford, 2011:696).

DMOs assist existing businesses and increase tourism by establishing “private-public partnerships, developing marketing strategies, and creating visitor information centres for inbound tourists” (Stange, Brown, & Solimar, 2013:68). They continued to say that it should be part of a comprehensive strategy to be successful (Stange et al., 2013:81). Marketing of such destinations must lead to increased impact and the achievement of the strategic objectives of all tourism stakeholders. This statement entails that all tourism stakeholders in the area need to be working towards achieving a common goal, tourism growth for the whole city; it is cohesiveness that will achieve JTC’s mandate. Efficient marketing “increases customer awareness and delivers a message; and this process includes activities such as advertising, creating brochures and collateral materials, and public relations; sales encompasses telemarketing, calls, and direct-mail solicitations” (Stange et al., 2013:81). Thus, it places JTC in a position to unite and align these differentiated efforts and be the platform for driving this common goal.

A brand is defined as “a product or service made distinctive by its positioning relative to the competition and by its personality, which comprises a unique combination of functional attributes and symbolic values” (Rodríguez-Díaz & Espino-Rodríguez, 2007:368). This definition reflects that the complexity of tourism destination products affects the marketing technique applied. Tourism destinations become more adaptable when it has opened up its environment and its components when considering which marketing strategy is best suited at any given time.

Taking these definitions and concepts into consideration, destinations compete with one another in order to attract visitors, thus destinations need to differentiate themselves to highlight their unique and differentiating characteristics (Kavaratzis & Ashworth, 2008:155; Kavoura & Katsoni, 2013:114 Pritchard & Morgan, 2001:170). The tourism destination definition comes from the typical nature of tourism, being “a cross cutting industry, as it caters for a variety of economic branches, such as’ accommodation, gastronomy, transport, and a wide range of cultural and recreational facilities (Kavoura & Katsoni, 2013:114). According to Mulec (2010:14), a destination may offer the best products and experiences, but it has to be able to create a perception in the minds of potential travellers that it offers something different, better, and more appealing than that of other destinations. Only then may it be in a position to convince travellers to select it as a destination of choice. The key to differentiating in this instance is for the “destination to find its Unique Selling Proposition (USP) and promote this to ‘own’ a unique and valuable tourism attribute(s) in the minds of the current and potential visitors” (Mulec, 2010:14).

An integrated community assessment of outputs that genuinely measure the economic performance of tourism at a destination enables decision-makers to make informed decisions about tourism for the greater good of the whole community.

2.3 Tourism development

Spenceley and Godwinn (2007:258) discuss four main areas for consideration with regard to understanding tourism. The diversity of tourism being the first, to which they argue that it results in a wide participation of stakeholders. The accessibility or exchange of the product requires the customer to come to it as the second, which provides for a gap to for actual reach to emerging entrepreneurs and SMMEs. Tourism just as the poor depends on nature, as its assets is a third. Lastly, tourism unlike many other industries is more labour intensive.

2.4 Tourism supply chain management

“The basic processes of the tourism supply chain are logistics, marketing, and the provision of the tourist service” (Pavlovich 2003:203). Therefore, tourism supply chains need to function in their most efficient and effective manner. To do this, four important factors have been considered in the following series of attributes, where each is relevant to the destination and must be analysed (see Figure 2.1):

- i. The attributes referring to the geographical, environmental, and sociocultural conditions that attract tourists;
- ii. The political decisions influencing a destination’s strategic planning, the construction of infrastructures, and the integrated management of the destination;
- iii. The service companies subcontracted by the core companies in the supply chain and constituting a key sector to improve destination competitiveness; and
- iv. The target market segments, which establish the destination’s strategic orientation (Rodríguez-Díaz & Espino-Rodríguez, 2007:368).

Rodríguez-Díaz and Espino-Rodríguez (2007:368) stated that the destination’s functioning affects a higher system with which it interrelates and where the other DMO stakeholders, who may be directly or indirectly affected by the tourism activity.

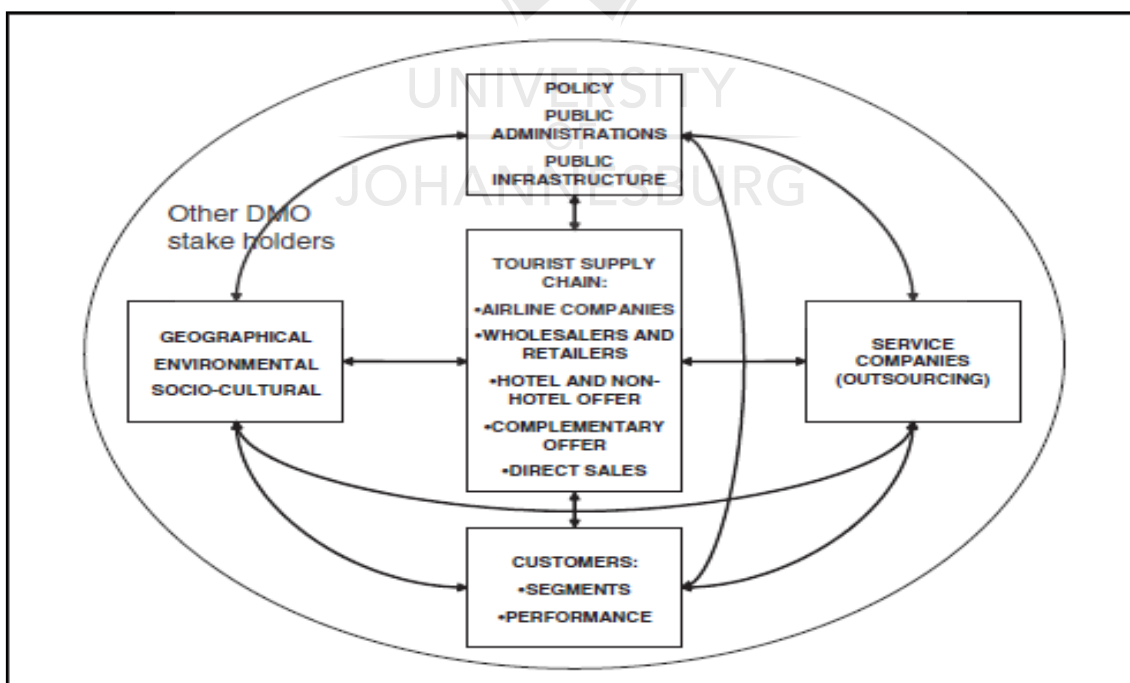


Figure 2.1: Factors determining competitiveness of tourism destination

Source: Rodríguez-Díaz & Espino-Rodríguez (2007:370).

“Tourism as a complex phenomenon and powerful economic force has been the subject of extensive multidisciplinary research, requiring a functional approach that suggests all parties or stakeholders interested in or affected by this business within a particular market or community should collectively manage the tourism system” (Peric, Durkin & Lamot, 2014:275). The interaction of these stakeholders is complex, dynamic, and subject to external shocks and the basic premise of tourism destination management is that through cooperative planning and organisational activities, the effectiveness of these joint interactions can be improved to the benefit of individual stakeholders through governance (Pechlaner, Raich, Beritelli, Baggio, Scott & Cooper, 2010:51). This principle has been emphasised since 1995, “Successful tourism partnerships requires different skills at each stage of the developmental life cycle” (Selin & Chavez, 1995:854). In addition, “the evolution of the destination’s competitiveness is because “interpreting the dynamic and complex nature of tourism partnerships is a process in which different organisations interrelate with shared social, economic, and political powers” (Selin & Chavez, 1995:854).

The links between the South African government and the tourism industry supply chain are logistics (government infrastructure), marketing (marketing authorities, i.e. JTC), and the provision of the tourist service (supplying the tourism stakeholder with services, i.e. SMME attractions, accommodation, and tour operators).

2.4.1 Tourism stakeholder relations and partnerships

Freeman (2010:46) defined a stakeholder as “any group or individual who can affect, or, is affected by, the achievement of a corporation’s purpose.” Tourism supplier’s competitiveness has increasingly been argued to depend on the networks in which they operate. Selin and Chavez (1995:854) acknowledged the dynamic and complex nature of tourism partnerships, more recent literature suggested that environmental management and its relationship with tourist destination competitiveness can be added to these concepts (Mihalic, 2000:66-68). Greenwood (2001:35) recognised the subjective qualities of such relationships stating, “Little attention has been given to the qualitative nature of specific stakeholder relationships”.

After all stakeholders have been identified, analysed, and prioritised, management may then develop and employ strategies that are appropriate to guide interactions with them (Sheenan, Ritchie & Hudson, 2007:65). “A flock of birds sweeps across the sky. Like a well-choreographed dance troupe, the birds veer to the left in unison. According to this the flock is organised without an organiser, coordinated without a coordinator, yet patterns are determined by local interactions among decentralised components” (Urry, 2005:1). This illustrates that all the components that are involved need to cooperate to promote a uniform and complete tourist

experience. “Successful stakeholder management has the potential for strategic competitive advantage through the development of inimitable relationships” (Hillman & Keim, 2001:127).

Stakeholders within a destination include “public sector and governments, residents, the tourism industry sector, destination management organisations, and other groups” that have particular influence and can determine the management and marketing techniques; these have to form relations with direct intention to cooperate and collaborate as opposed to compete (Kavoura & Katsoni, 2013:114).

Clarkson (1995:106) defined a primary stakeholder as “one without continuing participation if the corporation cannot survive as a going concern”. Secondary stakeholders are defined by Clarkson (1995:107) as “those who influence or affect, or are influenced or affected by, the corporation, but they are not engaged in transactions with the corporation and are not essential for its survival”. Mish and Scammon (2010:13) argue that “recognition of all stakeholders as primary is a key aspect of stakeholder marketing”. They based this on the fact that “contextualising stakeholders within a single interconnected exchange system” represents a collaborative value creation.

The identification of characteristics that differentiate one particular tourism destination from any other are important when communicating with target groups (Rainisto, 2003:70), and the formation of networks that facilitate such a promotion. Coordination of activities such as these is necessary when implementing the marketing plan and ensuring the communication by the tourism destination is in order, to safeguard commitment among all key tourism stakeholders and thus avoid conflicting actions (Kavaratzis & Ashworth, 2008:41; Sartori, Mottironi & Corigliano, 2012:323). Arzeni (2009:3) argued, “Creating a strong relationship between tourism and culture can help destinations become more attractive and competitive”. Improving the local business environment, known as the ‘locational policy’, consists of all the effort made by local stakeholders, from government and non-government, to ensure the environment for business activities is favourable (Meyer-Stamer, 2004:336).

Sheenan et al. (2007:66) established four strategies of collaborations among stakeholders:

- i. *Collaborative strategy*: defined as involving “a variety of joint ventures or other collaborative efforts up to and including mergers” is advocated where the potential for both cooperation and threat are high;
- ii. *Defensive strategy*: defined as “reducing the dependence that forms the stakeholder’s interest in the organisation” is suggested when the potential for threat is high and the potential for cooperation is low;

- iii. *Involvement strategy*: defined as “increasing the decision-making participation of stakeholders” is prescribed for situations of low potential for threat but high potential for cooperation; and
- iv. *Monitoring strategy*: defined as “minimising the organisation’s expenditure of resources by simply monitoring stakeholder interests” is called for when both the potential for threat and cooperation are low.

2.5 The role of DMO organisations

DMOs are accountable for leading, planning, organising, and control of its tourism regional area and for taking direct action towards achieving its objectives (Carter & Fabricius, 2006:6). Strategic marketing management is not as straightforward in tourism due to the complex nature of the industry, and the many interdependent stakeholders, which creates fragmented control and management of destination resources (McCamley, Gilmore & McCartan-Quinn, 2012:1). Carter and Fabricius (2006:6) aligned DMOs with the responsibility of improving the profitability of the tourism business sector in their area, as this livelihood extends not only to the immediate geographic region but also to the overall tourism industry.

Sheehan and Ritchie (2005:718) applied a stakeholder theory analysis to their empirical study of DMO stakeholders to determine both their identity/role and what relative importance they possess in the success of the DMO-SMME link. These researchers used a self-administered survey questionnaire, which was delivered to CEOs of 91 North American DMOs. The results found a great diversity in the willingness of SMME participants to support a DMO. Assessment of SMMEs potential to threaten and/or cooperate with the DMO, according to this study, helps identify management strategies that are appropriate for dealing with each type of stakeholder.

Different public agencies encourage the establishment of tourism SMMEs in order to develop tourism activities, for example, in rural areas (Chatzigeorgiou, Christou, Kassianidis & Sigala, 2009:147). Sheenan et al. (2007:64) explored the triad relationships between three individual private city DMOs responsible for crafting and executing destination promotion, along with two powerful stakeholders, the government and the accommodation representatives. They derived insights using three in-depth case studies, and collected data by “conducting in-person interviews, which obtained the views of every member of each city triad DMO as follows, CEOs, the presidents of the local hotel association, and a senior representative of the local municipal governments” (Sheenan et al. 2007:64). From this study, the extent to which members of this triad could effectively relate to one another and the combination of their complementing resources was found to be an important determination of successful destination promotion (Sheenan et al., 2007:64). The DMO becomes the “actor’s set of systematic beliefs about

market structure, processes and performance and the effects of its own and others' strategic actions" (Mattsson, 2003:417). Based on this research, a destination's DMO (in this research JTC) can normally be considered as the business lead in the linkage between DMO and SMME, and "in control of certain abilities and resources, the most important being the organising capability" (Prekert, 2013:22). Wang and Xiang (2007:84) found that establishing partnerships and networks was an indispensable yet viable tool for such organisations to improve on their competence.

Pike (2004:39) acknowledged that the challenge DMOs face in fulfilling their objective as one of two specific dimensions. First the policies adopted by the local area tourism industry, and second the policies initiated by the local political environment. Stevenson, Airey and Miller (2008:738) explored the perspective of policy-makers and concluded that the term policy in tourism destinations is used to create an understanding of the political, societal, and human context of public sector-led decision-making, which were not limited to that of a specific destination.

Six themes and challenges for a DMO emerged from Stevenson's et al. (2008:789) research and are important to consider in the context of this research:

- i. *“Low status*: the provision of tourism policies is a discretionary activity for the LA/DMO which contributes to its low status and minimal budget;
- ii. *Lack of clarity*: about the role of the LA in developing and delivering tourism policy and how it should fit with other priorities;
- iii. *Uncertainty*: due to rapid change in the local and regional environment;
- iv. *Lack of consensus*: around the development and delivery of policy due to lack of power and/or shifts in power;
- v. *Lack of congruence*: between the various contributors and policies that impact upon tourism;
- vi. *Complexity*: partly from the above five themes, and because tourism policy operates across a wide range of traditional service areas”.

Wang (2008:152) examined “collaborative market arrangements between tourism organisations involved in managing and promoting destinations”. The research was done by personal interviews with participants that represented both the local tourism industry and employees of the local DMO, and the findings identified five stages in the collaboration process:

- i. Assembling:
- ii. Ordering:
- iii. Implementation:
- iv. Evaluation: and
- v. Transformation.

The collaborative stages are not linear and static (Wang, 2008:152).

Research showed that there is no single correct way for the DMO-SMME linkage to work. The literature not only highlighted challenges to success, but also indicated that flexibility is required to get the best value from any specific DMO-SMME linkage, bearing in mind the influences of existing policies.

2.6 The marketing of a destination

The way in which tourism stakeholders promote and disseminate information for a tourist destination varies tremendously, since most often the destination is represented by multiple websites designed by the tourist SMMEs themselves. Centralised bodies such as DMOs (JTC) need to try to demonstrate the total tourist experience of that location, but they are often faced with the characteristic of being bureaucratic and mainly “hierarchical tourist boards” (Palmer & McCole, 2000:201). “Marketing management requires an integrated approach where all relevant parties, including public, private, and local community organisations, can meet and agree on a management approach” (Gilmore & Simmons, 2007:193).

To understand the needs of their stakeholders, three pillars are set down in the City of Johannesburg Tourism Strategy, (COJ, 2014:2), and are described in sections 2.6.1 to 2.6.3.

2.6.1 Pillar 1 – Information collection, analysis, and dissemination

The tourism strategy stipulates that the value of data collection cannot be underestimated. It is argued that in the absence of reliable data, the government and all relevant stakeholders cannot make informed decisions. This makes the effects of policy and the delivery of initiatives impossible to monitor accurately. As such, it is proposed that JTC develop a sophisticated data collection mechanism for the city. This is a critical tool in identifying where SMME support action is needed and what form of action is needed to achieve the city's tourism destination vision and mission. Industry co-operation was deemed vital and issues pertaining to confidentiality would need to be assured by all stakeholders (COJ, 2014:12).

2.6.2 Pillar 2 – Increasing aggregate demand in priority sub sectors

“The scope, scale, efficiency, and depth of value chain of the tourism industry and the tourism economy are meaningless in the absence of demand for such services and products” (COJ, 2014:12). The tourism strategy advised that one of the most critical variables in achieving the vision is to endeavour to increase demand for Johannesburg tourism. A key contribution set for the city of Johannesburg council was to undertake activities, which would increase the flow of tourists to the city.

2.6.3 Pillar 3 – Value chain completion, deepening, and restructuring

When a tourist arrives in Johannesburg, they consume a variety of goods and services, which collectively constitute their experience and the tourism economy's value chain. These include anything from transport and restaurants to shopping, tours, theatre outings, and accommodation. The strategic approach adopted by the Johannesburg city council was that in certain key instances there is a need to intervene in SMME marketing to address market coordination and reduce possible failures.

Within this strategic pillar, it was suggested that the city council could intervene in four crucial areas: by providing information and identifying opportunities; supporting outsourcing and the creation of SME's; co-ordinating goods and service packages that increase demand, and by promoting certain activities (COJ, 2014:13). “There is an accepted role for government to play in identifying opportunities in this value chain by virtue of the fact that individual industry players characteristically have neither the information nor the reason to view a complete industry value chain from an overall perspective” (COJ, 2014:13). Therefore, it was argued that a “strategic direction with respect to completing and deepening the value chain should be the responsibility of city council” (COJ, 2014:13). The city's broader economic strategy is in line with this, as it suggests that SMME support become sector specific rather than general. This strategy aspired to establish a ‘tourism economy SMME support service unit’ through JTC, which would have multiple functions. These functions need to be divided into direct functions versus co-ordinating and facilitating functions.

The complex and multi-disciplinary nature of the tourism value chain makes it challenging to co-ordinate. However, the value to be attained through stakeholder marketing co-ordination is extremely high. One of the weaknesses identified by the strategy on Johannesburg's value chain, is a lack of such co-ordination. “Co-ordination is a function of information, access, and logistics and as an overarching characteristic of a complex value chain it makes sense that the council provide this particular role” (COJ, 2014:13).

According to the strategy document, co-ordination currently appears to lie predominantly within the hands of individual SMME players, which is often very sub-optimal in creating destination value. With regard to attracting private tourists, marketing appears to be undertaken predominantly by concierges at big hotels. The strategic aim though is to infuse a greater degree of overall co-ordination within the city of Johannesburg tourism industry and the economy.

Pillar three notes that as each activity in the value chain should be commercially viable and include internal marketing, there is no reason why in special circumstances JTC cannot facilitate increased promotion in line with its strategy or directly contribute to such marketing. The strategy does advise JTC to work in conjunction with other stakeholders to market the city. “The role of NTOs and DMOs is increasingly supported by the involvement of the private sector towards a collaborative and entrepreneurial set of values” (Wight, 2013:135). Stakeholder management is complex and often problematic, and “for stakeholder involvement to be successful, it must possess the following five characteristics: fairness, efficiency, knowledge, wisdom, and stability” (Peric, et al, 2014:276).

2.6.4 The promotional mix of marketing a destination

Destination image with regard to tourism has been defined as “a continuous mental process where one holds a set of impressions, emotional thoughts, beliefs, and prejudices regarding a destination due to the information they obtained from different channels” (Milman, 2011:149). Formal (brochures) and informal (relatives and friends) information sources influence the manner in which the image is formed of a particular tourist destination (Molina, Gomez, & Martín-Consuegra, 2010:722), and these have to be processed, coordinated and then managed. “Based on the fact that tourists usually have a limited knowledge of tourism destinations they have not previously visited, image fulfils an important function insofar as tourism destinations with stronger, positive, and recognisable images have more probability of being chosen by the tourist” (Pavlović & Belullo, 2007:541). It does appear that “there is little empirical research that focuses on how image is actually formed, such as analysing its dynamic nature by investigating the influences on its structure and formation, especially in the absence of previous experience with a destination” (Baloglu & McCleary 1999:869). It is advised that before embarking on a brand building process the destination managers have to establish a clear strategic direction of an inspiring future vision on which they can base the destination differentiation over its competitors, and obtain a fundamental market positioning.

In the process of building this brand, Mulec (2010:15) highlights five key phases to achieve brand authenticity, deliver on its promise to the local community, and encourage stakeholders to believe in it and live it:

- i. Image investigation;
- ii. Brand identity development;
- iii. Brand design;
- iv. Brand launch and communication; and
- v. Brand management.

2.7 E-marketing value

Tourism is an intangible product since it consists mainly of information when the purchase is being made, and may not be sampled or previewed before the purchase decision is made. Such intangibility as well as its pricing and purchase risk enforces high-level involvement from the purchaser when making their decision (Pavlović & Belullo, 2007:543). Studies have recognised the “dominant characteristics of a new era, that it is an era of transformation of the principles of modernity, in the organisation of places, tangible and intangible spaces, and especially of the image production through new technologies and, particularly, through the internet” (Augusto & Silveirinha, 2016:2). The “use of the internet in general has rapidly expanded over the past decade; the world total of internet users was 1,668,870,408 in 2009 representing an increase of 362.3 percent since 2000” (Hanna, 2012:240). To visitors exposed to computers for travel research, online content can be generated and shared and in this way “the online experience can simulate real visits and virtual experiences which provide an almost real-life experience” (Buhalis, Leung & Law, 2011:211).

