DESTINATION KNYSNA

Towards a sustainable tourism economy in Knysna

CONTENTS

1. EXECUTIVE SUMMARY

1.1. INTRODUCTION

The tourism industry continues to be one of the fastest growing sectors in the world, a trend that has had an extremely positive socio-economic impact on many developing countries. Indeed, for those countries with a quality tourism offering, the sector has come to represent one of the main sources of income, with economic and employment benefits reaching across a matrix of related industries.

Covering the tip of the African continent, South Africa's diverse landscape, spectacular scenery, temperate climate, cultural diversity, welcoming people, world-class infrastructure, excellent standards of service, and weakened currency have, in the 20 years since the fall of apartheid and sanctions, contributed to establishing the country as a highly desirable tourist destination that offers great value for money for business, leisure, sport, eco, paleo and cultural travellers alike.

At the centre of the world-famous Garden Route, Knysna was a key beneficiary of the tourism sector's growth locally and the industry is now the lifeblood of Greater Knysna's economy. The town is an aspirational, enticing and popular holiday destination in the minds of local and international leisure travellers. Due to the seasonal nature of leisure tourism, however, the business cycle of Greater Knysna currently amounts to only 4 months of intense activity and trading each year.

The tourism industry is of great strategic importance to Knysna Municipality as an enabler of economic development and transformation across its wards. In fact it is one of the few sectors in which Knysna benefits from a clear and compelling competitive advantage due to the abundance, diversity and accessibility of its natural assets - sea, mountains, forests, rivers, lakes, nature reserves and wildlife. To ensure that Knysna is well positioned and sufficiently prepared to extract maximum economic benefit from the shifts taking place in the global market, however, a strategically astute tourism destination plan is essential.

1.2. GOALS AND OBJECTIVES

The Knysna Municipality Tourism Destination Plan has been compiled to enable a coordinated, focused approach to the development of Greater Knysna into a destination brand that can actively compete on the global stage. Success will depend on knowledge, insight and an in-depth understanding of the market drivers and demands. This can only be achieved through comprehensive research and the close collaboration of Knysna Municipality with national and international industry stakeholders to ensure market penetration.

THE GOALS OF ECONOMIC DEVELOPMENT IN TOURISM

- To deliver more customers (leisure and commercial), to local businesses on a consistent and sustained basis (i.e. 12 months/year);
- To strengthen and manage the volume of visitor activity in Knysna by attracting local and international tourists to the Garden Route outside of peak season, and by providing unique, quality experiences that encourage repeat visits and word-of-mouth promotion;
- Thereby, to increase the number of bed nights sold in Greater Knysna;
- To fuel the local economy by increasing the number of development opportunities, particularly in the informal, more remote communities.

THE OBJECTIVES OF THIS PLANNING DOCUMENT

- To provide a destination strategy for Knysna that defines a collective vision for the development of tourism in the town to ensure that every visitor's every experience of Knysna aligns with the town's ambitions;
- Through a thorough review and analysis of Knysna's assets as a destination, tourism activities and current processes for connecting buyers (tourists) and sellers (local tourism businesses), the Knysna Municipality Tourism Destination Plan lays the path to achieving 3 key goals:
  1. To improve the attractiveness of Greater Knysna as a destination;
  2. To define and establish Knysna's position as a desirable destination by improving the quality and increasing the number of tourism products on offer;
  3. To increase the number of domestic and international, leisure and business travellers that choose Knysna as their preferred destination.

1.3. METHODOLOGY ....

The proposed methodology is outlined in Figure 1. Specific emphasis is placed on the liaison, engagement and coordination of key stakeholders throughout the process..

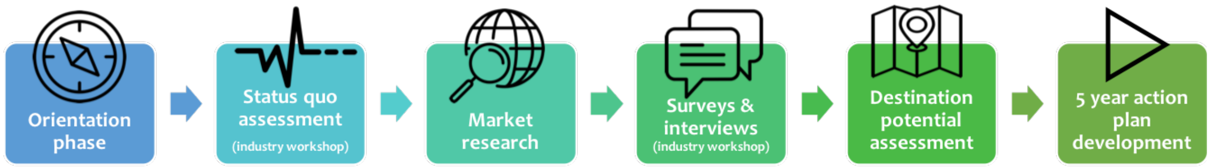


Figure 1: Project methodology

1.4. STATUS QUO..... ....

The South African Standard Industry Classification System (SIC) does not classify the tourism industry as a separate economic sector but rather as a cross-over industry with economic linkages to a number of separate but related sectors. Based on this definition, the tourism industry is considered to have the following components:

- travel and transport;
- accommodation and catering;
- entertainment;
- retail activities;
- tour operator services

The roles and responsibilities of national, provincial and local government are outlined in the Constitution of the Republic of South Africa (1996), providing the basis for regulation of all spheres of activity, including tourism. According to Schedule 4B of the Constitution, local tourism is identified as a local municipal competency.

For the last 8 years, Knysna Municipality has, in the main, relied on Knysna & Partners (K&P) to fulfill the destination marketing function for Knysna. The basis of this has been an annual service level agreement and grant-in-aid by the municipality to K&P. In reevaluating the local tourism mandate it has, however, become evident that this partnership is no longer effective and that an appropriate alternative model is required if Knysna Municipality is to perform its legal mandate.
Before this strategic shift can be initiated, a clear understanding of what the function entails is critical.

THE COMPONENTS OF DESTINATION MARKETING

1. Product development, marketing, sales and representation:

   Selling the destination at tradeshows, to tour operators, media and other tourism organisations, and providing a local liaison function for these industry stakeholders on their visits to Knysna.

2. Public relations:

   Managing and developing the brand of Knysna through campaign development and implementation.

3. Visitor information centres:

   Managing physical information centres that address the basic traveller information and destination support requirements.

4. Events and festivals:

   Promoting Knysna as an event destination and providing a liaison and support function to festival and event owners and coordinators.

Due to the lack of information available on tourism in Knysna, in April 2017 the Local Economic Development Department undertook foundational consumer (buyer) research in the form of visitor questionnaires, the results of which are consolidated in Figures 2 and 3 below. The aim was to develop a clearer understanding of how visitors perceive Greater Knysna as a holiday (leisure) destination.

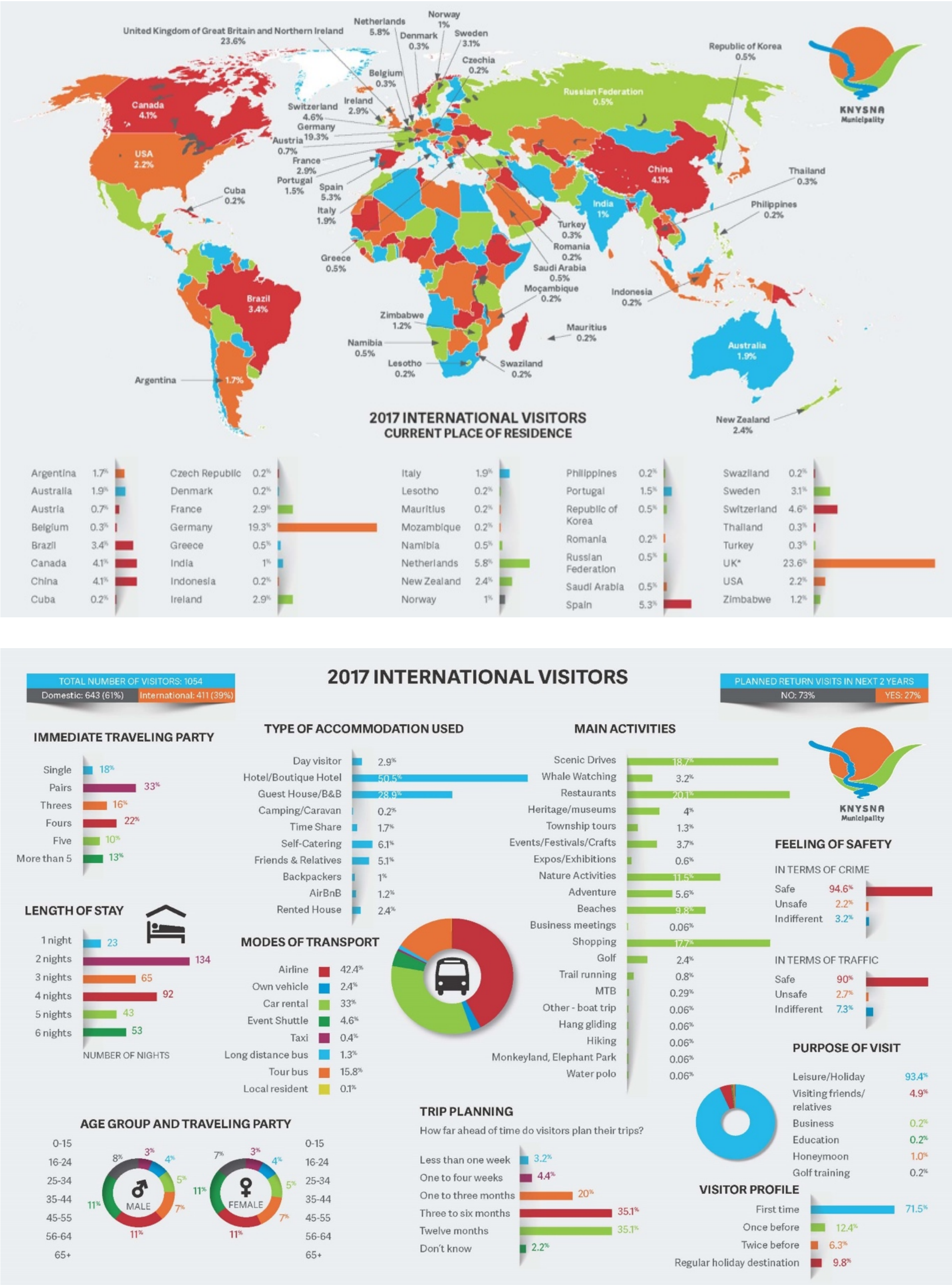
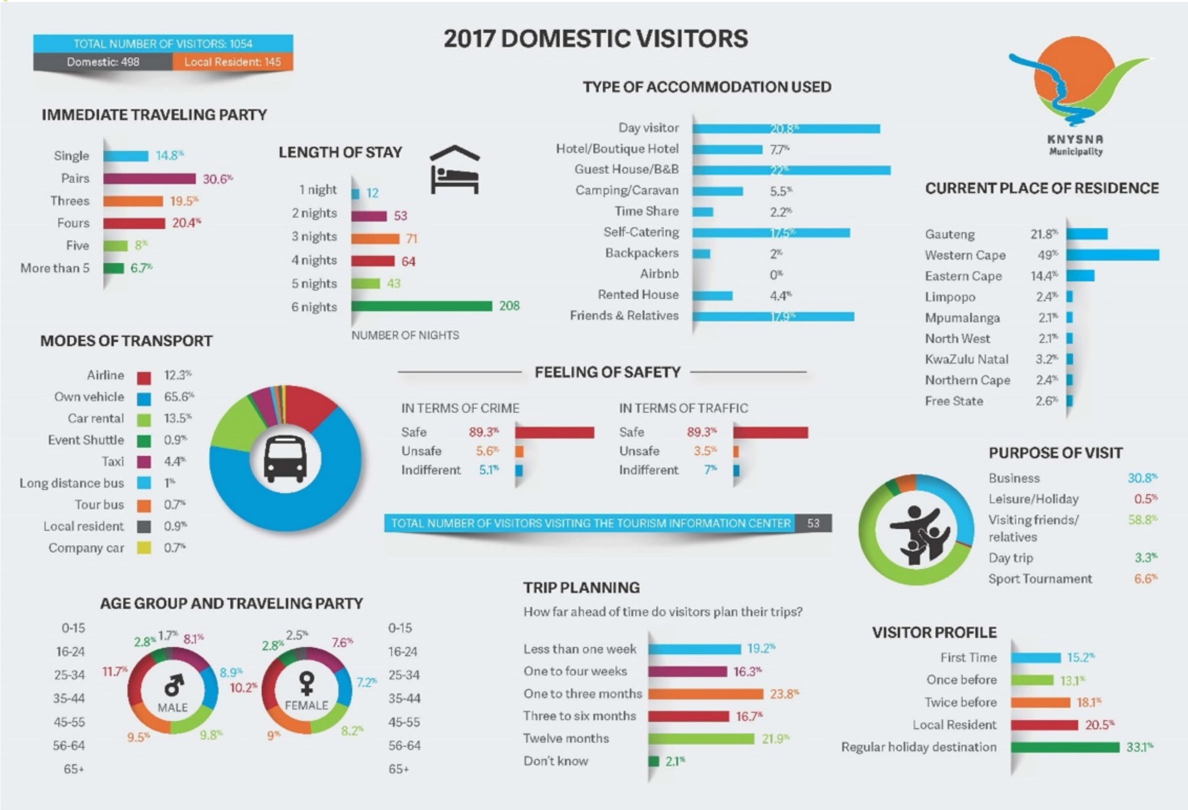


Figure 2: International visitor profile (2017)