Turban, King, Lee, and Viehland (2004:322) discuss the information gateway to the Internet, and label it a tourist portal, as an example of collaboration between tourist stakeholders, allowing the exchange of business intelligence and information relating to a specific tourist destination, and by providing a single point of content management for the available information. These portals can initiate customer relationship management (CRM), by allowing tourism stakeholders to push value-added products to targeted customer segments at the customer portal (Turban et al., 2004:322). As tourists post photos, videos, and experiences, this adds to the online content of a destination increases the value of the destination as the content becomes more accessible, usable, and reusable (Munar, 2010:4).

It is important to understand the role that digital media plays, particularly websites, regarding the formation of the destination image; under the public relations portfolio. “New media brings, or at least could bring, a new social reality, influencing the information search trends and which

online media are most selected (Augusto & Silveirinha, 2016:1). They suggest that the incorporation of information and communication technologies into the destination marketing tourism strategy holds significance in strengthening networks and alliances, and benefits the implementation of successful tourism development (Kavoura & Katsoni, 2013:122). Augusto & Silveirinha (2016:2), advised that the emergence of new media creates not only a new form of presence, strategy, and influence, but also provides new opportunities for meeting different audiences, sharing and dialogue, and conditioning new imaginary production. Thus, potential visitors examine communications sent out by or about destinations; these narratives encourage dialogue and the involvement of the public and organisations in a joint production of meanings and images. The websites of destination organisations can design a holistic destination image with dialogic communication functions as it establishes communicative horizons shared between senders and receivers (Augusto & Silveirinha, 2016:3). Whereas other platforms such as social media sites, provide “a decision-maker the added convenience of quantity, time, and a customised search for interactive discussions about tourist experiences” (Tham, Croy & Mair, 2013:150).

2.8 Collaborations in destination marketing

This section seeks to highlight a powerful argument for strong, collaborative linkages to market a destination successfully. Hesse, Care, Buder, Sassenberg and Griffin (2015:38) defined collaboration as “the activity of working together towards a common goal”. While Dede (2010:2) observes that the nature of collaboration has been shifting to a more sophisticated ability; collaboration has become even more worthy of inclusion in 21st century practices because the importance of cooperative interpersonal capabilities is higher and the skills involved are more sophisticated than in the prior era. Based on the arguments for co-operation between tourism stakeholders, Wang (2008:151) stressed the relevance of collaborative action, by suggesting that “destination marketing is a collective effort that requires various organisations and businesses in a geographically limited area to harmoniously work together to achieve a common goal”. Ooi (2002:700) examined tourism strategies in Denmark and Singapore and found the local political environment affects the destination’s tourism promotion authorities and their influence on growth. Therefore, it was necessary to study JTC’s policy and processes to ascertain their effect or relevance on the relations between/with stakeholders. Pavlovich (2003:203) established that “the tourism destination generally comprises different types of complementary and competing organisations, multiple sectors, and infrastructures, and an array of public/private linkages that create a diverse and highly fragmented supply structure”.

The individual and independent marketing and promotion efforts of the various tourism stakeholders were not conducive to developing a holistic image of the destination and thus,

did not enable the destination to obtain a competitive position in the marketplace (Wang, 2007:195). There is a clear consensus of the importance of co-operation in enhancing tourism supply and aiding the sustainability of destinations (Beritelli, 2011:607). “Collaborative destination marketing may include joint promotion campaigns, participating in co-operative programs and advertising trade shows, organising familiarisation tours for travel agents and tour operators, information and market intelligence sharing, and contributing to destination events, among others” (Wang, 2007:191-192). Bhat and Milne (2008:1134) explored the dynamics of inter-organisational cooperation in destination marketing. They note that collaboration for marketing purposes is always desirable, concluding that “different levels of cooperation are appropriate in different destination marketing contexts; that is, a cooperation approach on strategic choice to be made after an analysis of existing characteristics of the marketing network” (Bhat & Milne, 2008).

Nadeau, Heslop, O'Reilly and Luk (2008:86) provided greater substance to destination image research “by contextualising and expanding understanding through the use of knowledge gained in product-country research”. In this study, a model was presented, which represents a focus on the overlapping area of product-country image and destination image within the broader country image context. The analysis indicated that the broader conceptualisation of country image could lead to a greater understanding of touristic intentions. Understanding internal relations within a destination can have an impact on market growth.

D'Angella and Go (2009:434) focused on investigating the value of collaborative tourism marketing practice, particularly the relationship between the DMO and tourism firms. The significant discussion about the role that ‘social inclusion’ plays in coordinating networks emerged from their empirical analysis. Social inclusion is a precondition to jointly carrying out contingent activities, to convey the goals of private business as an integral part of the DMO role, to decrease free-riding behaviour, and consequently bring about stable relations for a more conducive execution. This approach can be a “major means through which companies systematically relate and combine their activities and resources with each other” (Ford, Gadde, Håkansson, Snehota, & Waluszewski, 2008:3).

Tourism destinations typically comprise numerous autonomous SMME's co-operation programs, which go a long way in blending various stakeholders in the community into a cooperative marketing presence. Christou (2013:115) advised that these networks reinforce ‘bonding’ and ‘bridging’ between diverse stakeholders; the former is associated with cooperation inside the enterprises of the immediate community, whereas the latter is associated with external cooperation. External cooperation is the coordination of activities between entrepreneurs in a region and its contribution, such as an advisor from another

country or a private sector stakeholder who has experience in tourism marketing and planning (McGehee, Lee, Bannon, & Perdue, 2010:489).

These networks may include public and private alignments. NTOs may “unite and bring the private entrepreneurial activities together, ‘extinguishing’ any disagreements that may exist and industry contribution may add to the marketing and advertising campaigns” (Wight, 2013:135). The literature on inter-organisational “relationships and strategic alliances in general, and co-marketing alliances and networks, in particular, has used different theoretical paradigms to approach the issue, including resource dependency theory” (Pfeffer & Salancik, 1978:27-33).

Approximately half of the participants developed some kind of awareness-raising or marketing materials, but the majority of them, especially in Africa; do not have significant online presence in the form of websites, audio-visual / multimedia material, or newsletters. “Industry contribution may add to the marketing and advertising campaigns” (Wight, 2013:135).

2.9 Destination marketing factors

Reid, Smith, and McCloskey, (2008:592) reviewed a tourism marketing alliance that had been successfully created and had operated for several years, using a case study that had multiple data sources, which spanned a number of years. These results identified the key elements of a successful destination's alliances. In addition to having an explicit study of operators regarding how members work together, the Atlantic Canada Tourism Partnership (ACTP) adopted the following four principles as a result of this study (Reid et al., 2008:585);

- i. *Shared funding*: ACTP funded activities through shared contributions from ACOA, the provinces, and industry
- ii. *Incremental marketing*: Partnership funding supported only new activities or extended the reach of marketing efforts beyond that possible without the funding, the funding is used to increase
- iii. *Coordinated marketing*: ACTP worked to co-ordinate marketing efforts among all the provinces to promote economies of scale in media buys and leverage with partners
- iv. *Research-based marketing*: all marketing programs were assessed using objective criteria specified at the start of the project.”

Bornhorst et al. (2010:577) examined the relationship between destination growth and destination marketing. Using a case study approach, by conducting interviews with

stakeholders, and extensive literature research that provided several variables, which, they argued, will increase the success of marketing such as brand strategy and stakeholder buy-in. Their study supported the notion that interviewing SMMEs in this research study, could lead to understanding how JTC could promote the destination, Johannesburg, as well as understanding the role of SMME stakeholder cooperation.

By taking a relational approach, the prominent role in the linkage falls to private companies since, "it is the decision-making of firms, as private, profit-maximising agents, that shapes the territory and its development process" (Giuliani, 2007:143). Some of the factors that influence membership in a voluntary state-wide tourism promotion authority were examined by Bornhorst et al. (2010:575) who found that tourism organisations, like JTC, need to show value for fees paid (if any) by SMME members in order to create buy-in, and communicate the benefits members will receive.

Bornhorst et al. (2010:580) examined types of persuasion tools, used in destination marketing to evaluate effectiveness of destination marketing, and found that the DMO needs to consider the marketing function it performs, and the goals it wants to achieve for the destination. Gretzel, Yuan and Fesenmaier (2000:151) identified effective strategies for tourism advertising on the Internet; they argued that DMOs continuously need to shift strategies and tactics when developing effective internet marketing strategies in order to succeed using the Internet as technology changes. Bornhorst et al. (2010:580) highlighted electronic distribution can be utilised by DMOs for marketing initiatives to increase marketing reach.

Prior to advertising, an organisation needs to understand its marketing objectives in order to project a proper image (Bornhorst et al., 2010:580). "Building a brand persona strengthens brand personality, differentiates brands from competitors, and sets the stage for a perceived relationship" (Tuten, 2008:47). To get a true idea of how well the DMO-SMME linkage works for a destination, promotional activities undertaken need to be monitored by both the authority and its stakeholders, as opposed to only monitoring changes generated by one player. This has relevance because it is important that JTC considers the image it projects of the region via its website offerings and other communications as these should reflect what is being delivered as services and products by SMME stakeholders at ground level. If effective communication with stakeholders is achieved, buy-in will increase. There is a need for strong DMO leadership to develop and maintain the alliance between the product owners and the DMO. Johannesburg, the destination, needs to ensure this type of co-ordination optimises promotional value.

2.10 Conclusion

This chapter reviewed literature pertinent to identifying variables that other research found important in the relationship between a DMO and its tourism SMMEs. The next chapter defines the research strategy adopted to investigate the research problem.



CHAPTER 3

RESEARCH STRATEGY

3.1 Introduction

In this chapter, the planning and design of the research is described. The aim of this chapter is to outline the research methodology adopted to investigate the nature of stakeholder relations and collaboration utilised by JTC in the marketing of the city as a tourism destination. The main goal of the study was to understand the nature of the relationship between JTC and SMMEs in terms of creating value in the promotion of the city of Johannesburg. In the next sections of this chapter, a clear outline of academic theory that supports the methodology adopted in the study is argued to substantiate the suitability of the strategies used.

3.2 Research strategy

To probe the current topic of interest in-depth, this study encompassed a qualitative, non-random, research methodology to capture trustworthy information in terms of how the sampled SMME participants perceive JTC marketing methods and JTC's influence in the success of such SMMEs. It was necessary to have a plan prior to making any observations and later interpreting such observation to ensure accuracy and credibility of findings. Vosloo (2014:299) stated the necessity to plan "is applied so that the research methods used are suitable to ensure the attainment of the goals and objectives that were set out in the first chapter, and it provides the plan or blueprint for the research while also enabling the researcher to anticipate the appropriate research design ensuring the validity of the results acquired".

3.2.1 Conceptual framework of this research

A conceptual framework of the JTC-SMME stakeholder relationship is presented in Figure 3.1.

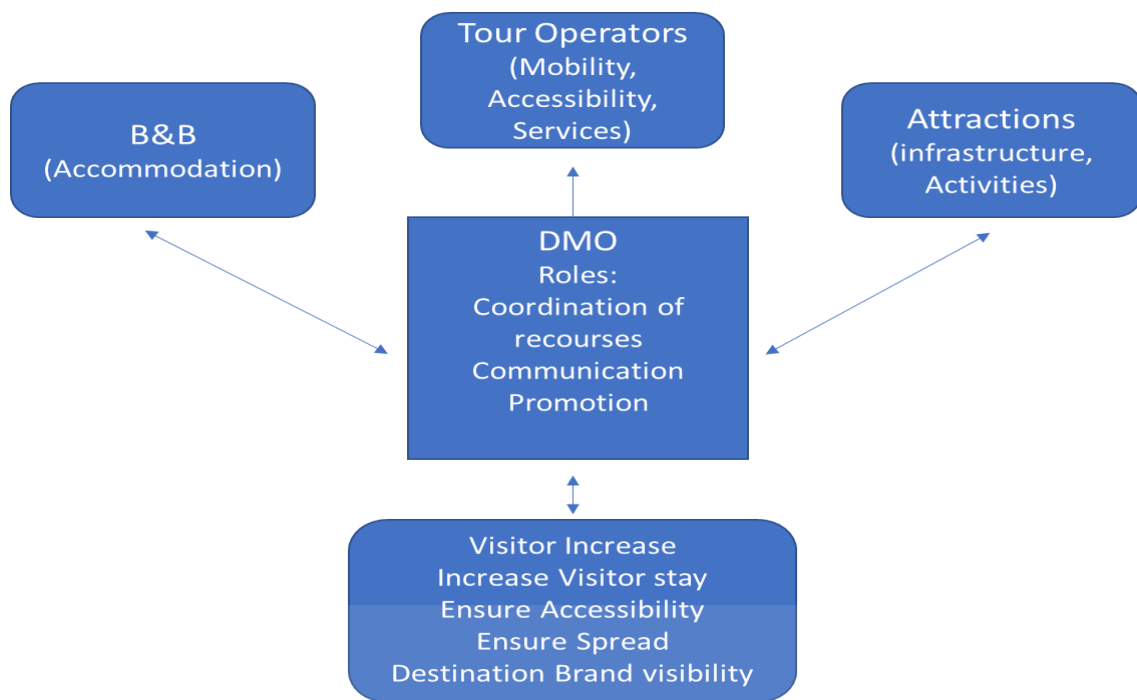


Figure 3.1: Conceptual framework

Source: Researcher's own compilation (2017)

3.2.2 Primary research objective

The primary objective of this study was to identify and examine the benefits and challenges in the relationship of destination tourism businesses (both tourism product and tourism service suppliers of a micro and small business scale as defined by the National Small Business Act - see section 1.2.2) with JTC as the DMO.

Exploring this research problem was central to guiding the research strategy developed.

To achieve this objective, secondary research objectives and associated research questions were set out in section 1.10.

3.3 Research design

Saunders, Lewis, and Thornhill (2009:106) prescribed a process known as the 'research onion' (Figure 3.2) which was used as a framework for this research's strategy development.

First, the theory of the research onion is described and it consists of six layers of research (Saunders et al., 2009:106). Then the application of the onion to the decisions made for this research is argued.

The outer peel of the onion (Figure 3.2) represents the research philosophy, which entails the set of beliefs and assumptions that guide the research process. The second layer refers to the research approach followed in the research process, Saunders et al. (2009:124), also advised the adoption of either a deductive or an inductive approach to the interrogation of the field data. The third and fourth layers address issues relating to data collection techniques and methods of analysing the data. The fifth layer deals with time horizons set for the study, which are the timelines of each stage of the research process; and the sixth layer looks at the techniques and procedures for data collection and analysis, it covers issues relating to validity and reliability of the constructs used and trustworthiness during interviews.

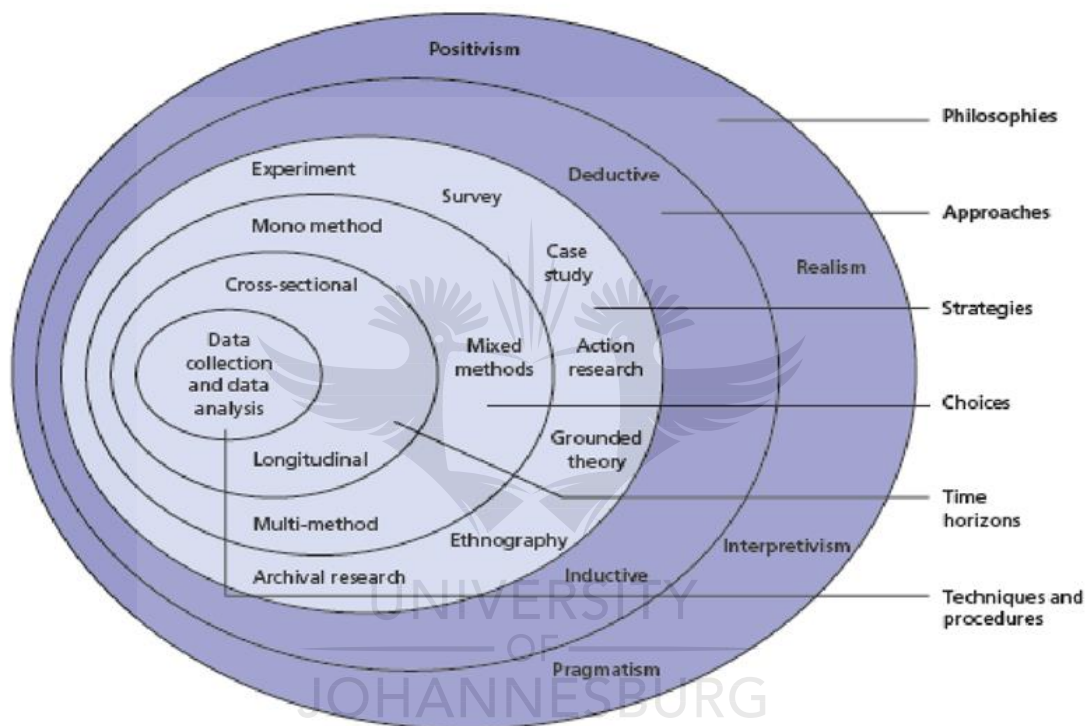


Figure 3.2: Research 'onion',

Source: Saunders, et al. (2009:107)

Figure 3.2 is now used to guide this research's strategy development process.

3.3.1 Research philosophy

The way in which this study aimed to collect data to answer the research questions outlined in section 1.10 can be referred to as a paradigm. "A paradigm implies a pattern, structure and framework or system of scientific and academic ideas, values, and assumptions" (Olsen, Lodwick & Dunlap, 1992:16).

This refers to the systems chosen to develop knowledge on a particular field (Saunders, et al., 2009:125). Saunders et al. (2009:125) continued by stating that “a well-thought-out and consistent set/system of assumptions will constitute a credible research philosophy, which later forms the research methodological choice, strategy and data collection techniques and analytical procedures”. Gephart (1999:5) “classified these research paradigms into three philosophically distinct categories as positivism, interpretivism, and critical postmodernism”. The interpretivist philosophy was adopted and the argument therefore explained briefly.

An interpretivist philosophy was adopted for this study, as little is known about the current value of the JTC-SMME linkage for the Johannesburg destination (Thomas, 2010:293). The interpretivist philosophy argues that the human nature and social surroundings may not be studied the same way as physical or natural sciences. “The purpose of interpretivist research is to create new, richer understanding and interpretations of social environments and contexts” (Saunders et al., 2009:140). This is supported by various authors such as Reeves and Hedberg (2003:32), who have made note that the “interpretivist” paradigm stresses the need to put analysis in context, while Cohen and Manion (1994:36) note that this approach provides researchers with an understanding of “the world of human experience”. Interpretivists believe there is a need to understand the context of any research conducted, this being critical to the final interpretation of collected data (Willis, Jost & Nilakanta, 2007:4). Hence interpretivism uses meanings (as opposed to measurement) oriented methodologies, “such as interviewing or participant observation, that rely on a subjective relationship between the researcher and subjects” (Thomas, 2010:296).

Interpretivism includes “accepting and seeking multiple perspectives, being open to change, practicing interactive and emergent data collection techniques, promoting participatory and holistic research, and going beyond the inductive and deductive approach” (Willis et al., 2007:583). “In the interpretive approach the researcher does not stand above or outside, but is a participant observer” (Carr & Kemmis, 1986:88), one who interacts in the activities and analyses the meanings of actions as and when they are expressed within specific social contexts. It was critical to conduct this study through personal contact with all participants. The aspects of the interpretivism philosophy do not accept the existence of universal standards for research; instead, the standards guiding research are “products of a particular group or culture” (Smith, 1993:5). In this way, the researcher played an interactive role by getting to know the participants and the specific social nature in which they operate within their businesses and with JTC, the study then “reports data in narrative form” (Lodico, Spaulding, & Voegtle, 2010:21).

3.3.2 Research approach

The research approach applied in this study was an inductive approach, which is one concerned with generating theoretical interpretations as opposed to proving more statistical evidence for an existing theory as per the deductive approach. The theory development of this research began with constructs from reading present and past academic literature (Chapter 2) to identify a conceptual and theoretical framework for the study.

As indicated in Figure 3.3, the inductive approach emphasises depth on the level of attachment each stakeholder holds regarding this investigation, it achieves this through a thorough explanation of research questions. The flexibility of this approach allows for adaptability of questions towards individual business owners and factors arising during the interview stage.

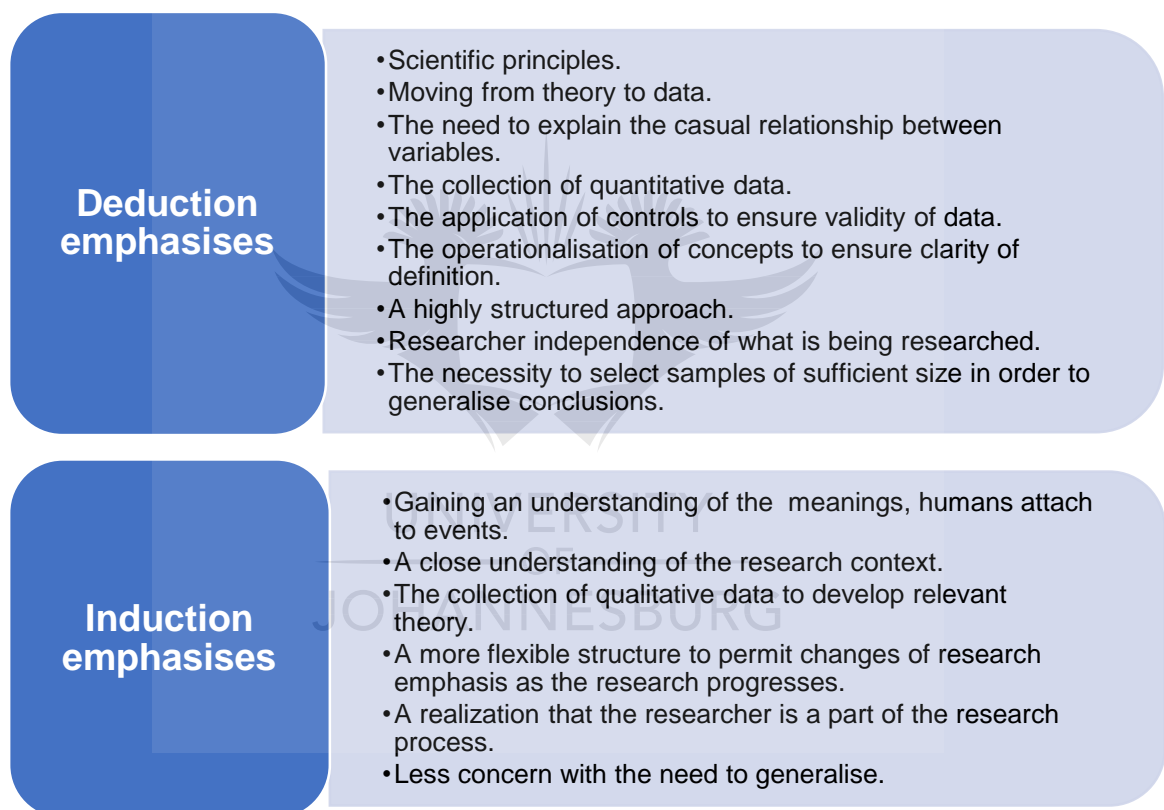


Figure 3.3: Comparison of deductive and inductive approaches

Source: Saunders et al. (2009:120)

Trochim (2006:01) defined the induction approach as one “that transforms data from a specific to a more general reflection”. Trochim (2006) described deductive research as adhering to already devised regulations, or other recorded or widely accepted principles. An inductive approach as used in this research follows a different cycle in which data is collected and themes sought to explain visible patterns and form a new or modify an existing theory (Saunders et al, 2009:145). This approach was deemed suitable for this research using

qualitative survey instruments to suit this research design. “It [inductive research] involves understanding a phenomenon of interest without formulating a hypothesis” (Devlin, 2006:53). Onwuegbuzie and Leech (2005:269-270), say researchers that follow quantitative methods believe “in a single reality that can be measured reliably and validly using scientific principles”, whereas those who follow the qualitative method, as does this research, “believe in multiple constructed realities that generate different meanings for different individuals, and whose interpretations depend on the researcher’s view”.

3.3.3 Adopting a qualitative methodology

Seeking to use an interpretivist philosophy to create an inductive understanding of the research problem situation (Figure 3.2) a qualitative methodology was adopted. The inductive approach ensured that this study probed detail in the perception of stakeholders, as these views need allowance for a subjective or personal review on relations. “Qualitative research allows the researcher control over the line of questioning” (Creswell, 2014:191). Additionally, Creswell (2014:191) supported the use of qualitative methodology when gathering data on historic aspects of the situation, and indeed this research did, as it wanted stakeholders to look back at the history of their relationships.

Qualitative research sets itself apart from the quantitative research in that it is planned, ordered, and based in the world of experience where the aim is finding depth in describing and understanding how people make sense of their experiences (Babbie & Mouton, 2015:270). Hence, this approach gives participants an understanding of what the situation in which they are involved means while at the same time providing researchers with a platform to understand the context of the participants behaviour better (Devlin, 2006:53; Saunders et al., 2009:133).

As the qualitative research is commonly used to investigate how people view a phenomenon (Bornhorst et al., 2010:582), so in this research the interview questions allowed participants to share their thoughts about the topic, with as little limitations as possible. The researcher gained a detailed impression of the research focus by analysing the perspective of each participant. The research questions asked of each participant could be adapted and thus open new avenues of thoughts beyond existing research themes (Babbie & Mouton, 2015:279).

In this research, the role that JTC saw itself playing was empowering, as a government promoter of SMMEs. The scope and significance of this role for SMMEs is important to establish. In the past 20 years, this role has changed as government refocused its national tourism strategy to create different outcomes. One of the key outcomes currently is having tourism SMMEs supported by the government DMOs so that the SMMEs become contributors

to their destination and the GGP. JTC participants gave insight as to how this affects the DMO-SMME relationship.

In a qualitative research paradigm, “the essence of the phenomena is the reality which is constructed by the individuals taking part in the research process” (Wang & Fesenmaier, 2007:865). Auer-Srnka and Koeszegi, (2007:30), argued that qualitative research contributes to discovery and theory-building, several authors plead for more qualitative methods in the business and management sciences (Tomczak, 1992:77-87; Laurent, 2000:177). The use of qualitative methodology supports exploring the DMO-SMME relationship purported by government strategy to support the development of financially viable SMME tourism businesses so the choice of methodology is again argued as suitable, this being research that investigates business development looking for deep insight from participants as to exactly how the relationship works.

Creswell (2014:191) noted the limitations to using qualitative interviews as gathering the perceptions of participants as seen through their own life experiences, may or may not be entirely accurate in interpreting a situation. Creswell (2014:191) also noted that sometimes the researcher can inadvertently create a bias in the way the interview questions are asked. Both these limitations were noted in this research when asking questions and interpreting primary data.

3.3.4 Research strategy

This research was deemed a case study, as while it adds to the body of knowledge on DMO-SMME relationships, the JTC-SMME relationship is unique to the participants and geographic context (destination Johannesburg) in which it is set. As context is important, it is noted “the case study based method can be applicable for its ability to illuminate contextual strategy” (Maxwell, 1996:79). This case study applied a descriptive survey method aimed at describing a specific set of circumstances active at a certain time (Fox & Bayat, 2013:9). Fox and Bayat (2013:70), continued saying that when conducting case study research it is important to keep three aspects in mind; first, the boundaries for the case should be determined and demarcated (within the City of Johannesburg). Second, the technique used has to enable a search for information on consistent regularities and recurring patterns that is beyond observation and in an inductive manner (the themes referred to in section 3.3.1). Lastly, the measurement instrument used has to be aligned to the variable it is meant to measure, this being triangulation, which is associated with construct validity. A discussion on triangulation follows.

Triangulation of the reviewed literature, participants from JTC, and participants from three types of SMME tourism business clarify the perspectives of the research problem. Fox and

Bayat (2013:107) indicated that triangulation helps validate the content of the responses gathered and that the researcher may be the research instrument. This is because the researcher can check for convergence by corroborating findings from various sources of a widely claimed or recurring theme. Babbie and Mouton (2015:275) note that triangulation can enhance validity and reliability, trustworthiness and credibility of the data collected, if the transcribed participant interviews and thematic content analysis are shown to participants asking them to confirm if what they said is indeed reflected.

3.3.5 Research time horizons

The study was cross-sectional (all interviews were conducted between May and December 2016) as it related to reviewing the specific circumstances and processes of JTC support for tourism SMMEs at a specific time in the national tourism strategy. Cross-sectional design is mainly used for social research but may be applied in a variety of methods “such as structured observation, content analysis, official statistics and diaries” (Bryman & Bell 2011:105). The cross-sectional design was used to enable an examination of relationships between variables or in this case, themes at a specific time in the DMO-SMME relationship.

3.3.6 Research validity, reliability, and trustworthiness

“Objectivity, validity, and reliability are ‘Bootstrap’ conceptions of sort”, noted Babbie and Mouton (2015:276), as these three are “counterfactual regulative principles which cannot really be attained completely”. These however should remain the goals of every researcher, as a benchmark to strive towards, even though, as Babbie and Mouton (2015) note, the outcomes will always be less than perfect. These three terms have been argued as important measures to assure the quality, rigour, and wider research potential that can be gained by following certain methodological procedures and principles.

Saunders et al., (2009:150) states that validity is concerned with the sole purpose of establishing whether the findings are really about what they appear to be about, by employing specific procedures throughout the research process. Validity comes about from determining accuracy of findings, from the researchers’ point of view, and forms one of the strengths of a qualitative research study (Creswell, 2014:201).

“Reliability refers to the extent to which the techniques applied in data collection or the analysis thereof will yield consistent results” (Saunders et al., 2009:149). Generation and compilation of relevant literature from reliable secondary research sources is the first step towards ensuring reliability of the study. Chapter 2 presents the background literature, which brings theoretical reliability as the basis of this research.

“The trustworthiness of qualitative research generally is often questioned by positivists, perhaps because their concepts of validity and reliability cannot be addressed in the same way in naturalistic work” (Shenton, 2004:63). Trustworthiness has four criteria made up of credibility, transferability, dependability and confirmability (Bryman & Bell, 2011:44).

Credibility:

Guba and Lincoln (1994:165) argued that ensuring credibility is one of most important factors in establishing trustworthiness. Bryman and Bell (2011:44) said that the establishment of credibility for the extracted findings should be that the research is carried out following good research practice. Guba and Lincoln (1994:166) recommend triangulation as one such technique that can be used to assure this. Triangulation requires the use of more than one method of investigation when studying social phenomenon, to ensure the data can be crosschecked and form a reliable and valid process to understanding the complexity of such studies. According to Shenton (2004:64-69), certain provisions have to be made to promote confidence in both the methodology adopted and triangulation. To attain credibility, the phenomena (JTC-SMME) being investigated were accurately recorded. Before collecting the participant data, a familiarity with the culture of all participants was developed by reviewing the city of Johannesburg website on JTC-SMME linkages and additionally reviewing academic literature on DMO-SMME linkages. By applying a qualitative research methodology, a purposive sampling was selected, excluding a random approach that might have led to selecting participants not knowledgeable about the JTC-SMME relationship. Triangulation of primary collected data (literature review, JTC strategy documents, JTC participants, and SMME participants) ensured reliability of findings. Explaining the concepts of anonymity and confidentiality to participants ensured honesty in participants’ responses. Semi-structured questionnaires were used along with probing questions gained from insights from JTC strategy documents and literature reviewed; this elicited detailed primary data.

Opportunities for scrutiny of the primary data collection and research design were created through feedback offered to the researcher by her supervisor (a peer) throughout the duration of the project. Considerable reflection of participant interviews was undertaken to evaluate if the research problem was being dealt with in a manner that ensured maximum credibility. Shenton (2004:64) considered this especially important in qualitative research as the researcher “is the major instrument of data collection and analysis”, so the accuracy of transcription and analysis of the data must be ensured.

In-depth description of the research context (JTC-SMME linkage), through one-on-one interviews lasting between 30 and 60 minutes with JTC and SMME participants, was an important provision for promoting credibility in this research as it helped to understand the

actual situations, and the contexts that surrounded them. Chapters 1 and 2 enabled examination of previous research findings to assess the degree to which this research's results could be congruent, adding to the body of knowledge of past studies. This review of existing literature allowed interpretation of findings by evaluation against existing research.

The study incorporated Shenton's (2004:66) recommendation for ensuring credibility by recording all interview proceedings; an operational measure to ensure credibility and reliability in the study. The researcher, having worked at a South African DMO for several years, was familiar with the culture of the business of each of the three participant sectors; therefore, they were pre-qualified as representative for the sectors (accommodation, attraction, and service).

Babbie and Mouton (2015:277) agree with Shenton (2004:68) and advise that credibility can be achieved by following the following six steps:

- i. *Prolonged engagement*: Stay in the field until data saturation occurs;
- ii. *Persistent observation*: Pursue interpretations in different ways and consistently;
- iii. *Triangulation*: Collect different information from various points of view;
- iv. *Referential adequacy*: Identify and use different materials to document findings such as audio or videotaping, which provide good records but can be obtrusive (In this study permission was granted to audio record, but not to be obtrusive on the participant);
- v. *Peer debriefing*: Discuss research with similar status colleague (neither senior or junior) who is outside the context of the study, but has a general understanding of the nature of the study, with whom the researcher can review perceptions, insights, and analyses; and
- vi. *Member checks*: Check both data and interpretation for the information source with the aim of assessing the intention of participants and then correct for obvious errors and provide additional volunteer info.

Transferability:

Merriam (1998:39) wrote that external validity “is concerned with the extent to which the findings of one study can be applied to other situations”. The qualitative researcher cannot claim that the knowledge gained from one context “will necessarily have relevance to the other participants or even in another timeframe” (Babbie & Mouton, 2015:277). In positivist work, the concern often lies in demonstrating that the results of the work at hand can be applied to a wider population. Since the findings of a qualitative project are specific to a small number of environments and/or individuals, it is impossible to infer that all findings and conclusions are applicable to similar situations or populations. It is the responsibility of the investigator to ensure that sufficient contextual information about the fieldwork site is provided to enable other researchers to make comparisons. In this research, while the SMMEs cannot be named; however, overviews of their size, business type, and geographic location is given to aid comparisons, bearing in mind that context (JTC and Johannesburg) play an important role in interpreting qualitative data.

Shenton (2004:70) noted that additional information on the following issues that could affect the outcomes should be given at the outset:

- *The number of organisations taking part in the study and where they are based:* This study ensured thorough consultation with JTC regarding the types of stakeholders to be interviewed, particularly those registered with the organisation.
- *Any restrictions in the type of people who contributed data:* This study was based strictly on interviews with business owners and managers, and interviews with management of the JTC-SMME relationship.
- *The participants involved in the fieldwork:* In this study, only the researcher and participant were present at the time of the interview, to ensure that the responses were not influenced by any other personalities.
- *The data collection methods that were employed:* In this study, it was imperative to use methods that allowed for depth in the details extracted from the interview and hence a qualitative method was used.
- *The number and length of the data collection sessions:* In this study, the number of questions had to be structured to ensure interview completion within an hour; this was so as not to discourage participants from scheduling interview sessions and taking time off from their business.

- *The time over which the data was collected:* This study's fieldwork was done over a period of six months, to ensure a specific window in which to view the JTC-SMME linkage perspectives.

Dependability:

An enquiry must also provide its audience with evidence that if it were to be repeated with the same or similar participants in the same context, the results would be the same or similar (Babbie & Mouton, 2015:278). Complete records should be kept in an accessible manner of all the phases of the research process (Bryman & Bell 2011:45). Shenton (2004:71) advised that to develop a thorough understanding of the research report, the methods and their effectiveness should include sections devoted to:

- The research design and its implementation, describing academically what was planned and executed (Chapter 3);
- The operational detail of data gathering, addressing the minutiae of what was done in the field is explained (Chapter 3); and
- A reflective appraisal evaluating the effectiveness of the process of inquiry undertaken (Chapter 5).

Confirmability:

The concept of confirmability is the qualitative investigator's comparable concern to objectivity. The researcher must indicate that they have not intentionally allowed "personal values or theoretical inclinations to influence the research" (Bryman & Bell 2011:45). "Steps must be taken to ensure as far as possible that the work's findings are the result of the experiences and ideas of the informants, rather than the characteristics and preferences of the researcher" (Shenton, 2004:72). This is the degree to which the findings are the products of the research focus and not the bias of the researcher (Babbie & Mouton, 2015:278). An audit has to be provided to ensure that the conclusions, interpretations, and recommendations can be tracked back to their sources. Babbie and Mouton (2015:78), advise that these can be achieved by reviewing six classes of data:

- i. *"Raw data:* Recorded tapes, written notes, documents or survey results;
- ii. *Data reduction and analysis products:* Write ups of field notes, summaries and condensed notes, theoretical notes;

- iii. Data reconstruction and synthesis products: Themes that were developed, findings and conclusions, and a final report;
- iv. *Process notes*: Methodological notes, trustworthiness notes, and an audit trail;
- v. *Material relating to intentions and dispositions*: Inquiry proposal, personal notes, and expectations; and
- vi. *Instrument development information*: Pilot forms, preliminary schedules, observation formats, and surveys”.

3.4 Research techniques and procedures adopted

3.4.1 Research plan

The research study first acquired permission from JTC to conduct the fieldwork with SMME stakeholder involvement, prior to beginning the research. This request was submitted to JTC on email (Appendix A) and the permission was granted in the form of a signed letter (Appendix B). The only requirement proposed by JTC was for the JTC to receive feedback/report upon completion of the study.

The field research took place as described in the following sections.

Preliminary research stage:

A comprehensive background assessment of available literature significant to the research problem and relevant academic studies was compiled in Chapter 2, resulting in five broad themes identified to formulate the interview schedules relevant to this study. A purposive judgemental sampling technique was applied for selection of both SMME and JTC participants. The purposive and judgemental sampling technique is a type of non-probability sampling that is “most effective when one needs to study a certain cultural domain with knowledgeable experts” (Tongco, 2007:147).

JTC - First stage of fieldwork:

The research in the study considered JTCs current view and method of supporting SMMEs, and thus the research process began with reviewing the JTC strategy documents and then interviewing the JTC staff in relation to the coordination of and contact with SMME stakeholders

in light of the stated strategy. A qualitative questionnaire was used during these interview sessions (Appendix C).

The sampling was purposive and judgemental to ensure that it encompassed small and micro businesses from the three types of tourism SMMEs, and investigated the kind of support required from the JTC authority. It was important to use purposive sampling, as the JTC-SMME linkage phenomenon has not received much attention previously. An in-depth extraction of participants' perceptions was required to understand fully the conditions surrounding the collaborative nature of JTC and the SMMEs, and to identify any particular problems that are affecting this relationship and possible ways to address such problems.

SMMEs - Second stage of fieldwork:

The information gathered from the interviews with JTC about their strategy, as reflected on the city website, influenced the researcher's thoughts in developing the research questions from the perspective of an SMME who is a member or past member of JTC SMME database. The SMMEs were interviewed using a semi structured interview format (Appendix D).

In-depth, one-on-one, semi-structured interviews were used for SMME primary data collection. Tustin, Lighthelm, and Martins (2005:344) described this method as one in which the interviewer has a set of selected questions adopted from themes but there is always an opportunity for the interviewer to create questions and/or probe deeper on various aspects, therefore ensuring that the best data possible is generated. This implies that the specific content of in-depth interviews varies from participant to participant while probing the overall themes that create the interview structure. This method was chosen because it was suitable for the detailed analysis of complex situations such as attitudes, beliefs, and feelings. In-depth personal interviews are also useful in complex situations where the intention is to explore rather than measure, as described by Kumar and Nigmatullin (2011:160).

3.4.2 Categories of SMMEs: Registered on JTC database

These SMME stakeholders were interviewed individually and included the SMMEs' directors, and managers. The main characteristic for selecting these managers was the need for their positions to oversee either supervising or executing the collaborative marketing activities undertaken between the JTC and the SMMEs. These organisations undertake marketing tasks that carry weight on the overall destination branding and thus it was equally important to establish their perceptions of collaborative marketing in the city.

Baum (1999:628) argued that “comparative studies can be used to assist in tourism benchmarking, learning from others, creating long-term studies to detect trends, and allowing for comparison of destinations to enhance the overall competitiveness of tourism”. In the case of JTC, comparisons required an assessment of deciding factors between stakeholders that are registered and partnered with the JTC authority, and those who are not, to probe the reasons behind why some tourism product owners see value in their relationship with JTC and some do not. The study compared the responses from both registered and deregistered SMMEs to detect similar and differing perceptions that these groups have of the authority. To assess whether these perceptions have any bearings on their decision to register or not register. Bornhorst et al. (2010:582) argue that “equivalence” is paramount in developing a comparative study.

Registered product owners (on the JTC e-database for more than one year) were from three categories:

- Attractions (a tourism product);
- Accommodation options (a tourism product); and
- Tour operators (a tourism service).

The study focused on stakeholders who have been registered for over a year, to ensure that they have had the opportunity to engage with JTC to some extent and can have a review timeline to which they can assess performance, benefits, and possible matters arising. The study did not encompass a maximum time that JTC applies to terminate any un-updated profiles. This allows for extended views of engagement and possible comparison between the years of relation.

Appendix E shows a map of Gauteng region. Gauteng is one of nine South African provinces with two major city destinations – Johannesburg and Tshwane. For ease of access and sampling, Johannesburg was selected as the city region from which to select SMMEs. Johannesburg also has an active city DMO in government-funded organisation, JTC.

SMME participants who operate within the Johannesburg tourism destination were selected. The district consists of seven regions, as seen in Appendix F, which shows a map of Johannesburg, Region A is Diepsloot/Midrand; Region B is Northcliff/Randburg; Region 3 is Roodepoort; Region 4 is Greater Soweto; Region 5 is Sandton/Alexandra; Region 6 is the Inner-city, and Region 7 is Ennerdale/Orange Farm. Table 4.3, shows the broad range of areas included so that a wide range of perceptions of the JTC-SMME linkage process could be gained.

The participants were selected by firm size to represent a broad range of SMMEs from micro (less than 10 employees) to small (between 10 and 49 employees) businesses. In this way, sampling explored different sizes of SMME in relationship to their linkage experience with JTC.

The research looked at three categories of SMME, attractions (product), accommodation (product), and tour operators (service). JTC assisted in the selection of SMMEs interviewed by supplying a list of registered stakeholders. Interview requests were sent to the entire list those who responded were interviewed (Appendix G). No further input was made by JTC on participating stakeholders and JTC is not aware of which stakeholders in the list were interviewed for the study.

Table 3.1: Sampling frame of SMME participants

Category	Number of registered participants	Number of deregistered participants (12 to 24 months since deregistering from JTC)	Total number of participants
Attractions	6	5	11
Accommodation	4	1	5
Tour Operators	5	2	7
Total	15	8	23

Source: Researchers own compilation (2016)

There were fifteen registered SMME owners (Table 3.1), each on the JTC database for more than one year. JTC selected eight SMMEs who had deregistered in the last 12 to 24 months. This sampling ensured that all the tourism SMMEs had access to all the JTC offerings at some point in the last two years, over and above paper and IT advertising by attendance at annual events like Indaba or Meetings Africa in the last year. The requests to interview were independent (of the JTC) and individual (to each SMME). The majority of these requests were sent via email, with a few telephonic requests. The appointments were set as the responses to the requests came in, at a time set by each SMME.

3.4.3 Categories of SMMEs: Deregistered from JTC database

The researcher interviewed eight deregistered SMME owners (Table 3.1). These SMMEs comprised the same three product/service categories as the registered SMMEs. The deregistered SMMEs had been JTC members in the past two years and as JTC had not changed its service offerings to SMMEs in that time, this ensured a consistency in the offerings experienced by registered and de-registered.