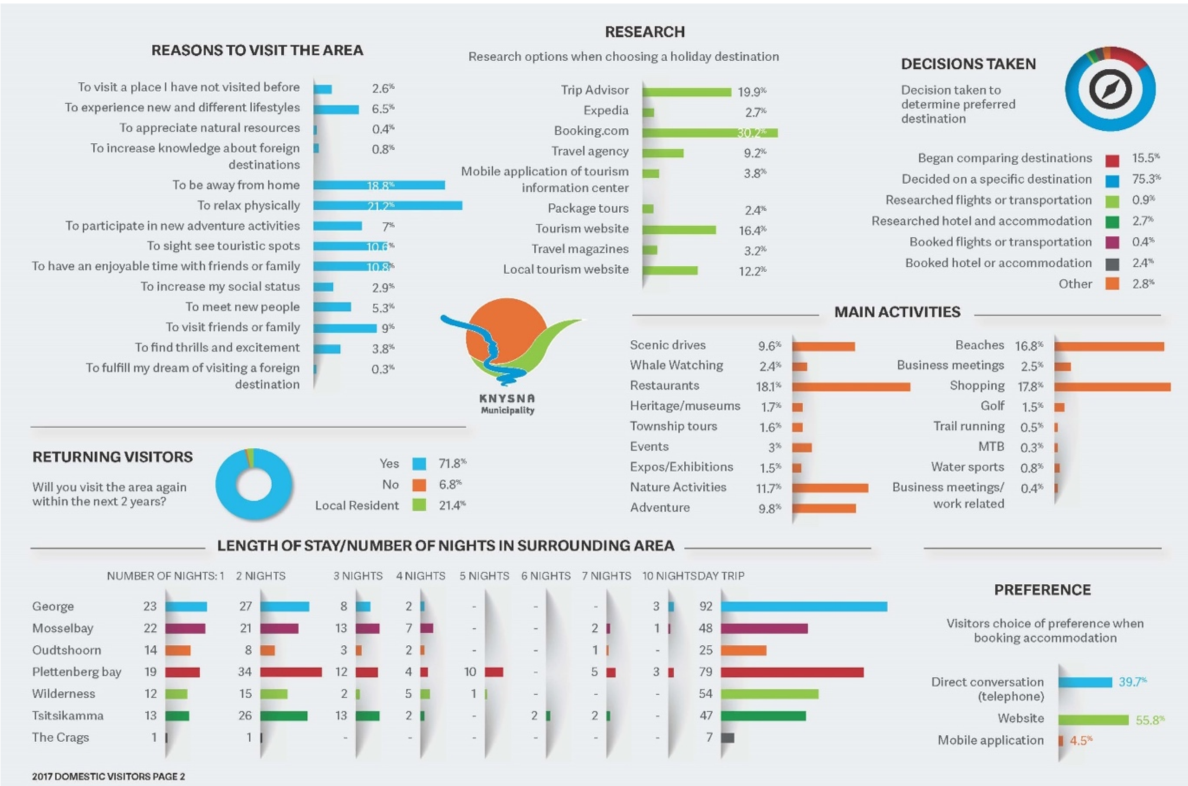


Figure 3. Domestic visitor profile (2017)

In summary, the research confirmed that Knysna still holds much attraction for both domestic and international visitors, and that this was influenced by the following factors: Knysna is a beautiful town (25%) and that the town has a lot to offer (14%). Other reasons to visit include to see family/friends (18%) and to conduct business (7%). The average length of stay is between 2 and 6 days during which visitors participate in a host of activities across the Garden Route. Feedback overall was positive with 85.7% of respondents indicating that their impression of Knysna was positive. Almost 72% of respondents indicated that they plan to return to Knysna within the next 2 years.

Visitor perceptions were also assessed insofar as they relate to the quality of tourism services provided by the Knysna Municipality and other industry stakeholders: 90.2% of respondents were satisfied/very satisfied with the quality, range and value for money of accommodation in Greater Knysna; less than 2% of respondents claimed to be dissatisfied/ very dissatisfied. Overall, feedback regarding the variety and quality of visitor activities and shops available in Knysna was positive however 36% of visitors felt that the area lacks evening entertainment and that the range and quality of evening entertainment should be improved.

The majority of respondents (73.5%) indicated that although traffic was fairly congested they did not experience any difficulty finding parking in the area and felt safe; 7% of respondents indicated that finding parking was problematic over the December period. Road signs and information boards are considered informative and assist with the regulation of traffic during peak times. 34.5% were concerned about the quality, maintenance and appearance of roads.

Most visitors were satisfied with the cleanliness of the streets and public spaces with 27% feeling that these services can be improved. Less than 8% of visitors were unhappy about the availability and hygiene of public toilets in Greater Knysna although 22% indicated a need for more public toilets during high season. Less than 30% of respondents were concerned by the quality of drinking water in the area.

1.5. MARKET DEMAND ANALYSIS..

In recent years tourism, like many other industries, has suffered in the face of the global economic crisis. The industry continues to face high levels of uncertainty due to ongoing economic instability. Climate change policies and the new realities of key international source markets placing a premium price on carbon also have significant implications for long-haul destinations like South Africa.

The latest release of Stats SA's Annual Tourism Satellite Account for South Africa report confirms that the tourism sector directly contributed 2.9% to South Africa's gross domestic product (GDP) in 2016, making tourism a larger contributor than agriculture, although still smaller than industries like construction and mining. Understanding what is driving demand for tourism in the Garden Route and Greater Knysna, what the area's current markets are, how these markets are performing, and how they presently perceive Knysna was needed for any market demand analysis. Industry questionnaires were therefore compiled and distributed to local stakeholders to audit and gain insight into Knysna's product and asset profile. A scorecard was then developed to enable rating of these products in terms of:

a. facilities;
b. location;
c. marketing;
d. affordability;
e. capacity/popularity.

An overview of the results is captured in Table 1 below.

ACCOMMODATION	> # short-stay establishments (excl. Air BnB/private homes): 250 > Average length of stay: 3 nights > Average rates per night: R1066 (2017) > Most effective bookings platform: bookings.com > Most effective marketing platform: online
EVENTS	> # of events annually in Greater Knysna: ±70 > Biggest competitive advantage for events: natural environment > Major events: PnP Knysna Oyster Festival; Jaguar Simola Hillclimb > Most effective marketing platform: social media > Risks: limited, costly venues and weather conditions (most outdoor events).
ACTIVITIES & ATTRACTIONS	> # of tourist attractions: 54 > # of activities: 48 > Most activities are undertaken by international visitors > Price points vary depending on activity type > Most make use of peak season rates > Most effective marketing platforms: online; word of mouth > Majority of sales are individual sales or through tour operators

RELATED SERVICES	> # of restaurants: 50 > Taxi and tour operator transport services are mostly used by international visitors > Trade and retail establishments are well-established across Greater Knysna > Delivery of basic municipal services is good > Risks: aging infrastructure; degrading CBD and roads > Most effective marketing platforms: social media; word of mouth; print media (larger retailers)

Table 1. Tourism product scorecard summary

Any destination needs a solid product evaluation strategy in order to develop the tourism offering and specialise the existing supply of the destination. This evaluation needs to be based on existing activities, attractions and resources as well as the essential infrastructure, facilities and services needed to enhance the destination's product offerings. A separate scorecard based on specific criteria was therefore compiled to evaluate the true success potential of Greater Knysna's current activities and attractions (Table 2).

SUMMARY OF FINDINGS						
	Facilities	**Location**	**Marketing**	**Affordability**	**Total score**	**%**
Attractions	29/100	29/100	35/100	31/100	124/400	**31%**
Activities	52/100	47/100	63/100	34/100	196/400	**49%**

Table 2. Activities and attractions scorecard

The overall performance of the Greater Knysna attraction profile is 31% for attractions and 49% for activities. An analysis of the findings is summarised in Table 3 below.

SCORECARD	
ACTIVITIES	**ATTRACTIONS**
FACILITIES	
> 62% of activities have toilet facilities available on site.	> 29% of attractions have toilets available on site > Only 6% of attractions received an excellent rating with respect to the

SCORECARD	
ACTIVITIES	**ATTRACTIONS**
> 35% received an excellent rating with respect to the cleanliness of amenities; 9% received a moderate score. > Only 20 activities use a reception area to welcome visitors. > 9% of establishments received a Trip Advisor ranking of 4; 58% received a 5. The rest were not evaluated on Trip Advisor. > Most establishments speak more than 2 languages. > Wi-fi is easily accessible for visitors at more than 50% of activities. > 31 of the activities have card facilities readily available for visitors. > 22 establishments received an excellent rating for quality of cellphone reception; 4 received a moderate rating. > 60% have food and beverages readily available for visitors to purchase.	cleanliness of amenities; 19% received a moderate score. > Only 5 attractions have a reception area to welcome visitors. > 52% of attractions received a Trip Advisor ranking of 4; 12% received a 5. The rest were not evaluated on Trip Advisor. > 10 attractions received an excellent rating for quality of cellphone reception; 11 received a moderate rating.
LOCATIONS	
> 84% of activities are accessible by motor vehicle. > 46% of activities use signage that is visible from the main road to promote their business. > 12 activities prefer to use the service of car guards; only 20 sites have adequate lighting in the parking area. > 24 activities use CCTV cameras as a safety measure.	> 69% of attractions are accessible by motor vehicle. > 33% of attractions use signage that is visible from the main road; 31% do not. > 40% of businesses have signage visible on site. > 7 sites make use of car guards; 4 sites have adequate lightning. 13 attractions have no lighting in the parking area; 5 attractions provided for lighting in