3.4.4 Interview process for registered and deregistered SMMEs

Appointments were made with these purposively selected SMME participants and face-to-face interviews conducted. “Face-to-face interviews create an atmosphere of trust between the interviewer and interviewee” (Bornhorst et al., 2010).

3.4.5 Questionnaire construction

The literature review (Chapter 2) together with the research objectives (section 1.10) provided the framework of themes used for the design of the questionnaires.

The qualitative questionnaires were structured according to the following five themes, which link to the general question themes presented in the questionnaires (Appendices C and D):

Theme 1 – Tourism businesses and the destination should co-exist to be successful.

The first theme was based on section 2.2; sub-themes of this main theme included:

- What memorable experiences are available to offer;
- Coexistence between JTC and SME stakeholders to generate successful and sustainable destination (Johannesburg) tourism;
- What does ‘success’ mean for a DMO, for its stakeholders and, for a destination at large (different perspectives of customer satisfaction and value);
- Strategic objectives of each type of stakeholder; and
- Differentiation to assert their unique and distinctive characteristics.

Theme 2 – The perceived role of the DMO

The second theme was based on sections 2.4 and 2.5.

This theme was linked to the following questions in the SMME questionnaire (Appendix D):

- Section A Q4;
- Section B Q1.1;
- Section C: Q1, 2, 3, 4, 5, 6, and 7; and

- Section D Q1, 2, 5, and 6.

This theme was linked to the following questions in the JTC questionnaire (Appendix C):

- Section A Q3;
- Section B Q1;
- Section F Q4; and
- Section G Q2, 3, and 4.

Sub themes that these questions sought to gain clarity on were:

- Review of the processes of the JTC-SMME tourism supply chain e.g. logistics, marketing, and the provision of the tourist customer service;
- Management processes incorporating the perspective/views of inter-organisational challenges between DMO and stakeholders;
- Provision of the stakeholder support, enabling them to efficiently and effectively service the tourism industry/tourist;
- Establishment of SMMEs as links to a DMO in order to develop the destination's tourism activities; and
- Building DMO-SMME-customer partnerships and networks as a viable tool for organisations to improve stakeholder competence.

Theme 3 – The value of a collaborative relationship between SMME and DMO

The third theme was based on section 2.8.

This theme was linked to the following questions in the SMME questionnaire (Appendix D):

- Section C Q5; and
- Section D Q3.

This theme was linked to the following question in the JTC questionnaire (Appendix C):

- Section C Q3.

Sub themes of this main theme included:

- Public/private linkages that create a diverse tourist supply structure;
- Shared decision-making and the process thereof to maximise value derived from a DMO-SMME relationship for improved customer satisfaction;
- A cooperation approach between the DMO and each SMME on strategy;
- A collaborative tourism marketing practice;
- The types of 'bonding' and 'bridging' activities that can take place between DMOs and SMMEs;
- Opportunity for SMMEs to participate in joint promotion campaigns, participating in co-op programs for trade shows and advertising, organising familiarisation tours to travel agents and tour operators, information and market intelligence sharing, and contributing to destination events; and
- Activities necessary to implement the DMO-SMME marketing plan and the communication message.

Theme 4 – The value of the DMO contract for the SMME

The fourth theme was based on Section 2.9.

This theme was linked to the following questions in the SMME questionnaire (Appendix D):

- Section A Q4;
- Section B Q1.1;
- Section C Q1, 2, 3, 4, 5, 6, and 7; and
- Section D Q1, 2, 5, and 6.

This theme was linked to the following questions in the JTC questionnaire (Appendix C):

- Section G Q2, 3, 4.

Sub themes of this main theme included:

- Determination of the frequency and purpose of JTC contact with the key stakeholder organisations (according to the three categories of SMME selected for this study); and

- Establishing a structure and cohesiveness between the tourism commodities, or products and services of destinations.

Theme 5– The value of the relationship between DMOs and SMMEs to the destination

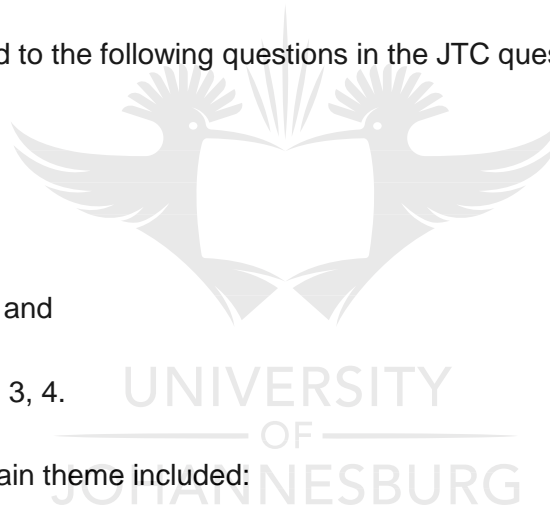
The fifth theme was based on section 2.9.

This theme was linked to the following questions in the SMME questionnaire (Appendix D):

- Section A Q4,
- Section B Q1.1,
- Section C, Q1, 2, 3, 4, 5, 6, and 7; and
- Section D Q1, 2, 5, and 6.

This theme was linked to the following questions in the JTC questionnaire (Appendix C):

- Section A Q3;
- Section B Q1;
- Section F Q4; and
- Section G Q2, 3, 4.



Sub themes of this main theme included:

- Examination of the current relationship between destination growth and destination marketing;
- Examination of Johannesburg as a destination and stakeholder cooperation;
- Factors that influence JTC membership (e.g. membership fees, communicated membership benefits);
- CVB roles in coordinating DMO-SMME marketing activities and developing a desired image of the destination;
- Internet marketing strategies and tactics;
- Utilisation of electronic distribution by the DMO for marketing initiatives;

- The role of a DMO and its SMMEs in the social and economic development of a tourism destination;
- Current strategies to reinforce stakeholder alignment in order to provide optimised collaboration;
- Inter-organisational networks; and
- The degree of satisfaction for SMMEs that result from DMO memberships.

3.5 Data collection

The researcher conducted all the interviews to reduce potential errors in questioning along themes, transcription, and interpretation, thus ensuring a level of consistency in data collection. The questionnaire was administered face-to-face and interviews recorded using a mobile phone voice recorder. The researcher transcribed the recordings.

The data was coded into themes identified upon reviewing participants' transcripts. In this way, quotes were clustered to give an idea of the degree of importance attached to various JTC actions by both tourism SMMEs and JTC representatives. Reliability and consistency in the coding process is essential if a study is to have internal validity (Bornhorst et al., 2010:582).

In this study, the JTC and SMME participants were interviewed individually. The main characteristic for selecting these SMME managers was for their positions to either supervise or execute the collaborative marketing activities undertaken between the JTC and SMME organisation. The role of the SMME participant was important to establish in terms of the fact that they had overall influence on their marketing strategy, as these carry weight in the overall destination branding and thus it was important to establish their perceptions of collaborative marketing (JTC-SMME) for the city.

3.5.1 JTC interviews

The JTC representatives were interviewed first to ensure an understanding of the current DMO-SMME operational process.

One of the fundamental requirements highlighted by Bornhorst et al. (2010:582) is that to generate data necessary for studying the determinants of DMO and destination tourism success was for stakeholders to have an awareness of the role of the DMO at the destination. Therefore, it was a critical section of the qualitative interviews to distinguish the JTC

stakeholder's perspectives about the role of the JTC for attraction, accommodation, and tour operator services

Table 3.2: JTC research participants

Category and participant unique number (e.g. J1)	Number of participants
JTC IT manager (J1)	1
JTC Development (J2)	1
JTC Marketing Manager (J3)	1
JTC Visitor Service Bureau manager (J4)	1
TOTAL JTC participants	4

Source: Researcher's own compilation (2016)

JTC employees actively involved in the day-to-day operational aspects of JTC-SMME linkages were chosen to be interviewed (Table 3.2). This was because they knew how to support the tourism SMMEs, and they knew their current offerings and associated costs for a product owner, and they are aware of the internal JTC challenges that a lack of resources may pose.

3.5.2 Secondary data

Secondary information about JTC-SMME services was sourced from JTC official strategy documents. The JTC strategic plan was available from the DMO as the 'Tourism strategy of the City of Johannesburg 2014 strategic plan' (COJ, 2014).

3.6 Data analysis technique

Data collection and analysis are related; because this research was based on thematic content analysis theory, data transcription and analysis began as soon as the first interview data was collected. JTC and SMME interviews were recorded, transcribed verbatim into Microsoft Word™, and coded according to themes (section 3.4.5). According to Corbin and Strauss (1990:6) coding analysis is vital from the outset (first interviews) as it helps in directing the next interview and the researcher's observation of participants. JTC and SMME questionnaires were standardised through the themes pursued in the questions asked (Appendices C and D); however, the new insights gained after each interview created some variation of probing, as the understanding of the context of JTC-SMME linkages increased.

Conducting data transcription and analysis as the fieldwork progressed enabled the research process to improve and all relevant aspects of the topic were captured as soon as they are perceived. This made the application of the thematic content analysis very effective as the process itself highlights all possible areas for in-depth understanding. Thematic analysis is defined as “a method for identifying, analysing, and reporting patterns (themes) within data, it minimally organises and describes data set in (rich) detail” (Braun & Clarke, 2006:6). This analysis process is devoted to identifying themes and developing codes (Guest, MacQueen & Namey, 2011:xv). Thematic analysis requires more involvement and interpretation from the researcher as it focuses on identifying and describing both implicit and explicit ideas within the data, based on themes (Guest et al., 2011:10). Holloway and Todres (2003:347) identify “thematising meanings” as one of a few shared generic skills across qualitative analysis. “Through its theoretical freedom, thematic analysis provides a flexible and useful research tool, which can potentially provide a rich and detailed, yet complex account of data” (Braun & Clarke, 2006:5). As said by Power, Cohen, Nelson, Wig, Barnes, ... et al. (2011:537), data analysis in qualitative research is distinguished by “merging of analysis and interpretation and often by the merging of data collection with data analysis”.

The primary data was coded and categorised by grouping them against the background gained from the literature review. According to Flick (2002:177) coding is the best method in collecting and collating data from interviews into themes and contexts. As this is a highly accepted manner of analysing interviews, this method was followed, which ensured an analysis of all sorts of data. The coding entailed the classification and naming of the data, based on its significance in agreeing or disagreement with the secondary sources. This enabled patterns and themes to be extracted from the collected data, which in turn led to an understanding and interpretation of the data with reference to the research problem.

3.7 Research ethics

The transcriptions from the participants and the data from JTC kept confidential between the researcher and supervisor. Montoya-Weiss and Calantone (1994:131) said, when it comes to the issue of confidentiality, “nothing reported from the study, in print or in lecture, should permit identification of participants”. This was ensured for SMME participants, but in the case of JTC, permission to conduct the research was obtained in writing before the study began (Appendix B).

The aim of the research was explained to all individual participants so each could make an informed decision as to whether they wanted to be involved. Although, “the reflexive nature of qualitative research, its use of unexpected ideas that arise through data collection and its focus

upon participants' meanings and interpretations renders the commitment to informing participants of the exact path of the research unrealistic" (Parry & Mauthner, 2004:146). All participants participated voluntarily. They had a right to withdraw if at any point they felt uncomfortable with continuing with the interview. Ethical dimensions of research extend 'to considering the ramifications of the published work' (Johnson, 2003: 278).

3.8 Limitations of the study

The participants were limited to those with a stake in tourism in the destination, Johannesburg, and so the findings may not be as applicable in other cities or DMO-SMME linkages. This limitation of the study's external validity might create constraints in the generalisability of the findings.

The sample is restricted to three key tourism SMME stakeholder groups and therefore may not reflect the views of other stakeholder groups that are part of the Johannesburg tourism system.

Gaining permission to conduct the interviews was a time-consuming activity, which slowed the research process, but constant reminders by the researcher motivated quicker responses. Future research should attempt to attract a larger sample and test the model in different business sizes and/or classifications, and apply the necessary modifications.

3.9 Conclusion

This chapter states and argues for the research strategy adopted being suitable to answer the research questions. The next chapter reviews the findings of the research.

CHAPTER 4

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter provides the findings of the study conducted following the research approach and methodology outlined in Chapter 3. A “tourism destination is defined as a geographical region, political jurisdiction, or major attraction, which seeks to provide visitors with a range of satisfying to memorable visitation experiences” (Bronhorst et al., 2010:572). In the case of this study, the data collected represents the city of Johannesburg as the tourism destination represented by its DMO, JTC, and the SMME stakeholders as a purposively selected range of tourism services and products found in the destination and offered to visitors.

4.2 Research questions posed

The research study collected responses from participants through interviews using questionnaires. The JTC questionnaire was made up of 47 questions that were structured in three sections. Appendix C shows the questions used to interview the JTC internal staff members.

The SMME stakeholders’ questionnaire was made up of 27 questions, also structured in three sections. Appendix D shows those used to interview the SMME stakeholders. The interviewer elaborated on questions as and when the participants required more clarity.

4.2.1 Interview overview

Perspectives of the JTC-SMME linkage are presented in this chapter from twenty-three registered and unregistered stakeholders (Table 3.1) who shared their understanding on how tourism collaboration is undertaken by the DMO (JTC) for the city of Johannesburg.

Additionally, four insights from the JTC staff on how the organisation operates, the support it provides to SMME tourism owners is reflected in this chapter (Table 3.2).

In the sections of this chapter that follow, it reports on the level at which these are coordinated through collaboration. The findings showed that SMME tourism participants (section 4.3.2) felt that lack of communication, is a major deterrent to collaboration between JTC and SMMEs.

The lack of communication had raised concerns because SMMEs felt that they were unsure about the role of JTC in relation to them and their businesses.

4.3 JTC responses

JTC participants were interviewed using the JTC questionnaire (Appendix C). The anonymity of the participant responses was maintained by reporting the aggregate perception. These questions attempted to review how JTC ensured national tourism of the province filtering down to Gauteng as a region and, Johannesburg as a regional destination. The JTC was responsible for much of the operationalisation of this national policy.

4.3.1 Local government management principles

JTC participants were asked about the beliefs, ideas, and ethical principles pursued by the organisation, as well as the six themes and challenges of a DMO. The questions and themes derived from Stevenson's et al. (2008:789) research were considered important in this study. All four participants indicated that budget was a constraint to how much they can accomplish, as projected by the provincial strategy. Stevenson et al. (2008) said that the provision of tourism policies at a destination level sometimes lies at the discretion of the DMO. However, if this is not at the DMO discretion this can contribute to a low status / recognition by stakeholders (in this case the SMMEs as seen in section 4.3.2), especially if the DMO does not have enough funds and resources to carry out its directives. In the case of JTC, it seemed that all four participants felt that they had little discretion in how the tourism policy was delivered and what budgets were made available to do the delivery.

The JTC team advised that they did not feel that they were synchronising marketing efforts with stakeholders. Stevenson et al. (2008) indicated how this lack of discretion in policy and resource use causes the DMO problems, noting that the DMO not making these decisions limits the way available resources could possibly reach a larger audience, and that all of this lack of outreach also alienates the industry stakeholders by not including them in policy/strategy formulation.

Bornhorst et al. (2010:572) stated that, "the tourism destination is the primary unit of study and management action". They defined tourism as "a geographical region, political jurisdiction, or major attraction, which seeks to provide visitors with a range of satisfying to memorable visitation experiences". This, as a primary aspect of tourism, cannot continue to be ignored if JTC aims to be successful in their objective of making Johannesburg a preferred destination for travellers.

JTC participants were asked what tourism management principles they had found appropriate for this destination.

Two participants said collaboration had value for marketing of the destination and for marketing the independent SMME businesses. Another respondent said the degree of SMME collaboration could definitely have a positive or negative influence on the factors that either allow for or hinder destination growth. All four participants suggested ways in which SMMEs could be involved collaboratively such as, destination product or service formulation, co-created marketing activities, identifying SMME learning or training needs, highlighting cost alleviation ideas, and social development ideas.

When asked how widely these ideas and others were shared with the city tourism SMME stakeholders, JTC participants indicated that to date JTC had not included many stakeholders in the formulation of strategy. JTC participants also said that stakeholders had not shown much support for what JTC has presented. Again, considering Stevenson's et al. (2008) findings, it appeared that the SMMEs did not have a great deal of faith in JTC's ability to help them; this is evidenced in section 4.3.2.

JTC participants exhibited a great deal of uncertainty when it came to identifying established operational structures in place for employees to follow, due to rapid changes in the local and regional tourism environment. Participants felt that delivery of national / provincial policy objectives was challenging, and stated that they did not have the capacity to initiate closing of these change-related gaps. These findings addressed a second theme, the lack of clarity that stakeholders had about the role of the DMO in developing and delivering tourism policy.

Not knowing how to operationalise policy objectives was noted by all four participants as creating a lack of consensus on dealing with the industry in terms of JTC-SMME linkages. This emerged as a fourth finding, aggravated by the feeling of JTC participants as lack of power or resources to carry out policy objectives and/or modifications brought about by macro environmental changes, all of which influenced a lack of collaboration between the DMO and its stakeholders. This impacts on the city as a tourism destination as seen in the responses of participants, it transforms into a lack of congruence between the various contributors (including SMMEs) and government policies for tourism growth, and a lack of sustainability.

4.3.2 Tourism roles and responsibilities

JTC has the authority to unite and bring the private entrepreneurial activities together, 'extinguishing' any disagreements that might exist; once this is achieved the industry contribution might add to the marketing and advertising campaigns that the organisation undertakes (Wight, 2013:135). It should be an objective of JTC to lobby for support from

stakeholders and to coordinate DMO-SMME collaborations. This study probed JTC participants on what the roles and responsibilities were for Johannesburg's tourism, and what the JTC participants felt can be, and should be addressed. Extracts of participants' views regarding the strategic objectives of JTC follow:

"Awareness of the need to uphold international competitiveness and service standards" (J1).

"The brand and image of the city as a destination should be upheld by all; also ensuring that promises made in marketing communications are delivered with excellence" (J3).

"Visitor statistics from a destination (arrival) point of view must be considered ongoingly and also from the onsite traffic point" (J1).

"Trends that drive tourism at different times must be observed and acted on" (J2).

"The need for all JTC activities to be aligned with national/regional tourism plans" (J2).

"Creation of seasonal offerings and tailored marketing activities, this includes campaigns and promotions" (J4).

"Making use of national and international JTC association affiliations" (J3).

"Enhancing stakeholder involvement" (J4).

"Ensuring the coordination of national government and their local agencies in planning Johannesburg's marketing" (J1).

"JTC does need to improve communication with their stakeholders" (J2).

When JTC participants were asked how widely these focuses/obligations were initiated with stakeholders, they all agreed that things have been left to "fall off the wagon" (respondent J1 and agreed by the others), and that not much had been done of late to improve relations with stakeholders. It seemed that all four participants realised their roles in a DMO-SMME linkage but also transparently admitted that things could be better.

4.3.3 Changing role of local government

JTC participants were asked about the roles that the Johannesburg city council has already accepted in relation to tourism management. The research to this point indicates that JTC has perhaps compromised stakeholder engagement over the last few years. JTC participants believed the organisation had significant authority within the destination, though they have not practiced extensive influence on the destination product and services operations on the ground. They have however implemented several strategic marketing activities that still benefit the businesses. They all advise that the merging of the organisation into Johannesburg city council departments had led to some distraction in the previous momentum that the organisation had established in the industry, with uncertainty and no clarity of reporting structures hindering productivity.

When asked to identify the tourism management principles appropriate for this destination, three participants (J2, J3, and J4) advised that establishing a city-DMO with structural clarity will lead to the establishment of strategic principles, whereas at present they are not clear on which principles would be appropriate. The division and argument between whether JTC should be a public (government as it has always been) or private entity, according to respondents, had been going on for the last four years. This had created concern among the participants about the slowly brewing crisis caused by the stagnant position they are currently in with regards to operations. All four believed this presents a threat to JTC's image and standing in the destination's tourism industry. They await resolution, hoping for it sooner rather than later, but at the time of the interviews, no clear timeline was evident.

When asked how widely these concerns were made to the stakeholders, such as SMMEs, the participants noted these concerns have been internalised and therefore industry does not have any official information on this current situation. Participants noted that there were a few members of the Joburg Business Forum who knew, but most stakeholders in the industry were not aware of the extent of the challenge faced by the JTC.

4.3.4 Drivers influencing local government tourism management approaches

The JTC participants were asked which events and issues (macro environment issues) happening outside this local destination area were affecting the way that the Johannesburg city council identifies and prioritises tourism issues. JTC participants advised that the changes in the national political tourism space affect organisational structures on the operational level resulting in changes in ministerial leadership, and the need to set up and adapt to new visions and objectives. The participants noted that the city relies heavily on the political history of the country such as Constitution Hill and Vilikazi Street, among others. The number of tourism

routes centred on such history point to this as the major selling factor for the city, but the focus may be easily transformed by changes in politics. The greater part of the current DMO's promotional brand could be significantly impacted by political focus, which affects the value proposition of the city when marketing to visitors. This means JTC has to have the resources to refocus and align with changed visions and objectives.

When asked about the broad management philosophy of council, and how it influences upon tourism management, the JTC participants said that it has been critical for JTC to develop and maintain a strong image. They felt that they had achieved this by interacting with the visitors and buyers; because JTC understood the destination and this guided their focus areas when developing marketing strategies and choosing elements based on the need of each audience targeted. This has yielded positive and long-term relations with the market, especially international buyers.

The next question was about the external demands being placed on council from other levels of government, from the community, and from business and industry interests. All four participants said that recent political changes influenced the operation of JTC. While wanting to support the destination's tourism industry (businesses and visitors), the Johannesburg business community have expectations of JTC, to ensure that the company's work continues to align with the community's needs. However, the current lack of resources and not having a consistent structured set of deliverables has created gaps in satisfying the business community and a communication breakdown with the external stakeholders, thus inconsistency in service provision.