SCORECARD	
ACTIVITIES	**ATTRACTIONS**
	walkways. 15 sites are still in need of walkway lighting. > CCTV cameras were only used at 7 attraction sites.
MARKETING	
> 87% of activities have their own website to promote their business. > The majority of activities are marketed via social platforms such as facebook, twitter and Instagram. > 95% of business owners use local campaigns to promote activities. > Only 33% of business owners use international campaigns to promote their activities. > 31 activities are listed on visitknysna.co.za compared to 21 activities on the KAA's exploreknysna.co.za.	> Only 18 attractions are listed on visitknysna.co.za
AFFORDABILITY	
> 30 activities charge an entry fee > 3 of them have a loyalty program offering discounted rates to locals.	> 30 attractions charge an entry fee > Only 2 attractions have a loyalty program offering discounted rates to locals.

Table 3. Activities and attractions evaluation

ACTION PLAN OUTCOMES
FACILITIES
♦ The number and level of cleanliness of public restrooms available needs to be improved at all major attractions. All activity operators need to provide public amenities and this should be

included in assessments relating to minimum requirements in terms of their business license and health certificates. ◆ The overall level of cleanliness of activities and attractions must be improved and checks must be put in place to ensure public and private owners are held accountable. ◆ Activities in particular need reception areas, even if these are just meeting places. Individual operators must be encouraged to improve their total visitor experience. ◆ Free wi-fi needs to be made available at all major attractions and activities and clearly marketed.
LOCATIONS
◆ All activities and attractions require additional signage and an audit needs to be conducted to inform a detail signage master plan that requires owners to erect signs according to design and implementation time criteria in Knysna Municipality's signage bylaws. ◆ Public safety at attractions in particular needs to be improved using CCTV, additional lighting etc. to ensure that visitors feel and are safe at all times.
MARKETING
◆ All activities and attractions without websites need to be assisted to have at least a basic presence on social media. This can be achieved with SEDA's assistance. ◆ All activities and attractions must appear on all tourist maps, destination websites and online listings. ◆ Annual social media training interventions need to be offered for business development. ◆ www.visitknysna.co.za needs to include listings, details and photos of all attractions and activities.
AFFORDABILITY
◆ Local support needs to be increased using vehicles such as loyalty programmes, low season pricing promotions, family specials and cross-activity/attraction packages. ◆ Youth, student and pensioner discounts should be considered.

Table 4. Summary of actions

1.6. DESTINATION OPPORTUNITY ANALYSIS..

In order to identify the projects that should be prioritised it is necessary to evaluate the current and future economic development opportunities that exist within the Greater Knysna area and to determine which of these are likely to have the greatest impact. The outcomes of the following two chapters combined with a specific set of criteria will facilitate this identification and prioritisation according to sustainability and potential for economic upliftment and growth.

A SWOT analysis as well as a sectoral potential analysis will be undertaken to gain insight into the competitive advantage/s of each economic sector and how the development potential that exists within each of these sectors could be best exploited. These two analyses seek to identify supply and demand factors and assess market opportunities based on the gap/s between existing and potential levels of development. This is complemented by a review of the potential resource base exploitation or beneficiation.

In addition, constraints to development such as international market fluctuations, environmental degradation, lack of entrepreneurial skills and poverty are identified.

1.7. IMPLEMENTATION PLAN...

Local government plays various roles in relation to tourism including the following:

a) Local government has a significant impact on natural and cultural resources in and around tourism destinations;
b) Local government impacts on tourism products in how they manage their environment and provide services to their communities. Local government has a mandate to plan for, impact upon, improve and monitor tourism development (NEMA, 1999). Tourism, among other industries, relies on having these resources in a healthy state.
c) Local government provides the core utilities and infrastructure on which the tourism industry is based. This includes district and municipal roads, lighting, water and sewerage, public transport systems, signs and, at times, airports and ports. Local government has a role to play in the operation of attractions such as museums, art galleries, sports stadia, convention centres, parks, gardens, events, and other amenities.
d) Local government alongside other governmental actors enable regional marketing and provides visitor information by cooperating with Provincial Tourism Authorities (PTA) and providing visitor information desks.

Tourism development is a joint responsibility of local government and the private sector. The role of a District Municipality as well as Provincial Government is just as important as they are key in marketing the Province and Garden Route. Minister Winde hosted a workshop with local tourism stakeholders on the 21 November 2016 to start the discussion relating to role and function in this space. It is predominantly a private sector business whilst public sector facilities, services and amenities are complementary to a thriving tourism industry.

The research process has not been concluded but what is very evident from the various sector engagements is the need for a clearer focus on how resources are spent in fulfilling the local government mandate. The implementation plan for a tourism destination plan will provide insight in terms of what interventions and planning is required to fulfil the local government mandate. This includes the following:

1. Tourism infrastructure
2. Basic services & infrastructure
3. Destination marketing

Currently the "tourism infrastructure" and the "basic services infrastructure" components of the local tourism function form part of the existing programmes of various municipal departments, including some departments in the Technical Services and Community Services Directorates, as well as the Environmental Management Department.

2. DESTINATION MARKETING

2.1. INTRODUCTION..

A destination is an area of visitor appeal which includes attractions, accommodation and support services. It may be defined by physical, thematic or administrative boundaries and it embraces a set of distinctive images and qualities that give it a brand identity recognisable by potential visitors. Destinations should be places with which tourism stakeholders have a natural affinity and within which it is practicable for them to work together.

A key consideration of whether an area can and should be managed as a destination in its own right is whether it has a clear and distinctive identity by which it can be promoted and described to visitors and recognised by them.

However, this should not be the only consideration. As implied by the above definition, destinations can only work effectively if they are meaningful to the tourism businesses, visitors and other players, including the local authorities and communities, who need to work together to manage them.

Destinations can vary considerably in size. South Africa is a destination, so too is a village visited by people from outside. A large destination, such as a province with its own brand image, can contain many separate destinations within it, such as resorts, market towns or defined rural areas.

2.2. WHAT IS A DESTINATION MANAGEMENT PLAN?...................................

Destination management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment.

Destination management organisations vary in form, function, governance and size but essentially take a lead role in the management and development of tourism in a destination. These may be a single organisation, such as a local authority; an informal partnership or a legal entity, such as a community interest company, that includes representation from both the private and public sectors.

A Destination Management Plan (DMP) is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources. In these definitions, ‘manage’ and ‘management’ are taken in their widest sense.

Crucially, destination management includes the planning, development and marketing of a destination as well as how it is managed physically, financially, operationally and in other ways. A Destination Management Plan is equivalent to a strategy and action plan for sustainable tourism in a destination and should therefore involve:

- Private sector – representative bodies and/or key tourism enterprises.
- Local authority – key departments/functions: economic development; tourism/recreation; arts/culture/heritage; planning; transport; environment/countryside. Some destinations will involve more than one authority and all should be engaged.
- Civil society/ voluntary interests – community, civic, environmental.
- Wider economic partners that are influenced by or have influence on tourism.
- Cultural and heritage partners

A Destination Management Plan should cover all the fundamental aspects of destination management, including:

- Tourism performance and impacts;
- Working structures and communication;
- Overall appeal and appearance, access, infrastructure and visitor services;
- Destination image, branding and promotion (marketing);
- Product mix – development needs and opportunities;

Typically, a Destination Management Plan:

- Provides a strategic direction for the destination over period of up to 5 years.
- Contains prioritised actions within an annual rolling programme, identifying stakeholders responsible for their delivery.

A key principle is that the level of the plan does not need to dictate the level of the action. While the questions asked should be the same at each level, concerning visitor needs, product quality, information, amenities, awareness etc., the DMP may point to actions being undertaken at different levels. For example, work on local amenities, events, community engagement (place making) may often be best carried out at a local level while some aspects of brand awareness and marketing may be best undertaken at a higher level, while reflecting local strengths and needs.

2.3. THE IMPORTANCE OF HAVING A PLAN..

Local and National Government policy encourages destination organisations to become focused and efficient bodies that are increasingly led by the private sector. The development of Destination Management Plan for Knysna is an essential tool in the delivery of a successful visitor economy for the following reasons:

- Addressing fragmentation: The visitor economy involves a whole set of experiences delivered by many organisations in the public, private and voluntary sectors. It is essential that they work together and in doing so achieve a better use and management of resources.
- Recognising, strengthening and coordinating different functions: Supporting the visitor economy is not just about promotion but must cover a whole range of activities aimed at strengthening the quality of the visitor experience and the performance of businesses.
- Managing and monitoring impacts: Tourism has a range of impacts on society and the environment and is inherently an activity that benefits from management.
- Prioritising and allocating resources: A key benefit of having a plan is to identify what the real needs and priorities are so that financial and human resources can be used most effectively.
- Winning more support and resources: Well researched, argued and presented action plans can strengthen the case for funding and help to identify projects for support. The importance of the visitor economy and its wider linkages: A second set of reasons concerns the overall importance of the visitor economy to most destinations and its implications for the quality of life of residents and for the wider local economy:
- By strengthening the visitor economy, services enjoyed by local people, such as restaurants, attractions, arts and entertainment will benefit.
- Looked at the other way, actions directly aimed at making somewhere a better place to live and work will also make it a more appealing place to visit.
- Strengthening and promoting the image and awareness of a destination and the services available can be highly important in attracting new business and investment across all sectors.
- Tourism has demonstrated its ability to stimulate growth in jobs and is a relatively accessible sector in which to start a new business.
- The health of tourism-related businesses can be very important to other parts of the local economy who supply them, such as food producers, maintenance services etc.

2.4. THE IMPORTANCE OF THE VISITOR ECONOMY....................................

A second set of reasons for developing a DMP concerns the overall importance of the visitor economy to Greater Knysna and its implications for the quality of life of residents and for the wider local economy:

- By strengthening the visitor economy, services enjoyed by local people, such as restaurants, attractions, arts and entertainment will benefit.
- Looked at the other way, actions directly aimed at making Knysna a better place to live and work will also make it a more appealing place to visit.
- Strengthening and promoting the image and awareness of Knysna and the services available can be highly important in attracting new business and investment across all sectors.
- Tourism has demonstrated its ability to stimulate growth in jobs and is a relatively accessible sector in which to start a new business.
- The health of tourism-related businesses can be very important to other parts of the local economy who supply them, such as food producers, maintenance services etc.

2.5. STEPS TO SUCCESSFUL DESTINATION MARKETING............................

Identify markets and target
- For example: domestic vs. international;
- For example: Family, DINKs, teen agers, honeymooners, adventurers, active holidaymakers, etc.

Identify customer needs and wants
- What do people with that holiday motivation from their holiday?

Match tourism resources and products with the selected targets and markets
- The products chosen are coherent with the target we want to attract?

Study the competitors
- What are others destinations doing on the same products/targets?
- What are my direct competitors doing? Which products are they developing?

Develop tourism products coherent with the selected targets of demand
- How can I make my products more appealing for my targeted customers? What can be innovated in order to beat my competitors?

Develop and implement a marketing strategy
- Develop a marketing plan identifying goals, timing and budget

Monitor results
- Am I reaching the goals I established in the marketing plan? If not, how can I modify my strategy?

3. STATUS QUO

Tourism has experienced continued growth and deepening diversification to become one of the largest industries globally and one of the fastest growing economic sectors in the world.

A labour-intensive industry, with a supply chain with links across a broad spectrum of industries, tourism has, for developing countries in particular, come to be a key source of income for their citizens and a powerful catalyst for socio-economic growth. South Africa is no different and tourism's economic importance to the country has increased exponentially over the last 10 years.

In South Africa today, tourism supports 1 in every 12 jobs and has been earmarked as a priority sector in the government's planning and policy frameworks to ensure that the sector realises its full potential in terms of job creation, social inclusion, services exports and foreign exchange earnings. Tourism is one of the 6 job drivers of the new growth path framework and government aims to increase tourism's contribution, both directly and indirectly, to the economy from the 2009 baseline of R189,4 billion (7.9% of GDP) to R499 billion by 2020.

3.1. THE TOURISM INDUSTRY DEFINED ....

Tourism comprises all of the activities undertaken by an individual that travels to and stays in a particular location outside of their usual environment for leisure, business and/or other purposes. This "usual environment" is defined as the area around an individual's residence, workplace and other places that they frequently visit.

The South African Standard Industry Classification System (SIC) does not classify the tourism industry as a separate economic sector but rather as one that forms part of other sectors such as retail trade, accommodation and catering. Based on this definition the tourism industry is considered to have the following components:

- travel and transport;
- accommodation and catering;
- entertainment;
- retail activities;
- tour operator services

3.2. LEGISLATIVE FRAMEWORK FOR TOURISM

In the process of developing the Destination Management Plan for Knysna Municipality, a number of key legislative and policy documents need to be considered. This assessment of the legislative environment ensures alignment with national, provincial and district policies, and that the future implications of these strategic documents are considered when planning the implementation framework and prioritising interventions.

Numerous national, provincial and local policies and strategies have a direct or indirect implication for tourism development (Figure 4). These policies and strategies are all embedded within one another.

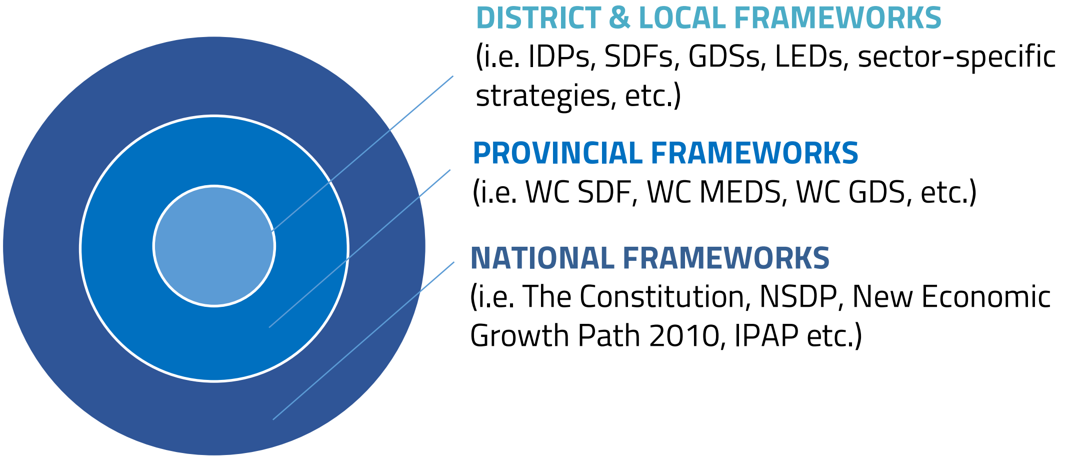


Figure 4: The inter-relationship between Government policies and strategies

The following provides a synopsis of the primary tourism-specific legislation that needs to be considered. For a full list of policies relevant to tourism see Appendix 1.