When asked what competing priorities were on the city council's agenda, participants shared a consensus that marketing the destination is particularly challenging now. JTC has a great responsibility to continue with promoting the tourism elements of the city, attracting large numbers of visitors, and ensuring that all stakeholders are satisfied with its operations. Emphasis has been place on establishing coherent leadership and expansion of currently available resources (such as the website offerings). All participants expressed a need to collaborate JTC efforts much more strongly with stakeholders as they see benefit for the DMO-tourism stakeholder linkage in the transfer of knowledge between JTC and the different stakeholders.

The JTC questionnaire (Appendix C) went on to assess the operationalisation of the five principles of the national tourism policy asking participants to indicate each principle's agreement with the questionnaire statement by choosing no or yes. Where yes was selected the participant indicated how strongly satisfied they felt about the agreement on a high, medium or low rating scale. See example in Table 4.1, extracted from the JTC questionnaire.

Table 4.1: Extract from JTC Questionnaire

Fundamental Element	No	YES Level of Satisfaction		
		High	Medium	Low
Principle 1: SUSTAINABLE TOURISM STRATEGY				
Council has a documented tourism strategy				

Source: Researcher’s own compilation (2016)

Principle 1 – Sustainable tourism strategy:

According to Mulec (2010:14), Johannesburg may offer the best products and experiences, but JTC (as the DMO) has to be able to create a perception in the minds of potential travellers that it offers something different, better, and more appealing than that of other destinations. Only then will it be in a position to convince travellers to select it as a destination of choice. To do that, JTC needs to consolidate as many and as much of the tourist offerings within the city. In so doing, the DMO becomes “the activator of a set of systematic beliefs about market structure, processes, and performance, and the effects of its own and others’ strategic actions” (Mattsson, 2003:417).

When participants were asked whether council has a documented tourism strategy, all four respondents said with confidence, yes. This question was followed up with another that aimed to identify whether the strategy was no more than five years old, and again all participants responded positively. National policy is implemented by five-year terms, with strategy plans defined at the national level (COJ, 2014:5). Various levels of satisfaction were recorded, two were highly satisfied, and the remaining two respondents’ levels were medium and low respectively. This indicated that the participants mostly agreed that national policy was reflected in council tourism policy.

A third question identified whether the strategy was reviewed at least annually, and all four respondents said yes, but with low levels of satisfaction. They elaborated stating that there was ongoing uncertainty of what to do each year, as highlighted in previous sections.

When participants were asked whether the objectives of the council’s tourism strategy addressed social, economic, cultural and environmental issues relating to tourism, two were highly satisfied and the remaining two respondents’ levels were medium and low respectively.

They were asked whether tourism is addressed within the council's strategic statement, corporate plan or equivalent, and all said yes but with varying degrees of satisfaction, two were highly satisfied and the remaining two respondents' levels were medium and low respectively. This was followed through with a question on whether JTC tourism objectives were consistent with council's strategic objectives, again all said yes, two were highly satisfied and the remaining two respondents' levels were medium and low respectively.

Finally, participants were asked whether there was clear coordination of tourism responsibilities within council, to which all answered yes, with two highly satisfied and the remaining two respondents' levels medium and low respectively.

Principle 2 – Good governance:

The second principle to be assessed was good governance. Participants were first asked whether council had a set of measurable and measured tourism objectives. All said yes, two were highly satisfied and the remaining two respondents' levels were medium and low respectively. They were then asked if the way these objectives are measured is clear and unambiguous and again all said yes, but only two were highly satisfied with the measurement methods, and the remaining two respondents' levels were medium and low respectively.

When the JTC participants were asked whether council has clear guidelines for public participation in tourism planning and decision-making processes again all responded positively with two highly satisfied and the remaining two respondents' levels medium and low respectively

This was followed through with a question on whether there is a range of stakeholders from business, community, NGOs, etc., who participate in tourism planning and management processes. All responded yes; two were highly satisfied and the remaining two respondents' levels were medium and low respectively.

The participants were asked whether there are identified reporting lines for tourism responsibilities, all said yes with two highly satisfied and the remaining two respondents' levels medium and low respectively.

When asked whether council has clear guidelines for outsourcing, purchasing, and procurement of tourism services? There was consensus, all four responded positively with high satisfaction.

The City of Johannesburg Tourism Strategy (COJ, 2014:2) set down goals to communicate with, and understand the needs of their stakeholders. These goals prioritise information

collection, analysis, and dissemination, with this being part of the JTC strategy and planned effort. When reviewing the satisfaction levels, participants clearly indicated that although there were city council policies and processes in place, these were not being achieved. It could be argued that because of the absence of reliable information flow between JTC and stakeholders and vice versa, government and all other stakeholders were unable to make informed decisions and the effects of policy and delivery initiatives was therefore impossible to monitor accurately. This in turn was setting the JTC up for failure and highlighted that a great deal of improvement in communications was required.

Participants proposed that to support the first principle, sustainable tourism strategy, that JTC be resourced to develop a sophisticated data collection mechanism for the city. This would be a crucial tool to identify where SMME support action is required and what action is needed to achieve the city's tourism destination vision and mission. Participants and other stakeholders would need to be assured of confidentiality around industry sharing competitive advantage ideas as industry co-operation is vital (COJ, 2014:12).

Principle 3 – Positive cultures:

The third principle assessed by the questionnaire was that of promoting positive cultures. DMOs need to assist existing clusters and increase tourism through building extensive private-public partnerships, developing marketing strategies, and creating visitor information centres for inbound tourists (Stange et al., 2013:68). Stange et al. (2013:68) was contrary to the perspectives of the current DMO situation in Johannesburg. According to the participants, positive culture promotion cannot occur due to restructuring and management changes.

When analysing the primary data generated from the JTC interviews it is apparent from their perspective that a relationship between various government policies and inter-departmental divisions in tourism strategy development and implementation, should exist. Yet, JTC participants found that current systems of culture and relations do not address the needs of the tourism communities/stakeholders.

Research indicates that tourism relationships are indeed “complex in nature and ... requires systems that can interrelate numerously with relation to the environmental, human, natural, and economic areas” (Rodríguez-Díaz & Espino-Rodríguez, 2007:368); a practice in JTC has let slack over the last few years, as reflected by the views of the research participants. JTC participants advised that to strengthen these tourism stakeholder partnerships required the private tourism business to form trade associations or ensure SMMEs belong to those already representing their respective sectors in order to gain improved government support. They indicated that there was a need for the tourism private sector to commit voluntarily to

projects/engagement platforms when invited to by JTC, and that the private sector should operate under the guidance of established legislation and provision of information. JTC participants felt that only a few SMMEs saw the value of belonging to such government and private associations, with many SMMEs telling JTC that this membership places a burden on the SMME budgets detrimental to the operation of their businesses.

JTC participants were asked whether there is an industry assistance program for tourism businesses (help with gaining licenses and permits, business development services etc.). All answered yes indicating their belief in SMME satisfaction with current systems, two were highly satisfied with the program and the remaining two respondents' levels were medium and low respectively.

The research questionnaire then asked:

- Are there any networks of interested stakeholders that are fostered and managed according to their strengths and weaknesses by JTC?
- Is there a shared sense of purpose and direction within the community of tourism stakeholder's responses?
- Does Council work well with external tourism agencies?

Participants answered yes to all three questions and indicated that SMMEs satisfaction levels with JTC's efforts were medium to low. SMME responses (section 4.4.2) indicate low satisfaction with JTC, suggesting a significant gap in JTC participant experiences and those of SMMEs.

Principle 4 – Informed planning:

Principle 4 spoke to informed and rigorous planning and the participants were asked whether there was useful data at different levels (e.g. local, regional) that informs council's tourism management planning approach. Responses were all positive, but all felt only medium satisfaction with the flow/quality of relevant information used in planning. The next question in this principle enquired about council's contribution to a knowledge base of tourism research. Again, respondents all said yes, but indicated that they were not completely satisfied with the knowledge base contributions in terms of press releases, upward flow to provincial and national strategy of information from the regional destination level. There were medium satisfaction levels on all four responses.

On the following questions, all four participants answered yes:

- Is relevant information and data collected, collated and communicated to interested stakeholders?
- Are the values and ideas, embedded in council's tourism management approach, clearly articulated?

JTC participants agreed, but again with low to medium levels of satisfaction with how well SMMEs are able to access useful information.

The final question related to strategy as scenario planning; whether tourism planning and management is based on analysis of the situation and consideration of alternative courses of action. Two participants indicated medium levels of satisfaction that planning is done with several strategic options identified as possible courses of action.

The two most confident JTC participants said that most of JTC challenges are related to finances and politics. They noted very limited budgets so they tried to be innovative and were challenged to implement a stakeholder approach when "things [planning] are still shaky"(J3).

Principle 5 – Clarity of council's contribution to the tourism industry:

The final principle's questions sought to gain perspectives from the JTC participants on the clarity of council's contribution to the tourism industry, including Johannesburg SMMEs.

The city documents state, "The scope, scale, efficiency and depth of the value chain of the tourism industry and the tourism economy is meaningless in the absence of demand for such services and products" (COJ, 2014:12). This emphasised the need to optimise the value chain because when a tourist arrives in Johannesburg, they consume a variety of goods and services, which collectively constitute their experience, and the destination's tourism economy's value chain. These include anything from transport and restaurants, to shopping, tours, theatre outings and accommodation. The strategic approach expounded by the Johannesburg city council was that there is a need to intervene positively with SMME marketing to address market coordination and reduce possible inefficiency. Principle 5 infers that the most crucial variable in achieving this vision is to endeavour to increase demand for Johannesburg tourism. However, based on the responses recorded to-date in this section, JTC participants did not feel that they, as the DMO, had made any great contributions to improving tourist demand. JTC also noted that they could not really tell how they, as the DMO, were doing in terms of increasing tourist demand and consequently increasing city tourist spend, as they did not have direct assessment processes of the organisation's turnover.

City of Johannesburg council documents stated that their objective is to undertake activities, which would increase the flow of tourists to the city. Yet, JTC participants question how many visitor arrivals was a reflection of JTC efforts, as these were currently unmeasured. They also felt that SMMEs and other tourism stakeholders were not aware of what activities are undertaken by JTC or how JTC activities may improve their businesses. This too is unmeasured.

Finally, with the last three questions, JTC participants answered yes but indicated low-medium satisfaction:

- Does the council have a clearly articulated statement about the nature and extent of its support for tourism?
- Has council supported tourism through in-kind contributions?
- Does council support tourism through expertise, data collection, and knowledge building?
- Does council effectively represent local interests at the regional level through its participation in regional organisations?
- Has council supported tourism management, tourism marketing, and tourism development functions?

The JTC participants were asked whether council supports tourism in its financial capacity and they all said no. Generally, JTC felt that while their contribution, as stated in Principle 5, was clear, much could be done to improve its delivery. The JTC participants advocated much more collaborative destination marketing between stakeholders, council and JTC. Wang (2007:191-192) stated that collaborative marketing may “include joint promotion campaigns, participating in co-op programs for trade shows and advertising, organising familiarisation tours to travel agents and tour operators, information and market intelligence sharing, and contributing to destination events, among others”. This strategy was strongly supported by participants as one of the primary benefits that would encourage business stakeholders in their participation and cooperation with JTC. JTC participants noted that they were pushing for collaborative marketing definitions and plans that could in turn encourage buy-in from stakeholders. This could expand the marketing platforms for the city through joint efforts and shared resources, advocacy and ambassadorship.

4.4 Analysis of SMME findings

The findings from all the participants can be related to the empirical knowledge extracted from authors of the secondary data (Chapters 1 and 2). Literature indicated that a study such as this one, aimed at identifying how the SMME stakeholders evaluate the success of JTC as the city's DMO, was required to capture the many intangible dimensions and so understand the context and findings (Bornhorst et al., 2010:573). Crouch and Ritchie (2000, 2003:211) argued that this evaluation must be addressed through an assessment of both input (perceptions of effectiveness of marketing) and output variables (causally related increase in visitation). In this research, acknowledgement/assessment of the input variables was from the subjective stance of participants (both JTC and SMMEs); while the output variables was the value SMMEs believed they benefit from and a factor of JTC input (within the strategic plan).

To understand stakeholders' various perspectives, it was critical to review the tourism SMME stakeholders involved in this DMO linkage, it must be acknowledged that tourism stakeholders are not static entities and that their agendas change over time. Therefore, assessing SMME stakeholder interviews requires a continual awareness and inter-organisational sensing of their experiences in relation to the context of the linkage (Ford, 2011:696). Then, once the opinions of the SMME participants have been examined these were examined against the perceptions of JTC's strategic role in the JTC-SMME linkage.

4.4.1 Demographics of SMME participants

This section describes the demographic data of the SMME participants, which includes gender and age. These details are important in providing JTC with an understanding of the demographic variables of their stakeholders/tourism industry, which may influence the types of linkages required, and can be used in the planning, marketing, and managing of future strategies linked to future collaboration/engagement and destination promotion.

Table 4.2: Gender

Gender	Number
Male	8
Female	15
Total	23

Source: Researcher's own compilation (2017)

Table 4.2 indicates that the majority of the participants were women, with 15 of the 23 taking part, which made up 65.2 percent of the total participants. Males represented the minority, 34.8 percent, totalling eight of the 23 participants.

Table 4.3: Age

Age in years	Number
Younger than 25	0
25-34	4
35-44	8
45-54	8
or older	3
Total	23

Source: Researcher's own compilation (2017)

Table 4.3 shows the age split of the participants, with 16 of the 23 participants being between the ages of 35 and 54 years.

A profile of the SMME participants in Table 4.4 was derived from the data collected in response to section A of the SMME questionnaire (Appendix D). Table 4.4 demonstrates the status of registrations with JTC, the SMME size according to the number of employees, the geographic location of the businesses within the seven regions of the city of Johannesburg, and the position of the participant in the business and in influencing relations with JTC. All participants had substantial influence over their linkage with JTC, as all were managers or founders.

Table 4.4: Profiling of participants

Participant (P)	Type of SMME	Currently JTC Registered Yes/No	Size of SMME (No. of employees)	Geographic area in which SMME operates	Title of participant
1	Accommodation	No	3	Melville	Founder
2	Attraction	No	2	Auckland Park	Founder
3	Attraction	No	16	Midrand	Manager
4	Attraction	Yes	8	Soweto	Manager
5	Attraction	No	3	Milpark	Founder
6	Tour Operator	No	9	Northcliff	Founder

Participant (P)	Type of SMME	Currently JTC Registered Yes/No	Size of SMME (No. of employees)	Geographic area in which SMME operates	Title of participant
7	Attraction	No	8	Houghton	Marketing Manager
8	Attraction	Yes	13	Rivonia	CEO
9	Tour operator	Yes	3	Sophiatown	Founder
10	Tour operator	Yes	6	Roodepoort	Founder
11	Accommodation	Yes	5	Cresta	Founder
12	Attraction	No	7	Soweto	Founder
13	Tour operator	Yes	19	Soweto	Founder
14	Accommodation	Yes	3	Soweto	Founder
15	Attraction	Yes	11	Soweto	Manager
16	Tour operator	Yes	7	Central CBD	Founder
17	Accommodation	Yes	18	Soweto	Founder
18	Attraction	No	17	Soweto	Manager
19	Tour operator	No	5	Alexandra	Founder
20	Tour operator	Yes	5	Alexandra	Founder
21	Attraction	No	7	Hillbrow	Manager
22	Attraction	Yes	45	Newtown	Manager
23	Accommodation	Yes	5	Rosebank	Founder

Source: Researcher's own compilation (2017)

4.4.2 Findings from the SMME questions

The first interview questions that were asked of the 23 SMME stakeholders were to identify whether they have a clear understanding of what role JTC played, or should be playing, within the city, and whether they saw their expectations of JTC being achieved.

Mulec (2010:14) stated that the key to differentiating the destination from others is to find its Unique Selling Proposition (USP) and promote this to generate unique and valuable tourism attributes (such as SMME stakeholder offerings) that can be used to grow current and potential visitors. Participants 1, 5, 6, 8, 10, 13, 15, 16 and 22 believed that JTC's strategy needs to be revised. JTC needs to be more inclusive with stakeholder consultation from planning to implementation. While participants 9, 10, 16 and 20 were happy with the operations of the JTC.

Participants 1, 5, 8, 11, 13, 15, 17 and 23 advised that they did not see much effort made by the JTC, nor much effect in the industry through the existence of the JTC.

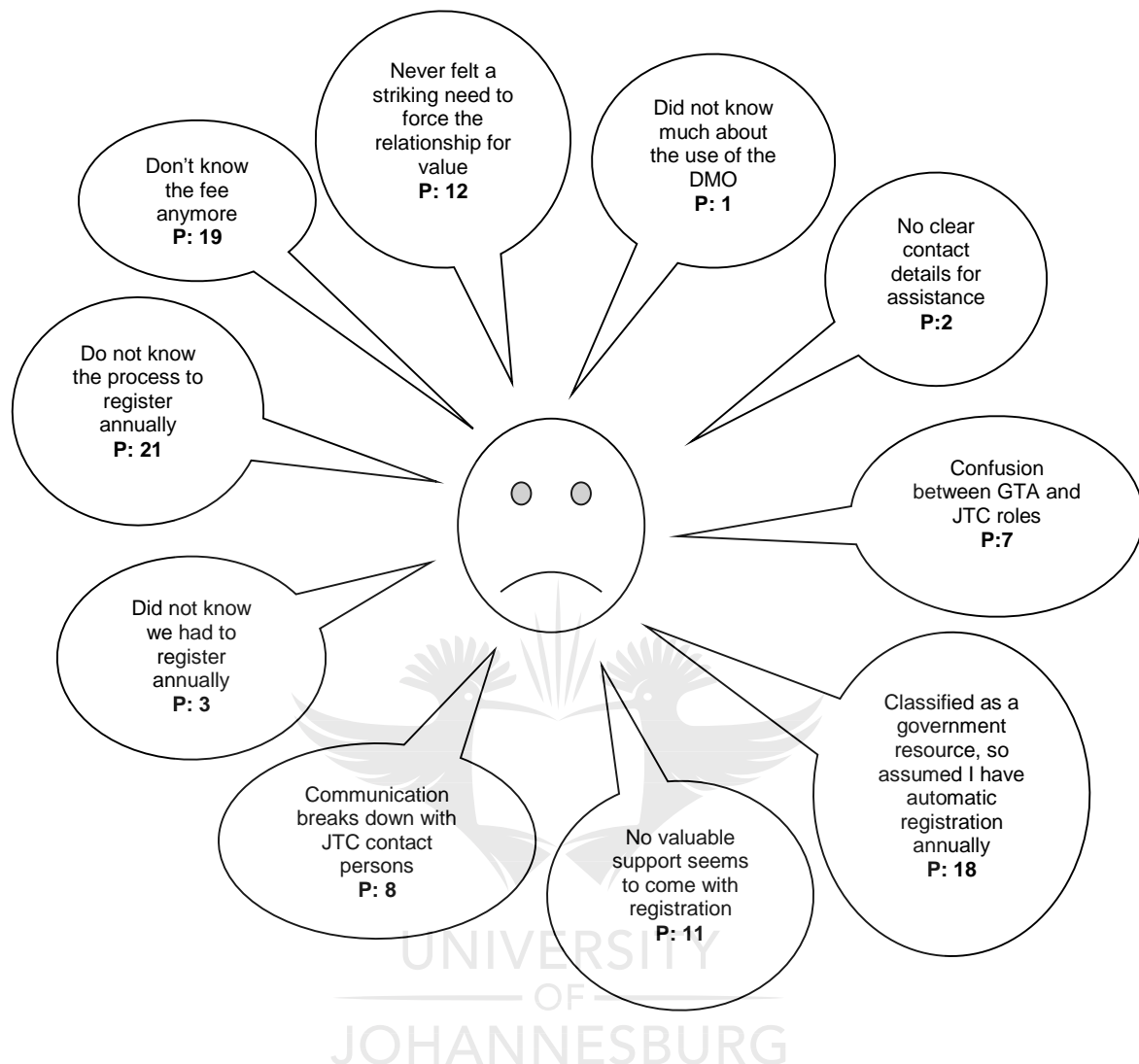


Figure 4.1: Non-registration reasons

Source: Researcher's own compilation (2017)

Figure 4.1 shows a variety of reasons given for participants not being registered. It was clear that the participants in Figure 4.1 did not feel there was value in being partnered with JTC, and often did not understand the role of JTC. Issues such as who to contact at JTC, how long a registration lasts, what the difference between the roles of JTC and GTA are, were all indicators of the confusion among participants about the linkage of their SMME with JTC.

4.4.3 Background of SMMEs' registration with JTC

As stated in Chapter 3, the research was designed to gather the perspectives of those who are currently registered with JTC and those who had been JTC members, but are no longer. The first, and perhaps critically important, finding that needs to be stated upfront was although the research was designed to gather several different SMME perspectives (accommodation, tour operator, attraction, and currently registered versus deregistered), the participants responses across showed surprising homogeneity in their perspectives of the JTC-SMME linkage process. This suggested that JTC had not varied the way it dealt with SMMEs over the period that these SMMEs have been members. This chapter goes onto highlight the challenges SMMEs indicated when working with JTC for marketing the destination, Johannesburg.

4.5 Stakeholders understanding of JTC's role in the city

Stakeholders have subjective or assumed perceptions of what the JTC's role is (see Figure 4.2). Eight out of 23 seemed confident in their understanding of this role of which only six (4, 9, 10, 15, 16 and 20) had somewhat successful contact with the JTC, albeit self-initiated, rather than JTC initiating contact. Each of these six felt strongly that gaining value from the relationship between their SMME and JTC required them to proactively drive or pursue JTC. Stakeholder views of JTC's role in adding value to their SMMEs are highlighted in Figure 4.2.



Figure 4.2: Stakeholder understanding of JTC role

Source: Researcher's own compilation (2017)

A causal cycle of the role of JTC, the DMO, was deduced from the participant views (Figure 4.3) to illustrate how the participants saw the actions of JTC. All participants felt that the overall purpose of JTC was branding and promoting the destination, Johannesburg. The participants did share many of the same sentiments around what role they thought JTC should be playing in the city. There was a consensus that JTC should be responsible for the branding and promotion of the city as a destination, and all the participants stated this as the main aspect.