3.2.1. CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA

The Constitution of the Republic of South Africa (1996) is the over-arching law of South Africa setting out for structures of government, fundamental rights of citizens and principles of developmental governance. The Constitution outlines the roles and responsibilities of national, provincial and local government, and provides the basis for regulation in all spheres of activity, including tourism. According to Schedule 4B of the Constitution of South Africa, local tourism is identified as a local municipal competency.

> **IMPLICATION**
> *Tourism development is a mandate for Knysna Municipality and must be part of the service delivery outputs in the IDP, budget and SDBIP.*

3.2.2. TOURISM ACT

The Tourism Act ensures that the National Tourism Sector is viewed as a law for the development and management of tourism in South Africa, the objectives being to:

1. improve the quality of tourism activities and attractions while promoting responsible tourism;
2. establish a national database of tourism businesses;
3. publish the norms and standards together with a code of conduct that will affect the operation of tourism businesses;
4. ensure the establishment of a SA Tourism Board, Tourism Grading Council and the formalisation of a Tourism Grading System; and
5. develop a system that allows for the registration of Tourist Guides with national and provincial registrars.

IMPLICATIONS

It is critical to understand the mandate of South African Tourism as well as the linkages required with national tourism stakeholders in order to improve cooperation, avoid duplication of efforts and maximise market reach and penetration. The Tourism Grading Council has relevance for local accommodation establishments and tour guides have the opportunity to further advance their business' growth through relevant channels.

3.2.3. WESTERN CAPE TOURISM ACT

This Act ensures the accreditation of local tourism organisations and for the formation of a visitor information network.

IMPLICATIONS

It is essential to collaborate with all tourism organisations and departments at every level in the Western Cape to ensure compliance with regional mandates and standards. It is further important to take advantage of the additional destination marketing opportunities that close working partnerships with these entities enable, including but not restricted to their information networks.

3.2.4. OTHER RELATED ACTS

The following legislation also impacts the tourism industry:

- Immigration Act (2002)
- Immigration Regulations (2014)
- National Environment Management Act (Act 107 of 1998)
- Marine Living Resources Act (Act 18 of 1998)
- Basic Conditions of Employment Act (Act 11 of 2002)

- Employment Equity Act
- Occupational Health and Safety Act
- Skills Development Act

IMPLICATIONS

In South Africa there is strong policy support on a national, provincial and local level for the development of the tourism sector.. It is critical that there is alignment between the key economic, social and environmental policy mandates on core strategic objectives and directives and that Knysna's Destination Development Plan reflects this. The following shared principles apply:

- *To promote broad-based economic development the sharing of economic benefits via direct job creation and equitable access to economic opportunity;*
- *To enhance economic growth via value added products and value chain expansion;*
- *To provide an enabling environment for economic development via infrastructure investment (energy, water, transport, communication, housing & property development) and skills development;*
- *To protect environmental assets and promote ecologically sustainable development;*
- *To create opportunities for enterprise development, and support SMMEs;*
- *To enhance effective, cooperative governance via institutional strengthening;*
- *To promote human development and social development, with a special focus on historically disadvantaged people and the youth, and on community partnerships; and*
- *To foster spatial integration and address spatial injustices*

3.3. STRATEGIC PLANNING FRAMEWORK FOR TOURISM ....

The following section considers a range of core strategies from all spheres of government applicable to the promotion and development of the South African tourism industry and, by implication, to that of Greater Knysna's.

3.3.1. NATIONAL TOURISM SECTOR STRATEGY

The strategic objectives of the National Tourism Sector Strategy are outlined *in Table 5 below*:

THEME 1: Tourism growth and the economy
1. To grow the tourism sector's absolute contribution to the economy
2. To provide excellent people development and decent work within the tourism sector
3. To increase domestic tourism's contribution to the tourism economy
4. To contribute to the regional tourism economy

THEME 2: Visitor experience and the brand
5. To deliver a world-class visitor experience
6. To entrench a tourism culture among South Africans
7. To position South Africa as a globally recognised tourism destination brand
THEME 3: Sustainability and good governance
8. To achieve transformation within the tourism sector
9. To address the issue of geographic, seasonal and rural spread
10. To promote 'responsible tourism' practices within the sector
11. To unlock tourism economic development at a provincial and local government level

Table 5. National Tourism Sector Strategy objectives

IMPLICATIONS

Knysna Municipality must contribute to the overall growth of the country's tourism economy. The National Tourism Sector Strategy details the importance of the success of the industry in the context of the success of South Africa as a country. It further emphasises the importance of delivering a unique world-class experience to tourists, local and international, wherever they may choose to travel within our borders. Knysna must rise to the challenge and meet this mandate by ensuring that tourism products, visitor services and local experiences are world-class and representative of the traditions, values and ambitions of all cultures and communities in Greater Knysna. Additionally, they must be marketed as such. Thereby to ensure that tourism makes a vital and active contribution to addressing the town's own issues of socio-economic and geographic segregation.

In addition, the National Tourism Sector Strategy identifies the following strategic clusters and thrusts:

CLUSTER 1: Policy, strategy, regulations, governance, and monitoring and evaluation
1. Research, information and knowledge management
2. Policy and legislative framework
3. Collaborative partnerships
4. Prioritising tourism at national, provincial and local government level
CLUSTER 2.1: Tourism growth and development – demand

1.	Marketing and brand management
2.	Domestic tourism
3.	Regional tourism
4.	Business and events tourism
CLUSTER 2.2: Tourism growth and development – supply	
1.	Relevant capacity building
2.	Niche-product development and rural tourism
3.	Product information
4.	Responsible tourism
5.	Investment promotion
6.	Quality assurance
CLUSTER 3: People development	
1.	Transformation
2.	Decent work
3.	Service excellence
4.	Community beneficiation
CLUSTER 4: Enablers of growth	
1.	General tourism awareness among South Africans
2.	Safety and security
3.	International and regional airlift
4.	Ground transportation
5.	Domestic airlift

Table 6. National Tourism Sector strategic thrusts

IMPLICATIONS

The growth or the tourism sector is critical to the socio-economic development of our people. The sector provides unmatched opportunities for skills development and employment amongst every tier of the population and the potential to be a cornerstone of true economic transformation.

All components of any local destination strategy and/or plan must support the strategic clusters of the National Tourism Sector Strategy. Knysna Municipality's Tourism Destination Plan cannot exist in isolation – activities must be assessed and evaluated according to compliance with, and their potential positive contribution to, the national umbrella strategy for transformation and sustainable growth of the sector. The Knysna Municipal tourism strategy must identify and prioritise the specific interventions and initiatives that are required to ensure governance and assure quality in the industry at a local level, develop and grow both demand and supply for local tourism products, and drive skills and people development within the local population.