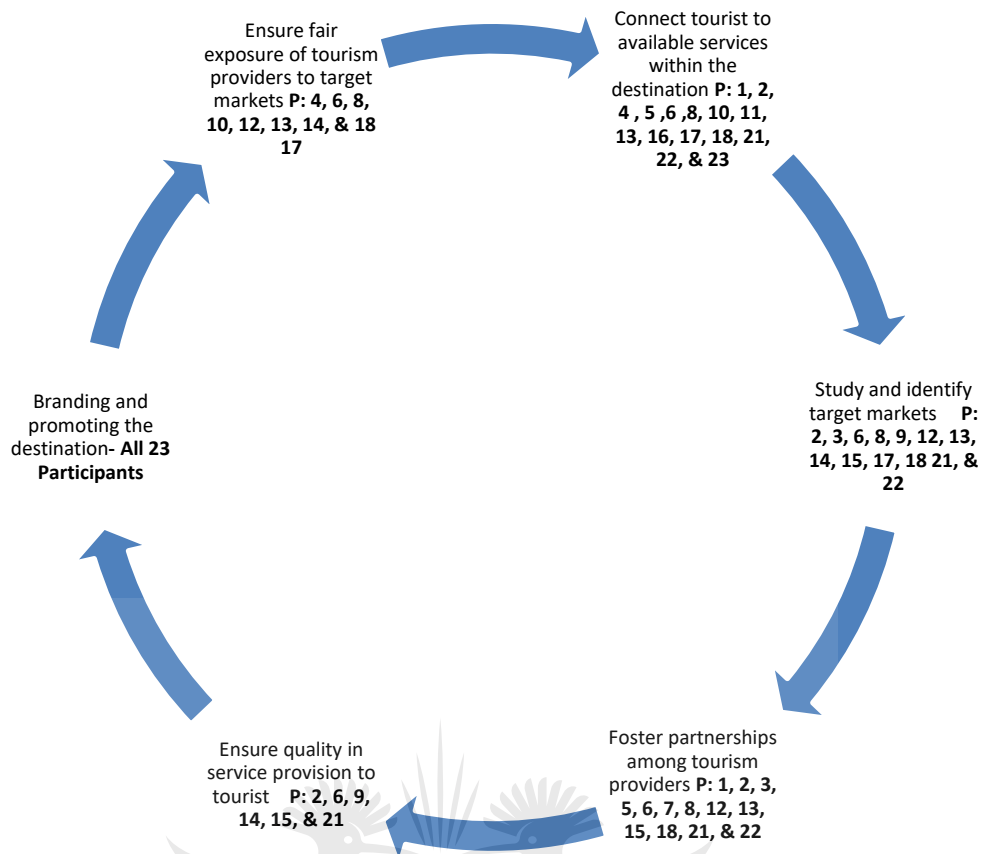


Figure 4.3: Causal cycle of DMO roles

Source: Researcher's own compilation (2017)

The participants indicated that the JTC should ensure the marketing and promotional activities create fair exposure of all the stakeholders operating within the city, in this way all the stakeholders would be connected to the targeted markets/visitors. However, SMMEs point out the importance of researching and continuously identifying target markets for the various offerings to ensure alignment during promotion. As seen in Figure 4.3, participants required JTC to foster partnerships among tourism providers and be responsible for connecting services and products for a more coordinated and cooperative industry. SMMEs noted that they too have a role to play for JTC to promote the destination successfully; they have to ensure they are providing service that is of good standard. The SMMEs felt that efforts by JTC to conduct SMME tourism business verifications was important in providing assurance among SMME stakeholders, and in so doing assuring overall quality in accommodation, attractions, and services for tourists.

4.5.1 Endorsement of JTC efforts and strategy

DMO marketing strategy was considered by several SMMEs as important to increase the number of visitors to a destination, which in turn is made attractive by all the different products and services available for tourist consumption. All 23 participants highlighted that what makes the city of Johannesburg a desirable destination to potential tourists was the unique offering of each of the destination's SMMEs. They felt that JTC needed to recognise this and be more inclusive of all of SMMEs in strategy planning and execution (Figure 4.4). They noted that JTC, as the local DMO, should lead and co-ordinate all the different marketing aspects that make the destination buyable by international and domestic visitors. However, SMMEs indicated concern in how JTC had fulfilled these obligations, querying whether JTC could provide the required leadership and co-ordinate SMME stakeholders. To date this had not been their experience. Most participants felt JTC had a long way to go in their effort to establish trust from stakeholders, and that JTC have the ability to create an authoritative positioning in the marketplace for Johannesburg.

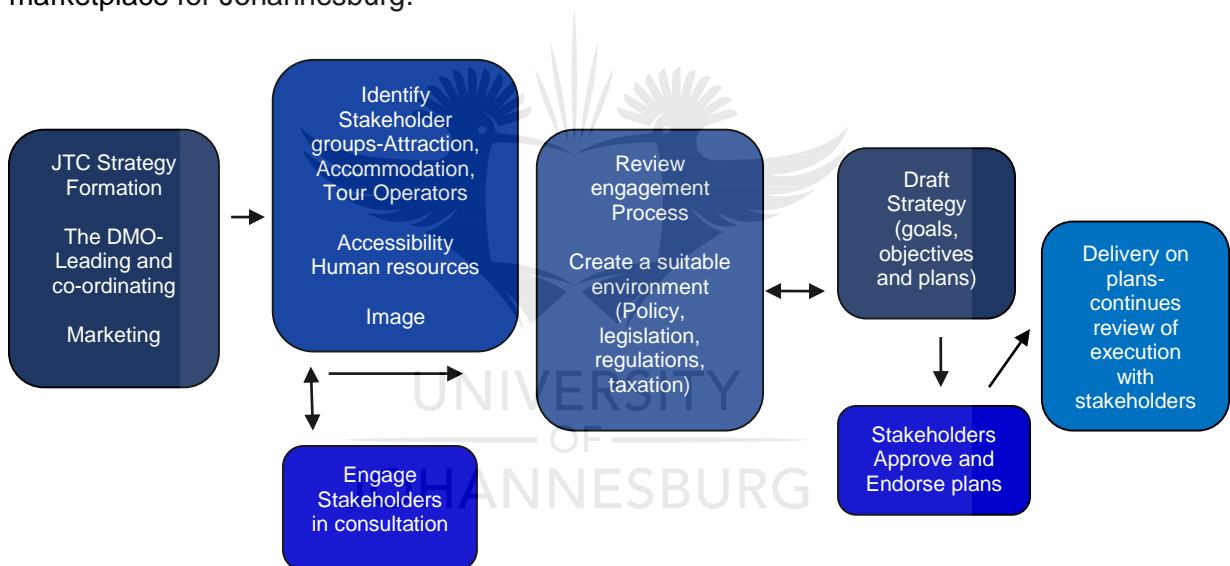


Figure 4.4: DMO-SMME strategy process

Source: Researcher's own compilation (2017)

After the first four interviews, where these views were reiterated, a DMO-SMME strategy process was drafted, as representation of a proposed value chain of DMO-SMME interaction on strategy development. This was shown to all other participants who were asked to comment and revise, until Figure 4.4 was established. Participants 2, 3, 6, 8, 9, 12, 13, 14, 15, 17, 18, 21, and 22 pointed out the importance of JTC conducting research about tourism stakeholders within the city and staying on top of new developments in the tourism industry and consequently strategy development. The participants noted that this research would enable JTC to lead and coordinate viable marketing strategies, identifying stakeholder and tourist

groups/sectors that they service. By consulting with SMME, stakeholders (Figure 4.4) about what they offer would enable JTC to get the specific attributes of each and tailor promotional messaging to attract/target specific markets. At the time of the interviews, the participants felt that this was not happening. JTC could develop strategic propositions that are assessed by consultation with all stakeholders over an ongoing period. The participants said it was important for JTC to be accountable to SMME stakeholders, and the process reflected in Figure 4.5 provides for such an opportunity.

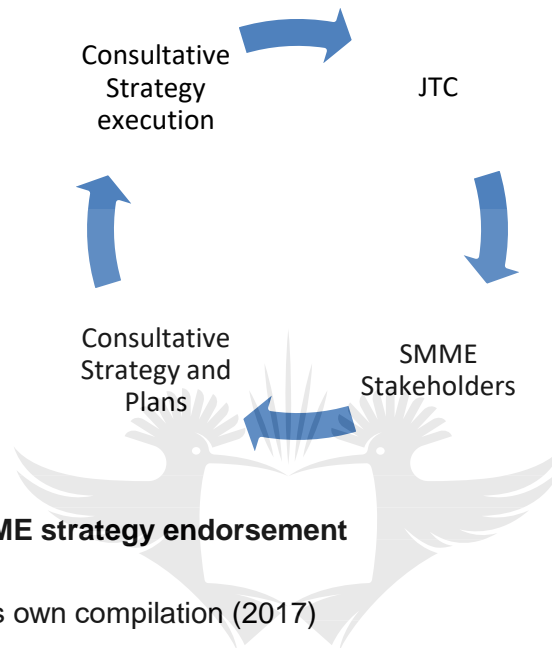


Figure 4.5: JTC-SMME strategy endorsement

Source: Researcher’s own compilation (2017)

As reflected in the process in Figure 4.5, for the stakeholders to endorse the JTC strategy, SMME participants believed JTC had to follow a consultative, auditable communication chain. Whereby, JTC communicates with SMME stakeholders prior to developing the strategy, plans with stakeholders in which markets they operate, and upon completion of the strategy execution, reviews achievements while simultaneously generating input on adaptations and changes for the next round of strategy.

SMME participants felt JTC should promote distinct products/services, constantly re-evaluate existing tourism offering promotions, and be more inclusive of new developments to allow for repositioning of the various offerings within the city. The participants believed this would support the city marketing through more comprehensive strategy planning, tourism management, sustainability of tourism, competitiveness, and increased new demand from tourists. Participants agreed that JTC should:

- Increase the city’s appeal and reputation (particularly with regards to crime) – according to all 23 participants;

- Increase the well-being of all stakeholders from both public and private representations in the JTC-SMME relationship – according to participants 1, 2, 3, 5, 6, 7, 8, 12, 13, 15, 18, 21, and 22. This supported Gilmore and Simmons (2007:193), that marketing management requires an integrated approach where all relevant parties, including public, private, and local community organisations can meet and agree on a management approach;
- Establish the destination vision with stakeholders – according to participants 2, 3, 6, 8, 9, 12, 13, 14, 15, 17, 18, 21 and 22;
- Establish clear internal designation of responsibilities and the appropriate operating structures within their staff. SMMES did not know who to contact specifically about various aspects of marketing (e-marketing/ print marketing etc.) – according to participants 1, 4, 5, 8, 11, 13 and 14;
- Be more transparent and take responsibility for engaging local stakeholders' interests – according to participants 4, 6, 8, 10, 12, 13, 14, 17 and 18. This supported Rodríguez-Díaz and Espino-Rodríguez (2007:368) who defined a tourist destination as “an open system that determines an offer capable of attracting tourists when combined as a whole”, therefore managing and marketing the destination cannot run separately from inclusion of industry stakeholders.

As defined by Rodríguez-Díaz and Espino-Rodríguez (2007:368), the tourism destination is a relational activity and both the destination (the geographic area, DMO) and stakeholders (attractions, operator's accommodation, and tour operators) need to coexist for the industry to grow and be sustainable. The participants agreed with this statement and were willing to participate in achieving this goal. In section 2.4.1, academic literature on tourism stakeholder relations and partnerships, and inference from SMME participants, evidenced that successful stakeholder management had the potential to lead JTC to be strategically competitive through the development of inimitable relationships (Hillman & Keim, 2001:127). In section 2.5, the discussion of the role of DMO organisations, researchers like Wang and Xiang (2007:84) said that building partnerships and networks is not only viable, but also an indispensable tool for organisations to improve their competence.

4.5.2 SMME' perceptions of JTC's strategy achievement

This section deals with SMME participants' satisfaction with JTC's achievement of strategy and stated objectives. Figure 4.6 indicates that SMME participants were overwhelmingly negative on this issue (all 23 participants). The participants' statements (Figure 4.6) were contrary to academic research that emphasised that DMOs should assist existing tourism

clusters and increase tourism growth through building extensive private-public partnerships, developing marketing strategies, and creating visitor information centres for inbound tourists (Stange et al., 2013:68).

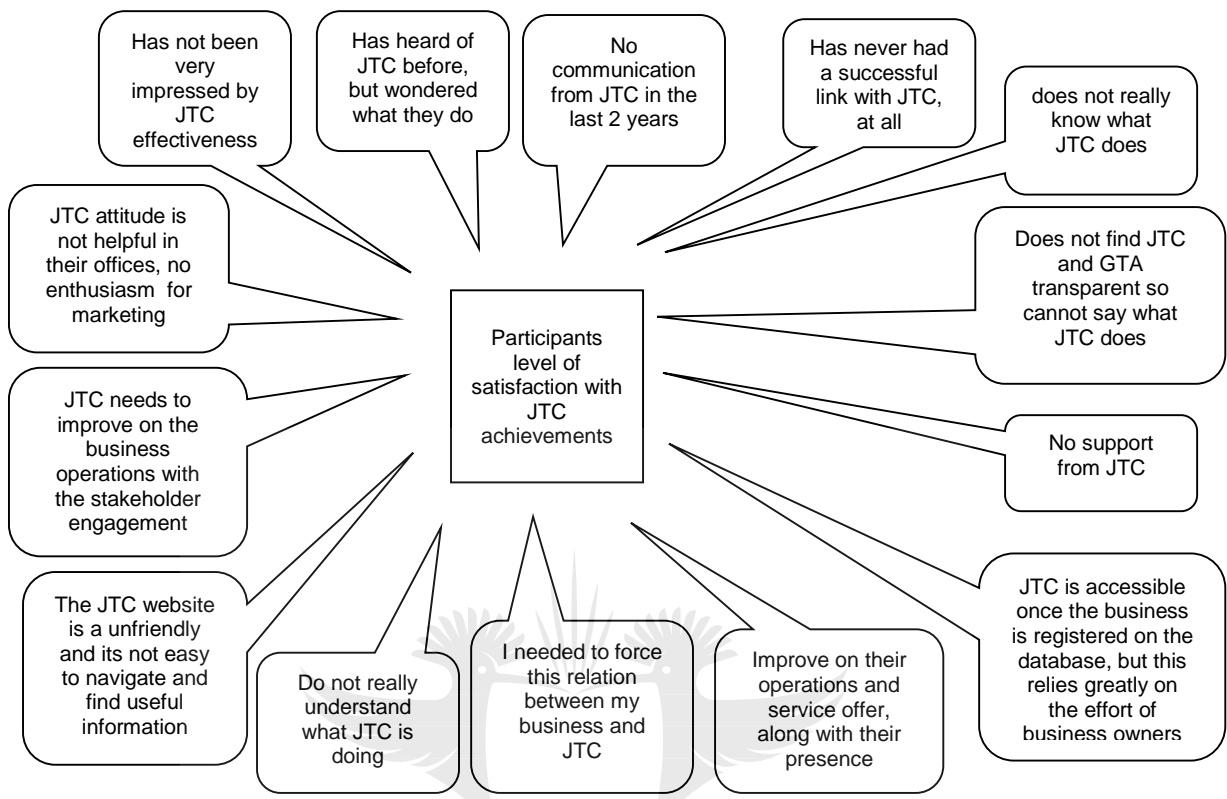


Figure 4.6: SMME stakeholder level of satisfaction with JTC

Source: Researcher's own compilation (2017)

Other academic authors emphasised that “successful tourism partnerships have been said to require different skills at each stage of the developmental life cycle” (Selin & Chavez, 1995:854) to maximise value in the evolution of the destination’s competitiveness. This is because interpreting the dynamic and complex nature of tourism partnerships is a process in which different organisations interrelate with shared social, economic, and political powers (Selin & Chavez, 1995:854). This had seemingly not been implemented in Johannesburg, as indicated by the findings presented.

The way in which tourism stakeholders and their DMO promote and disseminate information for a tourist destination varies tremendously. Sometimes the destination is represented by multiple websites promulgated and linked by the tourist SMMEs themselves, with no interacting action from a DMO. This makes it imperative for SMMEs to understand the JTC strategy and marketing plan to ensure that independent efforts are in-tune with achieving the same goals and objectives. The value to be attained through stakeholder marketing co-ordination is extremely high. One of the weaknesses identified by the strategy on Johannesburg's strategy

development value chain (Figure 4.4), was a lack of such co-ordination. Yet co-ordination is a stated purpose of JTC is marketing strategy as drawn from their public documents, “Co-ordination is a function of information, access and logistics and as an overarching characteristic of a complex value chain, it makes sense that the Council provide this particular role” (COJ, 2014:13). Pillar three of the JTC strategy noted that every activity in the value chain be commercially viable and include internal marketing; according to this pillar there was no reason why JTC cannot facilitate increased SMME inclusion in the development of promotion of tourism, in line with its strategy.

The question that arose after interviewing SMMEs was how this could be achieved as long as the JTC strategy is not formed or executed in conjunction with stakeholders. Tourism researchers, Turban et al., (2004:322) suggested the creation of a tourism information gateway using the internet, and to be labelled as a tourist portal. Such a portal could be an example of collaboration between various tourist stakeholders and the DMO of a destination. The portal would allow for the exchange of business intelligence and information relating to a specific tourist destination (in this research the city of Johannesburg) by providing a single point of content management for the available information. These researchers’ recommendation is of value to consider when developing the JTC-SMME strategy going forward.

4.6 Discussion of findings according to themes

4.6.1 Theme 1 – Tourism businesses and the destination should co-exist to be successful

According to the tour-operators, in service to tourists, accommodation, and attractions, when asked about their satisfaction with JTC communication efforts/input, they advised that JTC should establish better channels of communication to co-exist. JTC communication with the participant stakeholders was deemed rare, despite both these groups being reliant on the same local resources and markets to operate successfully. The respondents indicated that they had no regular contact with JTC, which reaffirmed a need for JTC to communicate more widely with the SMME community in general.

Nonetheless, both JTC participants and SMME participants maintained that they were willing to cooperate and communicate with each other if possible. SMMEs indicated that they would like to depend on JTC marketing and thus JTC should be more accessible for support and more transparent on what methods of promotion and inclusive marketing JTC undertake to represent all products and services.

Both JTC and SMME participants agreed that their joint efforts could lead to enhanced economic activity and profits in the Johannesburg local community. However, despite this, the findings suggested that neither JTC nor the SMMEs had fully acknowledged the interdependence between them, nor had they exploited this interdependence as articulated in reviewed literature. Due to a lack of formal channels of communication with JTC, the SMME leaders expressed a wish for better communication within the industry, excluding the JTC. They did not see it as important to persist in communicating or collaborating with the public sector (JTC) based on their experiences to-date. They maintained that they were open to collaboration, but underlined that they would only do it for as long as there was a clear benefit for their business. Ford (2011:696) said that it was critical to identify the tourism stakeholders involved in a destination marketing process and managing these stakeholders requires continual awareness and inter-organisational sensing by a DMO.

4.6.2 Theme 2 – The perceived role of the DMO

According to SMMEs, there ought to be an improved centralisation of JTC authority to decide what to market and by whom, for all tourism providers and government marketing bodies operating in the destination's tourism industry. However, SMME stakeholders indicated in this research that there seemed to be operational limitations to the extent of participation by JTC with SMMEs. While waiting for JTC marketing assistance/support, registered and deregistered SMME participants said that the lack of a clear definition of the role of JTC caused them to lose motivation and interest in being involved with JTC. There seemed to be mistrust between tourism businesses and JTC, with the SMME stakeholders indicating that this was due to the lack of visible value generated by interacting with JTC. SMMEs suggested that this relationship was unrealistic, with JTC's marketing interventions with SMME tourism business virtually non-existent. Moreover, initiatives established by JTC did not reach most of the SMMEs, and those SMMEs that JTC initiatives do reach, only access the latter by persistently following up with JTC.

Participants indicated that they wish to see JTC forming long-term relationships with SMMEs. SMMEs stated that they want partnerships that encouraged business growth through an open consultative system, because this enabled all interest groups to participate in marketing strategy development, and provided input/feedback that could improve and direct the destination's tourism industry. SMMEs indicated that they would support the use of sectoral non-government bodies and/or associations who are experts in marketing distribution chains, rather than trying to reach each tourist type by themselves. SMMEs also advised that strategy development by the DMO ensured that the DMO researches important global and national industry information for critical developments.

4.6.3 Theme 3 – The value of a collaborative relationship between SMME and DMO

Both SMME and JTC participant groups agreed that increased active involvement of stakeholders in collaborative tourism marketing activities and decisions undertaken by the JTC would have a positive impact on attaining the strategic objectives set by the city for tourism.

The study revealed that three SMMEs claimed to be involved in an organisation or committee, which represented their marketing interest for their respective sectors, outside of the efforts of JTC. This provided a method of marketing without the JTC; however, these three and other SMME participants felt that there was a role for further development of collaborative relationships with such organisations to ensure future JTC strategy contributions in terms of supplying information, greater consultation on decisions, or decision-making.

The study further disclosed that 20 of the SMME participants believed that as local businesses they should be consulted on matters relating to new developments through their DMO (routes, transport nodes, etc.), not only marketing strategies and target market studies as such, but also developments in Johannesburg that might directly affect their futures. A wider infrastructure developmental collaboration could evolve. The participants felt that they could contribute positively to such consultative processes. These findings indicated that the majority of the private sector was willing to participate on issues that involved the future of tourism in the city using JTC to voice their opinions.

4.6.4 Theme 4 – The value of the DMO contract for the SMME

The stakeholders' perception noted that all stakeholders have rights to claim and demand support from JTC contracts/linkages. SMME participants stated that opportunities with JTC need to be widely distributed. They pointed out the need for government, through JTC, to monitor private tourism businesses and ensure they provide the quality of products and services that tourists expect. Recommendations from SMME participants to strengthen JTC-SMME relationships included developing strategic plans for the implementation of SMME entrepreneurship programmes (programmes to show SMMEs how to exploit their business attributes) by facilitating workshops, meetings, and dialogues between tourism stakeholders in an interactive and progressive manner. They recommended that JTC consider the all stakeholder views and interests in the long-term by studying and cultivating the knowledge and insights of stakeholders.

However, participants noted that there is yet to be a constructive methodology on how JTC can go about fostering a successful DMO contract with each SMME. First, how would JTC use their DMO authority to identify and persuade stakeholders to participate; second, how would

JTC take into account the varied stakeholder marketing needs through consultative strategic communication instead of implementing a generic form as happens at present. Finally, which specific roles can JTC play to organise collaboration effectively with the tourism community.

4.6.5 Theme 5 – The value of the relationship between DMO and SMMEs to the destination

These findings suggested that this theme be achieved by involving the local SMME sector in tourism activities. The study indicated that most of the participants provided an opportunity to grow the tourism industry, some formally through their strategic business operations and creation of jobs, others casually through meeting and interacting with tourists. Many SMME participants in this research claimed that they had managed to secure tourist demand independently of JTC. Therefore, they had established important links to visitors interested in Johannesburg as a tourism destination. The academic data reviewed in Chapters 1 and 2 demonstrated that tourism businesses and employment opportunities come from national strategy as was experienced during the 2010 FIFA World Cup. In terms of involving the local SMME community in business and job opportunities on a day-to-day basis, this study revealed that these SMME participants felt that there were limited investment incentives or financial support offered.

The extent to which stakeholders collaborated was evidently a gap, with regard to SMMEs and their DMO, as little joint decision-making was evident to these participants. The minority of participants indicated that they have had some influence in city tourism project decisions, but they further elaborated that their contribution was not significant for the industry at large.

The aim of stakeholder collaboration was to build consensus among all industry stakeholders, but registered SMME stakeholders indicated that JTC had held no specific meetings/workshops and intimated that this was because of time and resource constraints. This resulted in challenges with motivation for JTC SMME stakeholders. The majority of the SMME participants felt JTC was slow to act because JTC officials seldom have the authority to make decisions and thus maintaining enthusiasm and interest from business owners in a slow moving process was a challenge

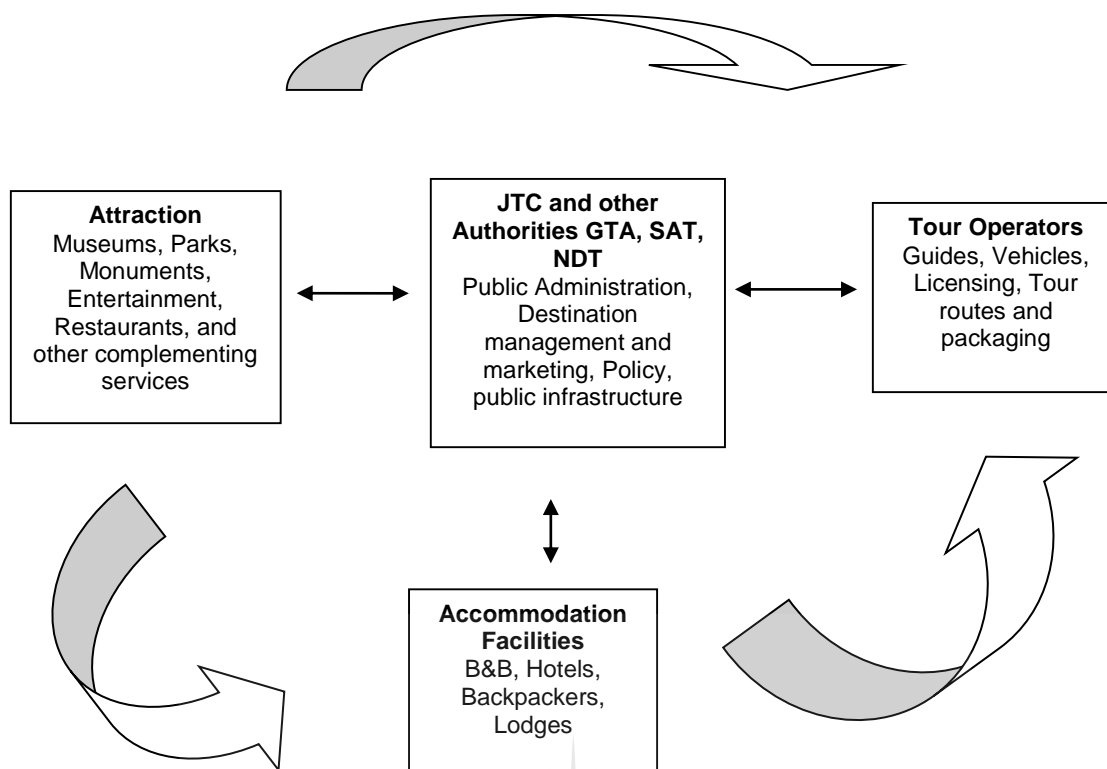


Figure 4.7: Stakeholder networks

Source: Researcher's own compilation (2017)

Destination management research suggests that through cooperative planning and organisational activities, the effectiveness of these interactions can be improved to the benefit of individual stakeholders through addressing DMO governance structures (Pechlaner et al., 2010:51). Participants agreed that JTC should be considered as the business lead in the linkage between DMO and all SMME groups as they are “in control of certain abilities and resources, the most important being the organising capability” (Prekert, 2013:22).

4.7 Coding

The primary data from SMME interviews was interpreted by comparison of the primary data (audio interviews transcribed to Microsoft Word™ documents) with links in the literature reviewed (Chapters 1 and 2) using the five themes (Section 3.4.5). All 23 SMME interviews were viewed as one data source for this coding.

Table 4.5 provides the coding of the SMME responses. The first column provides the five themes. The second column (literature reference) indicates the section in Chapters 1 and 2 that defined the theme. The third column (axial coding) shows the key words associated with each theme and (in parenthesis) the number of times these words or similar was mentioned.

The fourth column contains excerpts from interviews (open coding) that gave rise to the key words stated in the axial coding.

The axial coding provided some very interesting ideas for consideration as variables to be considered when wanting to influence the quality of JTC-SMME relationships with regard to both inputs and outputs.

4.7.1 Influences for theme 1

Tourism businesses and the destination should co-exist to be successful:

- The ability to increase tourist demand for the destination;
- Pride in the destination and SMME offerings;
- Partnership between destination stakeholders; and
- Service excellence in destination offerings.

4.7.2 Influences for theme 2

The role of the DMO (JTC):

- Use of electronic marketing;
- Use of social media marketing;
- Extensive support for SMMEs by DMO;
- SMME development by DMO; and
- Easy access to membership of a DMO.

4.7.3 Influences for theme 3

The value of a collaborative relationship between SMME and DMO:

- The visibility of the destination created by the DMO-SMME linkage; and
- The cooperation and collaboration demonstrated by the DMO with stakeholders.

4.7.4 Influences for theme 4

The value of the DMO contract for SMMEs:

- There must be a feeling of continuous support of the DMO-SMME relationship;
- Aspects that lead to lack of consistency in the communication between the DMO and SMMEs must be minimised; and

- Coordination must be maximised between SMMEs and DMO.

4.7.5 Influences for theme 5

The value of the relationship between DMO and SMMEs to the destination:

- For the destination to gain value from the DMO-SMME relationship there must be interest for this from both SMMEs and DMO;
- There must be ways to influence the success of stakeholder DMO relationships within the destination;
- There must be a clear understanding of the strategy and goals wanted by all stakeholders for the destination.

Table 4.5: Coding table of SMME responses

Theme	Literature reference	Axial coding	Coding used to analyse the theme
Tourism businesses and the destination should co-exist to be successful	Based on Section 2.2 of the literature review	Pride (23) Service excellence (23) Partnership (17) Increased demand (23)	<ul style="list-style-type: none"> – Coexist to generate successful and sustainable tourism – What success means for a DMO, stakeholders and for a destination at large – Strategic objectives of all stakeholders – Differentiate themselves to assert their unique and distinctive characteristics
The role of the DMO	Based on Section 2.4 and 2.5 of the literature review	Electronic marketing (20) Social media marketing (19) Extensive support (3) Development (4) Memberships (20)	<ul style="list-style-type: none"> – The basic processes of the tourism supply chain are logistics, marketing, and the provision of the tourist service – Management process incorporates the perspective/views of inter-organisational domains/stakeholders – Provision of the tourist service support – Establishment of SMMEs to develop tourism activities – Building partnerships and networks is a viable – Tool for organisations to improve stakeholder competence

Theme	Literature reference	Axial coding	Coding used to analyse the theme
The value of a collaborative relationship between SMME and DMO	Based on Section 2.8 of the literature review	Visibility (12) Cooperation (21) Collaboration (19)	<ul style="list-style-type: none"> - Public/private linkages that create a diverse and highly fragmented supply structure - Shared decision-making, the process thereof - A cooperation approach on strategic choice - Collaborative tourism marketing practice - 'Bonding' and 'bridging' activities - Joint promotion campaigns, participating in co-op programs for trade shows and advertising, organising familiarisation tours to travel agents and tour operators, information and market intelligence sharing, and contributing to destination events - Activities necessary to implement the marketing plan and the communication message
The value of the DMO contract for the SMME	Based on Section 2.9 of the literature review	Continuous (2) Lack of consistency (16) Coordination (3)	<ul style="list-style-type: none"> - Determine the frequency and purpose of their contracts with the key stakeholder organisations - Establish a structure and cohesiveness between elements of destinations
The value of the relationship between DMO and SMMEs to the destination	Based on Section 2.9 of the literature review	Interest (22) Influence (18) Understanding (6)	<ul style="list-style-type: none"> - Examine the relationship between destination growth and destination marketing - Brand and stakeholder cooperation - Factors that influence membership in a voluntary state (fees, communicated benefits, etc.) - DMO's role in coordinating marketing activities and developing desired image of the destination - Internet marketing strategies and tactics - How electronic distribution can be utilised by DMOs for marketing initiatives (e.g. film making) - Social and economic development of a tourism destination - Strategies to reinforce stakeholder alignment in order to provide collaboration - Inter-organisational networks within destinations - Satisfaction and effective attributes result from DMO

Source: Researcher's own compilation (2017)

4.8 Discussion of findings

In light of the SMME participants' findings and the research themes, the situational context of JTC-SMME was not unusual. Tourism is a powerful economic force that is complex in nature and often managed by fragmented networks, even within authoritative bodies. Peric et al., (2014:275) suggested that tourism has been the subject of extensive multidisciplinary research and findings seem to support that it requires a functional approach that motivates all stakeholders. Stakeholders are affected collectively in the way a destination is marketed and therefore the tourism system should be managed collectively

4.8.1 Authority networks

JTC is linked to various organisations through national, regional and local associations, but this network is not clearly defined or traceable in its impact. Destination stakeholders include public sector or government (DMOs), residents, the tourism industry sector, and other groups, such as associations, which may influence and determine the management and marketing of the destination. These groups develop dynamic relations and aim to cooperate and collaborate rather than compete (Goeldner & Ritchie, 2004, cited in Kavoura & Katsoni, 2013:114); a similar structure constitutes Johannesburg. Clarkson (1995:106) defined primary stakeholders as those who cannot survive without continuing participation of the corporation such as JTC. They also defined secondary stakeholders as the ones who influence or affect, or rather are influenced or affected by corporations such as JTC, but are not engaged in transactions with the corporation, and neither one is essential for the survival of the other (Clarkson, 1995:107). The research participants were therefore indirectly the secondary stakeholders. Mish and Scammon (2010:13) argue that "recognition of all stakeholders as primary is a key aspect of stakeholder marketing".

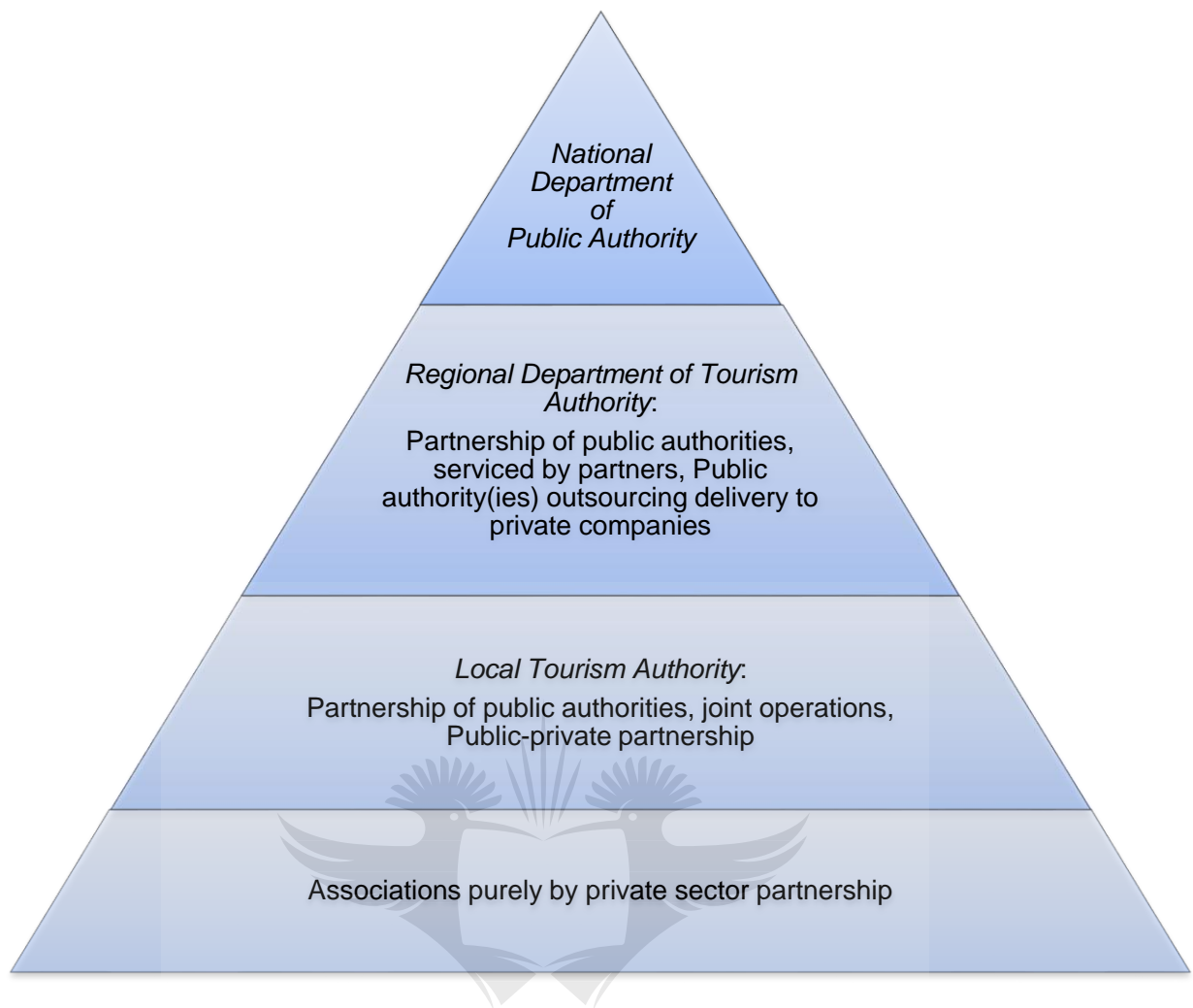


Figure 4.8: Destination authority networks

Source: Researcher's own compilation (2017)

Promotion has to go beyond following public sector boundaries and needs to extend across all sectors and stakeholders to represent the region or destinations, although each authority level may be responsible for their own marketing/activities, this should be linked and filter through to the private sector at local (ground) level. The delivery on the ground ensures quality of all the elements of the visitor's experience once they arrive at the destination.

The 'authority networks' in which JTC operate appear to be organised within public sector boundaries following regional, provincial, or national levels. However, the study showed that the destination needs to be managed across political or administrative boundaries that are inclusive of the private sector and its changes. The destination has to constantly be re-evaluated to establish its unique attraction or factors and not be bracketed within certain themes or markets. The responsibility of managing the delivery of the tourist's experience is dependent on all contributors, including the private sector.

4.8.2 Methods of communication

After stakeholders have been identified, analysed, and prioritised, DMO management should develop and employ appropriate strategies to guide interactions with stakeholders (Sheenan et al., 2007:65). The participants indicated that the nature of their business (accommodation, tour operators, and attractions) did not allow for a lot of free time for workshops and meetings and advised that electronic communication is usually the best form of distributing information. This is primarily because the information can be reviewed at the business owners' discretion and at a time convenient to them. Furthermore, the structure of the message should get to the point quickly, and highlight its relevance and importance.

Bornhorst et al. (2010:580) examined types of persuasion tools used in destination marketing to evaluate the effectiveness of destination marketing and found that the DMO needs to consider the marketing function it performs, and the goals it wants to achieve for the destination. Gretzel et al. (2000:151) identified effective strategies for tourism advertising on the Internet; they argued that DMOs should shift strategies and tactics continuously in order to succeed as the technology changes. Bornhorst et al. (2010:580) highlighted that electronic distribution can be utilised by DMOs for marketing initiatives to increase marketing reach. Research participants advised that JTC needs to re-create its website to be more navigable user-friendly, and informative.

4.9 Conclusion

This chapter provides feedback on findings extracted from the interviews that were conducted, and holds rich content that can and should be considered during collaborative procedures between JTC and all its relevant stakeholders. In the next chapter, conclusions are drawn and managerial recommendations presented.

Chapter 5

Conclusions and Recommendations

5.1 Introduction

This chapter argues that the objectives this study set out to achieve, have been reached. Conclusions presented are drawn from the findings and managerial recommendations are made from these conclusions for JTC and the relevant SMME stakeholders to form better collaborations in future operations.

5.2 Research objectives

The focus of the research was on the three SMME tourism sectors, accommodation, tour operators, and attractions, which sought to understand the implications of the DMO-SMME relationship. This research strategy adopted involved answering the following research questions:

- i. *What marketing opportunities are provided by JTC to product and service owners of the city?* Chapter 3 argued for the design of the research that underpinned the attainment of the secondary research objective; to design a research instrument that allowed the exploration of theoretical themes related to challenges and benefits in this DMO-SMME relationship.
- ii. *How do SMMEs perceive the influence of JTC on the success of their business?* Chapters 4 and 5 describe the perceptions of research participants attaining the secondary research objective - To analyse the research findings in light of the reviewed literature and draw conclusions about the relationship of the JTC and tourism SMMEs.
- iii. *Does the DMO-SMME collaboration act to differentiate and strengthen the destination image?* Chapter 2 helped to establish the five themes that aid the building of successful DMO-SMME relationships. This is argued as attaining the secondary research objective; to review existing literature relevant to identifying themes and concepts typically associated with the DMO-SMME relationship.

The attainment of the secondary research objectives infers that the primary objective – To identify and examine the benefits and challenges in the relationship of destination tourism businesses with JTC as the DMO – has been accomplished.

5.3 Conclusions and recommendations

Some of the clearest aspects that this research data indicated as critical to the process of DMO-SMME collaboration were:

- Tourism stakeholders in Johannesburg are interdependent, while operating independently;
- Solutions are urgently needed to address those differences that emerged from the research constructively;
- There is a need for joint ownership of decisions involved in making tourism ventures successful, from both JTC and business stakeholders;
- Tourism stakeholders want to assume collective responsibility for the future of the destination;
- Collaboration has to become an emergent process and partnerships are to be made a regular practice; and
- It is JTC's responsibility to outline some agreed regulations/processes that can address common issues to achieve greater collaboration with the private sector.

To this end, the following conclusions and managerial recommendations drawn on these conclusions are presented.

5.3.1 Conclusion 1

The role that JTC plays in supporting tourism SMMEs and attaining the GGP tourism vision of establishing the Johannesburg destination was not clear to SMME stakeholders. JTC runs internal marketing activities, which are said to promote product and service providers, yet the SMME stakeholders were not aware or familiar with many of these activities. SMMEs participants generally felt that JTC did not have any particular influence on their business, and all indicated that they were confused as to the mandate of JTC in dealing with SMMEs. These points to an obvious gap in communication between the two entities. (See section 4.3.1, 4.3.2, 4.3.3, 4.4.2, 4.5, 4.6.2, and 4.7.2 from which this conclusion is derived).

Recommendation 1:

Tourism communities comprise groups of stakeholders, which include government agencies, business owners, residents, and tourists. While not all participants agree on how tourism destinations should be managed or marketed, most stakeholders agree that more can be achieved through collaborative efforts. The first recommendation is that JTC and SMMEs hold urgent workshops of how best to develop the relationships between JTC and SMMEs in terms of adding value to the SMMEs' marketing campaigns. In these workshops, the manner in which JTC communicates future possible promotions for the SMMEs needs to be addressed.

5.3.2 Conclusion 2

While JTC and the SMMEs realise the value of collaboration between them, what is less clear is how a more *effective* collaboration can be achieved. Several secondary research studies covered in the literature review suggested adopting partnership and/or collaborative approaches to destination management/marketing on the basis that this can enhance mutual understanding and benefits for all stakeholders, which can be expected to lead to better outcomes for the city generally.

The results from the study indicated that stakeholder collaboration could contribute to principles of further tourism development by having several stakeholders involved in tourism marketing planning and strategy formulation. (See section 4.3.3, 4.3.4, 4.5.1, 4.6.1, 4.6.3, 4.6.4, 4.6.4, 4.7.3, 4.7.5 and 4.8.2 from which this conclusion is derived).