3.3.2. WESTERN CAPE PROVINCIAL STRATEGY

The following section provides an overview of the Western Cape Department of Economic Development and Tourism's provincial objectives.

OBJECTIVE 1: To implement a 5-year demand-led tourism strategy
♦ Facilitate partnerships in the tourism industry that impact favourably on the tourism sector ♦ Address bottlenecks in the industry through the implementation of red tape reduction strategies ♦ Conduct the necessary research to promote the area with knowledge and valuable insights ♦ Ensure for proper planning by keeping the relevant provincial strategy policy and legislation in mind
OBJECTIVE 2: To develop and manage the Western Cape as a tourism destination for improved global competitiveness
♦ Promote responsible tourism ♦ Promote access by land and air to and within the destination ♦ Ensure for the development of tourism sites, attractions, facilities, routes, niche markets and infrastructure, with a greater emphasis on rural development in order to spread the benefits of tourism throughout the region ♦ Ensure that proper signage is in place to enhance the visitor's experience

OBJECTIVE 3: To increase visitor numbers, spend and length of stay by promoting the Western Cape as a key holiday destination
♦ Implement a proper branding strategy ♦ Promote the lifestyle and experiences to both domestic and international markets ♦ Promote business tourism to domestic and international markets ♦ Promote key events that will increase visitor numbers to the area ♦ Promote the area during low season
OBJECTIVE 4: To create an enabling environment for business to succeed in the tourism industry
♦ Facilitate demand-led training programmes ♦ Ensure compliance with the National Tourism Sector Charter ♦ Facilitate market access opportunities for tourism businesses ♦ Develop a sustainable tourist-guiding subsector
OBJECTIVE 5: To bridge the gap between supply and demand (skills) in the tourism industry
♦ Training programmes to be aligned to ensure for employability; ♦ Promote a culture of service excellence in the workplace ♦ Finalise a Western Cape Sector Skills Plan

Table 6. Summary of Western Cape Tourism objectives

IMPLICATIONS

The Western Cape's Department of Economic Development tourism strategy translates tbe strategic themes and thrusts of the National Tourism Sector Strategy into specific prescribed and prioritised actions that bare relevance and are implementable at a provincial level. Similarly, municipal destination plans must be guided by the broader tourism development agendas, and link in to the wider promotional and marketing activities being implemented on a provincial, national and international scale.

3.3.3. GARDEN ROUTE AND KLEIN KAROO REGIONAL TOURISM STRATEGY

The following provides an overview of the Garden Route & Klein Karoo Tourism Strategy (2016-2021).

OBJECTIVE 1: To apply the vision of inspiring places to develop regional marketing collateral
♦ Promote the lifestyle and experiences to both the domestic and international markets ♦ Conduct research to identify and map the unique selling points for inspiring places in the Garden Route and Klein Karoo Area

♦ Develop exhibition material for travel trade shows ♦ Initiate a storytellers campaign to identify and record stories about inspirational people and historic events ♦ Use social media platforms to promote inspirational places ♦ Design and maintain a regional tourist app ♦ Ensure for proper public communication ♦ Investigate the feasibility of a regional booking system ♦ Host national media personalities that includes for bloggers ♦ Coordinate low-season promotions for tourism in the region with newspapers
OBJECTIVE 2: To implement regional destination management campaigns for priority themes
♦ Develop a long distance off-road cycling route as a catalytic project to get a share of the growing leisure and sport cycling market: • ensure for proper route establishment and trail building; • ensure for a proper ticketing system; • initiate a partnership with Squirt Lube to piggyback on marketing at international trade shows and through their distribution channels; • establish a route emblem and brand collateral ♦ Promote and encourage food festival and event organisers to increase their support for local products ♦ Promote township tours ♦ Map heritage resources
OBJECTIVE 3: To coordinate tourism sector development activities
♦ An annual calendar of key events should be developed and published annually ♦ Garden Route District Municipality to review and give advice to local municipalities on the best institutional model for promoting tourism ♦ Implement a tourism safety and support Initiative
OBJECTIVE 4: To promote regional tourism as community-based and community-driven
♦ Continue with the Cater Care and Tourism Buddies programmes ♦ Consider promoting exhibitions that highlight local products, and local content requirements for all events.

Table 6. Summary of GR&KK Tourism objectives

IMPLICATIONS

The GR&KK tourism strategy presents a number of linkage opportunities for Knysna Municipality. The Tourism Destination Plan must ensure that, wherever possible, Knysna is an active participant in all district tourism growth and development initiatives and makes an equitable but differentiated contribution. Through close collaboration Knysna can benefit exponentially by linking in to the GR&KK's PR, social media and exhibition campaigning. The development of relevant, stand out content and collateral that positions Knysna as the most inspiring place on the Garden Route is key. The town has specific roles to play in district plans aimed at improving the region's event, heritage and community-based tourism offerings.

3.3.4. KNYSNA MUNICIPALITY ECONOMIC DEVELOPMENT STRATEGY

Knysna's Economic Development department is focused on promoting economic growth, creating jobs, reducing poverty and monitoring inequalities in the area through six strategic pillars. The Knysna Local Economic Strategy is currently being revised in coordination with the development of a new Spatial Development Framework (SDF) and is expected to be finalised and adopted by the end of 2019. The Economic Development Strategy aims to provide an evidence-based framework to enable economic development in the Greater Knysna municipal area, taking into consideration the local natural environment, resources and assets. The focus will be on ensuring that Knysna has an economic future characterised by inclusive economic growth and development, and that investments are made in human capital, physical infrastructure and leading and emerging enterprises.

The specific objectives of the Knysna Local Economic Development Department are to facilitate the following:

1. An improved business investment climate
2. Investment in hard strategic infrastructure
3. Investment in sites and premises for business
4. Investment in soft infrastructure
5. Encouraging local business growth
6. Encouraging new enterprises
7. Promoting inward investment
8. Sector and business cluster development
9. Area targeting and regeneration
10. Informal economy sector development

The Economic Development Strategy will also make reference to the importance of this tourism destination plan as a more detailed sector development plan for local tourism. Implementation of high-priority projects identified in this document is thus part of local economic development as identified in the draft Economic Development Strategy.

3.3.5. RELATED ECONOMIC DEVELOPMENT STRATEGIES

The destination plan for Knysna takes into consideration a number of additional regional and district government development strategies and frameworks:

- Western Cape Spatial Development Framework (2014);
- Western Cape Integrated Tourism Development Framework;
- Guidelines for Resort Developments in the Western Cape (Dec 2005);
- Integrated Development Plan, Eden District Municipality

3.4. INSTITUTIONAL INFLUENCERS

A number of tourism organisations, each with a slightly different mandate, contribute to the promotion and development of the tourism sector of South Africa's economy.