Recommendation 2:

Stakeholders could form a resource information base to help develop and implement strategies that improve the capability of Johannesburg to compete successfully with other destinations. Just as advised in the literature review by Sheenan et al. (2007:65) JTC should collaborate with stakeholders to draw on their internal repositories of tourism experience and knowledge. Stakeholders can be unique assets for reaching various markets, with the ability to provide insight, detailed information and support. Once successful marketing stakeholder strategies have been identified, JTC can prioritise them in terms of strategic objectives for JTC-SMME relationships, and a future guide for effective marketing interactions.

5.3.3 Conclusion 3

There was consensus from SMMEs in this research that Johannesburg can be better managed through stakeholder collaboration. However, there is, a need for in-depth research to examine and identify factors that are critical to generating effective tourism collaboration. It is important to gain insights on possible roles that tourism stakeholders from the public, private, and local community sectors can play to influence the nature of tourism stakeholder collaboration. These include motives for joining a collaboration and insights into how collaborations should be executed, and which methods foster and/or hinder effective tourism stakeholder collaboration, especially member satisfaction. The study participants agreed that government (as represented by JTC and GTA) has a major role to play taking a dominant lead role in tourism destination planning, development and marketing. However, associated with the public sector's lead role, this study highlighted a degree of confusion, even dissatisfaction, with JTC's current destination marketing role because of lack of continuity of communications and activities. (See section 4.3.2, 4.3.3, 4.3.4, 4.5.2, 4.6.3, 4.6.4, 4.7.4 and 4.8.1 from which this conclusion is derived).

Recommendation 3:

Participants recognised the potential for improved tourism in the city and the positive impact that could arise from participating in tourism collaborations. The recommendation is for JTC to further highlight and communicate motives and benefits for stakeholders to join a collaboration.

JTC must create opportunities for tourism stakeholders to interact effectively and spread the benefits of government interventions to all tourism businesses in the city. They ought to take the lead in strengthening stakeholder relationships through engagement. They can help to produce collaborative, collective learning and actions that will enhance the implementation of tourism marketing activities and promote tourism growth. Some of the areas to which stakeholders could add value include use of the destination resources, their views on other stakeholders' use of the resource, the positioning of the destination, generation of tourist interest, influence on activities tourists partake in, interrelations, networks, and other characteristics of stakeholders.

The stakeholder's key expectations of JTC are recommended to include:

- Inclusive destination promotion;
- Marketing activities that drive business, ensuring development of SMME viability and continuity of business once established; and

- Unbiased information sharing (distributed support).

5.4 Recommendations for future research

This research did not review the perceptions of many of the wide variety of businesses involved in producing products and services for the tourism industry. It would be advisable to conduct similar research on a variety of other Johannesburg tourism businesses to find support for the recommendations made.

The research was limited to a single destination, Johannesburg. It is recommended that the same types of SMMEs be interviewed in Tshwane, which has a government DMO-SMME relationship within the same region/province as this study (Gauteng). Tshwane should be implementing the same government provincial strategy as that which dictates the actions of JTC. Such a study could provide a further reference to how successfully the provincial strategy is being applied.

5.5 Conclusion

The results of this study supported the literature in that stakeholder collaboration has the potential to lead useful dialogue, negotiations, and the building of mutually acceptable proposals about how tourism should be marketed and grown. The region of Gauteng is influenced by a national strategy that filters down to the province via city destinations, such as Johannesburg. DMOs, such as JTC, are responsible to the South African tourism business for national strategy at a destination level. More research is necessary to determine the levels at which these interactions take place within tourism partnerships, as little is known about how the objectives, processes, and outcomes of collaborative alliances are shaped by the nature of their participants.

Around the world, public-private partnerships are increasingly being adopted as new mechanisms for developing, marketing, and promoting tourism (Cockerell, 1997). One of the reasons for this is that tourism businesses have access to resources, including employees, customers, suppliers, and investors, which also affect a tourism business's industry. These stakeholders form the social and political environment in which tourism can flourish.

Implications for tourism sectors include practical considerations to provide more opportunity for the collaborative private and local community voice, together with an emphasis on communication issues.

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Appendix A: Interview request mail to JTC

RE: Meeting Request: Research Study - Google Chrome

Secure | <https://outlook.live.com/owa/projection.aspx>

Reply | Delete | Junk | ...

From: Thina Litshani [mailto:litshanitp@hotmail.com]
Sent: 25 August 2016 12:31 PM
To: Rendani Khorommbi
Subject: FW: Meeting Request: Research Study
Importance: High

Good Afternoon Mr. Khor,

I trust this mail finds you well.

I know it has been a while since I made contact with relation to the research study on Joburg Tourism, we were still building the academic background leading to the designs of all the questions necessary to gain insight on the topic in question.

I would like to come in next week, and conduct the interview with the relevant staff members: You will have to make direct arrangements with relevant staff.

- 1X Tourism Development – Xolile/Nomvula
- 1X VSB Manager - Rendani
- 1X IT – Kirsten/Phumzile
- 1X Marketing Manager – Lumka

I can set the times directly with the recommended candidates as per the list. But thought it is best that I give Mme Petsana an introduction to the research and get her consent to spend sometime with these members of staff. I do not think it's necessary to engage Ms Petsana. Staff availability will be the discretion of each interviewee.

I sent mail below and visited the JTC office this week but she was not available. Can you kindly assist to bring this to her attention? I could come in Thursday the 1st September and Friday the 2nd to conduct the interview, which should be about 30 minutes each. It seems you still want to interview Ms Petsana as per the below? I am not sure if this is a high necessity but if you strongly believe it will add meat to your academic work, please liaise with Becky/Thabelo with regards to her availability.

I look forward to your response.

Appendix B: Letter of consent from JTC



a world class African city

City of Johannesburg
Department: Group Communication and Tourism

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Metro Centre
158 Civic Boulevard
Braamfontein

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2000

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Student: Thinamaano Litshani
Email: litshanitp@hotmail.com
University of Johannesburg
084 892 1744

Supervisor: Dr Peta Thomas
Email: pthomas@uj.ac.za
Department of tourism
Bunting Road Campus
University of Johannesburg
Tel: 011 559 1145

Reference: Request for research permission for my Master's thesis

Dear Ms. Thinamaano Priscilla Litshani

We have received your request for permission, to conduct your research study on Destination marketing: A regional perspective (Destination marketing by the City of Johannesburg Tourism Department: the challenges and benefits for tourism product owners) at the University of Johannesburg. Our understanding is that the study proposed is 'a strategic investigation to assess the internal and relational capabilities of the attributes of Johannesburg, the city, as tourism destination'. The study will investigate how small tourism business enterprises, such as Bed and Breakfast (B&B), tour operators, leisure attractions and various others, cooperate along with the local parastatal tourism authority to improve the destination's competitiveness as a tourist destination. With that understanding we will cooperate and be available to support the study with information that will provide best results.

This letter serves as an official correspondence to grant permission to Ms. Thinamaano Litshani to refer/liaise with Joburg Tourism as the focal point of the findings for the academic commitments under review.

Approved / Not Approved


.....
Nabintu Petsana
Director: Joburg Tourism
Tel: 011 407 5265
E-mail: Bintup@joburg.org.za

Date.. 08/07/2015

Appendix C: JTC Questionnaire

Local government management principles	
What are the beliefs, ideas and ethical principles that are pursued by Joburg Tourism Company?	What are the tourism management principles you have found appropriate for this destination?
How widely are these shared with the city tourism stakeholders?
Tourism roles and responsibilities	
What are the roles of responsibilities for tourism that we can and should address?	How widely are these shared?
Changing role of local government	
What are the roles that your local council has already accepted in relation to tourism management?	What are the tourism management principles appropriate for this destination?
How widely are these shared?
Drivers influencing local government tourism management approaches	
What are the events and issues happening outside this local government area that are affecting the way that council identifies and prioritises tourism issues?	What is the broad management philosophy of my council? How does it impact upon tourism management?
What external demands are being placed on council at the moment? From other levels of government? From the community? From business and industry interests?	What are the competing priorities on Council's agenda at the moment?

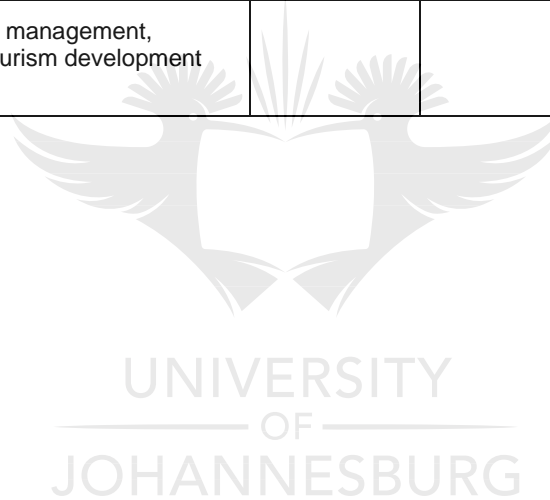
Fundamental Element	No	YES Level of Satisfaction		
		High	Medium	Low
Principle 1: SUSTAINABLE TOURISM STRATEGY				
Council has a documented tourism strategy				
If yes, the tourism strategy is no more than five years old				
If yes, the tourism strategy is reviewed at least annually				
The objectives of the tourism strategy address social, economic, cultural and environmental issues relating to tourism				
Tourism is addressed within council's strategic statement, corporate plan or equivalent				
Tourism objectives are consistent with council's strategic objectives				
There is clear coordination of tourism responsibilities within council				

Fundamental Element	No	YES Level of Satisfaction		
		High	Medium	Low
Principle 2: Good Governance				
Council has a set of measurable and measured tourism objectives				
The way these objectives are measured is clear and unambiguous				
Council has clear guidelines for public participation in tourism planning and decision making processes				
A range of stakeholders from business, community, NGOs, etc., participate in tourism planning and management processes				
There are identified reporting lines for tourism responsibilities				
Council has clear guidelines for outsourcing, purchasing and procurement of tourism services				

Fundamental Element	No	YES Level of Satisfaction		
		High	Medium	Low
Principle 3: POSITIVE CULTURES				
There is an industry assistance program for tourism businesses (help with gaining licenses and permits, business development services etc.)				
Networks of interested stakeholders are fostered and managed according to their strengths and weaknesses				
There is a shared sense of purpose and direction within the community of tourism stakeholders				
Council participates in external tourism forums				
Council works well with external tourism agencies				

Fundamental Element	No	YES Level of Satisfaction		
		High	Medium	Low
Principle 4: INFORMED AND RIGOROUS PLANNING				
There is useful data at different scales (e.g. local, regional) that informs council's tourism management approach				
Council contributes to a knowledge base of tourism research				
Relevant information and data is collected, collated and communicated to interested stakeholders				
Tourism planning and management is based on analysis of the situation and consideration of alternative courses of action				
Values and ideas embedded in council's tourism management approach are clearly articulated				

Fundamental Element	No	YES Level of Satisfaction		
		High	Medium	Low
Principle 5: CLARITY OF COUNCIL'S CONTRIBUTION				
Council has a clearly articulated statement about the nature and extent of its support for tourism				
Council supports tourism through in-kind contributions				
Council supports tourism through expertise, data collection and knowledge building				
Council supports tourism in a financial capacity				
Council effectively represents local interests at the regional level through its participation in regional organisations				
Council supports tourism management, tourism marketing and tourism development functions				



Appendix D: SMME Questionnaire

Dear Sir/Madam,

Thank you for accepting my invitation to participate in this study titled, Destination marketing: A regional perspective.

The provision of research excellence and a high quality report is important to getting good results. To assist us in assuring research viability please answer all question and honestly and detailed as possible. This survey examines the role and value of a collaborative relationship between Joburg City Tourism (JTC) and micro to small tourism businesses. The data will be collated, grouped, and analysed in such a way that the identity of respondents will not be known. Participation is anonymous in that people are not asked for their names or any identifying information.

Thank you for giving your time and effort to contribute to this study. Your input is highly appreciated. All your answers will be kept strictly confidential and anonymous. Your involvement should take approximately 45 minutes. However, the final decision about participation is yours.

Instructions: Kindly give your answers or comments in writing, or where indicated by selecting the extent to which you agree with the points as provided below each question.

Contact Person:.....

Position/Role:.....

Organisation/SMME:.....

Contact details:.....

Date of Entry:.....

Section A: Demographics

1. What is your gender?

Male	
Female	

2. What is your age?

Younger than 25		25-34		35-44		45-54		55 or older	
-----------------	--	-------	--	-------	--	-------	--	-------------	--

3. How many staff members do you have?

less than 5		5-9		9-19		20-29		30 or more	
-------------	--	-----	--	------	--	-------	--	------------	--

4. Which other Sector do you represent?

Tour Operator		Bed and Breakfast		Visitor Attraction	
---------------	--	-------------------	--	--------------------	--



Section B: Background

1. Johannesburg Tourism Membership					
1.1	<p>Are you registered with Johannesburg Tourism?</p> <table border="1" style="float: right; margin-left: 20px;"> <tr> <td style="width: 20px; height: 20px;">Yes</td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;">No</td> <td style="width: 20px; height: 20px;"></td> </tr> </table> <p>If yes, How long</p> <p>.....</p>	Yes		No	
Yes		No			
1.2	<p>If No, please provide the reseason</p> <p>.....</p> <p>.....</p> <p>.....</p>				
1.3	<p>Do you have an understanding of the role Johannesburg Tourism plays in the city?</p> <p>.....</p> <p>.....</p> <p>.....</p>				
1.4	<p>Do you understand what a Destination Management Organisation (DMO) is?</p> <table border="1" style="float: right; margin-left: 20px;"> <tr> <td style="width: 20px; height: 20px;">Yes</td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;">No</td> <td style="width: 20px; height: 20px;"></td> </tr> </table> <p>.....</p> <p>.....</p> <p>.....</p>	Yes		No	
Yes		No			

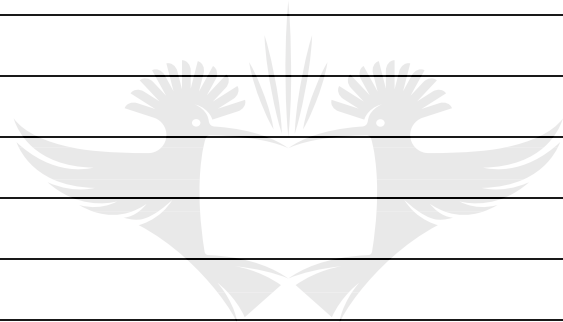
Section C: Expectation and Perception

Item	My Expectation						My Experience				
	1	2	3	4	5		1	2	3	4	5
1. Is the Destination Marketing Organisation (DMO) Activities undertaken by Joburg Tourism Company what you expect?	1	2	3	4	5		1	2	3	4	5
2. How organised have these activities been in your experience?	1	2	3	4	5		1	2	3	4	5
3. How useful or impactful have these activities been on your business?	1	2	3	4	5		1	2	3	4	5
4. Would you consider the JTC easily accessible to stakeholders?	1	2	3	4	5		1	2	3	4	5
5. Does the JTC create stakeholder engagement platforms?	1	2	3	4	5		1	2	3	4	5
6. How successful would you say these have been?	1	2	3	4	5		1	2	3	4	5
7. Would you encourage more engagement with the JTC?	1	2	3	4	5		1	2	3	4	5

Section D: Contribution

1. What components does your organisation add to the Destination?

2. What collaborations, partnerships, council committees, corporations, participation on external committees have you or your organisation participated in?

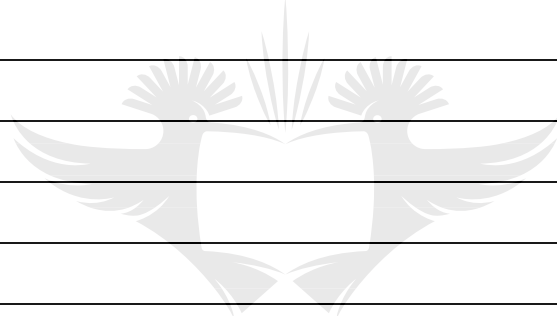


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3. Why Joburg for your business?

4. What Regulations or organisational policies does your organisation management abide by?

5. How can JTC or such organisations assist best practice, Competence and/or Development for your business?



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6. What do you say to the creation of council committees, corporations, participation on external committees?

7. What governance arrangements would you suggest to manage relationships between council, stakeholder industry and the community?

--

8. Overall, are you satisfied with the current operation of the JTC?

Significantly satisfied		Satisfied		Dissatisfied	
-------------------------	--	-----------	--	--------------	--

9. Will you be participating in future Stakeholder Relational/ Marketing activities by JTC towards Stakeholder collaborations?

Yes		No	
-----	--	----	--

a. If yes, please elaborate (What would you like to see addressed by any such activities?).

b. If Not, Please advise what your reasons are?

10 Advise on various methods and their advantages and disadvantages that the JTC could use to meet the interests of stakeholders.?

11. Are there any questions you would like to be addressed directly by the JTC?

12. How would you most prefer to receive additional information regarding this study?

Email		Phone		Post	
-------	--	-------	--	------	--

Provide details

13. Any additional comments?

.....

.....

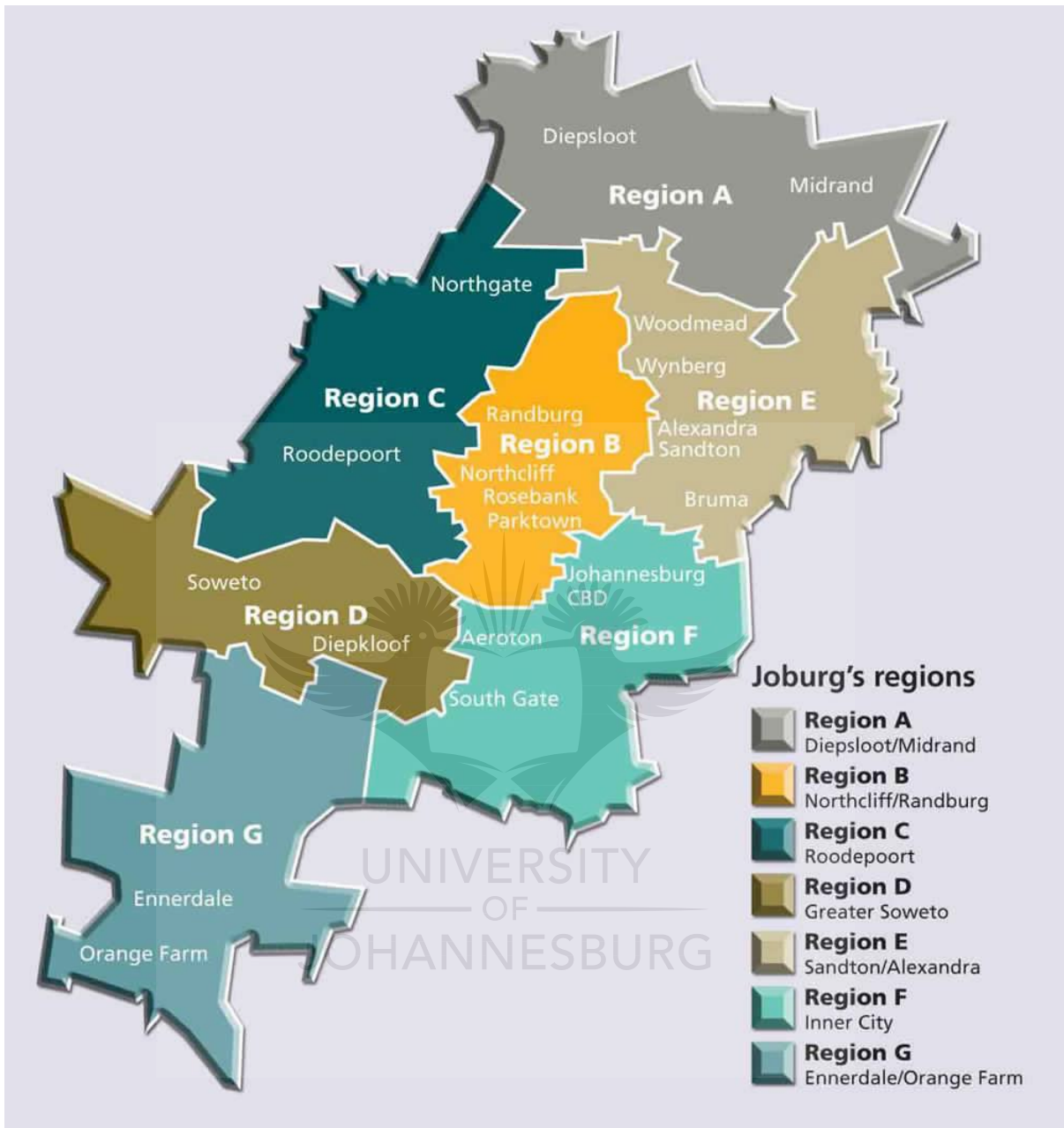
.....

THANK YOU FOR YOUR FEEDBACK

Appendix E: Map of Gauteng



Appendix F: Map of Johannesburg



Appendix G: Interview request mail to SMME

Good Afternoon,

I trust this mail finds you well.

We are conducting a research study focusing on destination marketing in Johannesburg, Gauteng from a regional perspective as to how you feel about your experiences with government assistance in marketing your tourism business for Johannesburg. I understand that you presently or recently past members of JTC.

With this master's research I will be focusing on Joburg Tourism Company (JTC) as a Destination Marketing Organisation and particularly their role in collaboration with local tourism SMME stakeholders (accommodation/ tour operators/ attractions) such as yourself.

I would like to request an appointment to meet with you for a 30-45 minute one-on-one interview on how this linkage with JTC for marketing Johannesburg has affected your organisation. I will be recording our discussion on my cell phone. You may opt out of the study at any point if you agree to participate. Your name and business details will always be kept confidential. The information gathered will be used for my master's degree thesis and associated research articles. The transcripts of the interviews will be destroyed after 3 years. My supervisor is Dr P Thomas at the University of Johannesburg, School of Tourism and Hospitality contactable as pthomas@uj.ac.za. If I may interview you, please can you kindly confirm a time and date most suitable for you and I shall schedule our visit accordingly.

Looking forward to your response and input.

Much appreciated,

Thina Litshani.