3.4.1. SATOUR

MANDATE	STRATEGIC PRIORITIES & MEDIUM TERM ACTIVITES
South African Tourism is the tourism marketing arm of the South African government. SATOUR's job is to promote the country domestically and internationally, whether for leisure, business or events tourism.	• To make tourism the leading economic sector in South Africa and, by doing so, promote the sustainable economic and social empowerment of all South Africans. • To accomplish these goals, South African Tourism is committed to meaningfully contributing to the government's objectives of increased GDP growth, sustainable job creation, and redistribution and transformation through: ▪ Increasing the number of tourists who visit our country ▪ Increasing the geographic spread, length of stay and spend of all visitors ▪ Improving seasonal arrival patterns ▪ Working to transform the industry so that historically disadvantaged South Africans may benefit from the sector

3.4.2. SATSA

MANDATE	STRATEGIC PRIORITIES & MEDIUM TERM ACTIVITES
SATSA Southern Africa Tourism Services Association ***The Southern Africa Tourism Services Association (SATSA) is a member-driven association that offers inbound tourism services companies the highest level of quality in the tourism industry.***	♦ To provide buyers with quality advice and references to assist them in making an informed decision in their selection of suppliers ♦ To provide our members with key services and benefits as well as representation at local, regional and international trade shows and conferences ♦ To lobby on issues that impact members businesses and profitability

3.4.3. DEDAT

MANDATE	STRATEGIC PRIORITIES & MEDIUM TERM ACTIVITES
Western Cape Government Economic Development and Tourism ***The Southern Africa Tourism Services Association (SATSA) is a member-driven association that offers inbound tourism services companies the highest level of quality in the tourism industry.***	♦ Prioritise project Khulisa to ensure for an increase in the number of: ▪ international arrivals ▪ domestic trips ▪ employment opportunities ▪ annual foreign direct spend

3.4.4. WESGRO

MANDATE	STRATEGIC PRIORITIES & MEDIUM TERM ACTIVITES
wesgro cape town & western cape tourism, trade & investment ***To promote investment in tourism in the Western Cape and undertake research to inform tourism development strategy.***	♦ Create opportunities for growth and jobs ♦ Position the WC as a thriving international tourism industry ♦ Develop and manage WC as a tourism destination for improved global competitiveness ♦ Increase visitor numbers, spend and length of stay by promoting WC as a destination ♦ Create an enabling environment for business to succeed in the tourism industry

	♦ Bridge the gap between skills supply and demand in the tourism industry

3.4.5. GARDEN ROUTE MUNICIPALITY

MANDATE	STRATEGIC PRIORITIES & MEDIUM TERM ACTIVITES
To coordinate and guide the development of tourism in the Garden Route and Klein Karoo.	From 2015 strategy: ♦ To consolidate the existing destination brand and obtain buy-in from all stakeholders ♦ To market the destination to ensure transformation in a sustainable manner ♦ To be market-driven and achieve growth in both domestic and international market segments ♦ To overcome seasonality and ensure regional spread ♦ To promote the development of tourism infrastructure that will enhance tourism ♦ Ensure cost-effective management ♦ Promote tourism as a community-based and -driven industry with sustainable potential for providing benefits to the community

3.5. ECONOMIC LINKAGES

With the emergence of online travel services, the traditional vertical tourism value chain has undergone a number of changes. This has resulted in a more complex value chain involving a wide range of backwards and forward linkages and has seen the tourism industry expand into a more holistic network; one in which ICT, local culture and society, education etc. have all become part of the chain.

The economic linkages between the tourism industry, other economic sectors and society as a whole have become so integrated that the industry is considered more of a "value network". In this new tourism value network, a particular destination becomes an integral part of the value creation process in tourism, rather than only being a supplier of inputs into the value chain. The narratives and images attached to the destination become an important determinant of the value of that destination in terms of a tourist's willingness to pay.

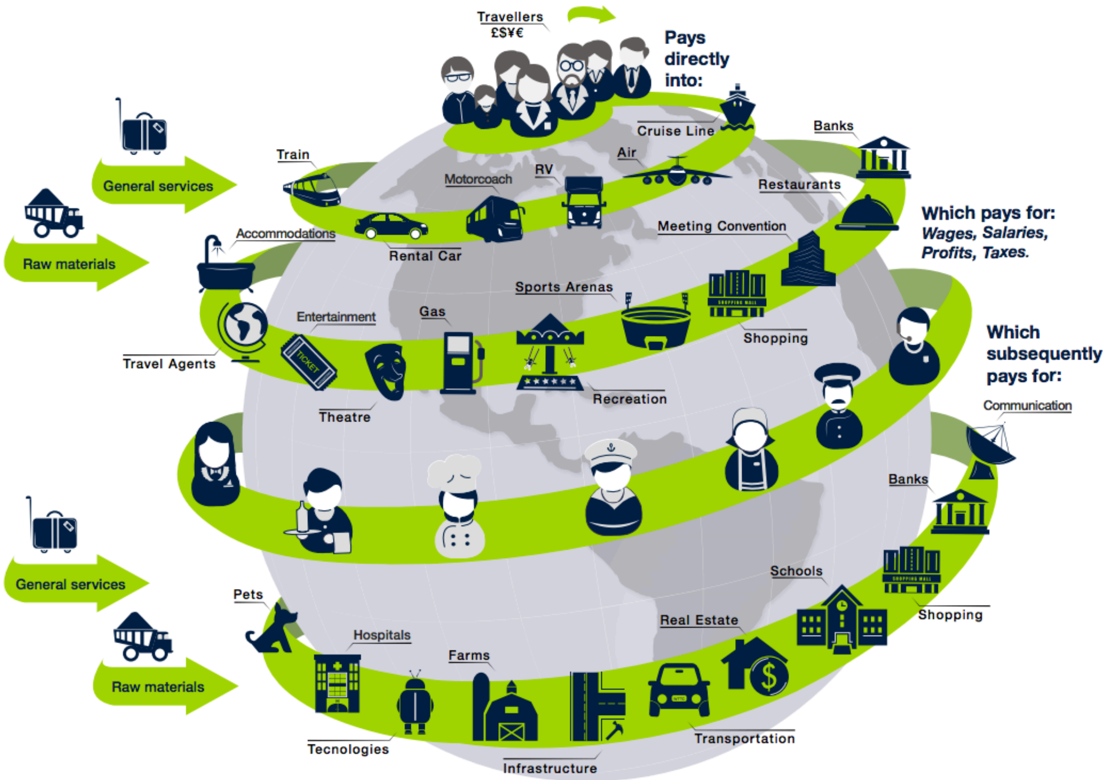


Figure 5: The tourism value network

IMPLICATIONS

Tourism can no longer be considered an isolated and separate sector of the economy – in Knysna, as in the rest of the world, the industry has grown to become an integral driver of value across multiple industry sectors, and a key cornerstone of socio-economic development. A strategic plan for the development of tourism at a local level is essential as it presents unmatched opportunities for investment and economic development in the area. There are greater forces at work to promote the sector at regional, provincial, national and international levels presenting a multitude of opportunities to enhance Knysna's exposure as a destination by simply linking into these. Knysna cannot pursue its own development agenda without ensuring that this contributes to and enhances the overall development plan for the country.

4. MARKET ANALYSIS

Destination Management Plans must be evidence-based, not built on assumptions or on limited knowledge and opinion. DMPs should be based on a sound knowledge and assessment of all the features of the destination that relate to the visitor economy.

Tourism facilities	Accommodation, catering, attractions, activities, events, retail relevant to tourists, other facilities.
Heritage and culture	Historical connections, traditions, specific heritage sites, arts, crafts, cuisine, other aspects of living culture.
Landscape and countryside	General qualities, appeal and distinctiveness of the landscape. Specific access sites, routes and trails, wildlife and other features. This may include the seaside and beach management.
Built environment	Cityscape, towns, villages – appearance and upkeep. Specific features, distinctive architecture, parks and gardens, public realm.
Access and transport	Road, rail, boat (river, sea), air links to and within the destination. Transport providers (public and private).
Visitor services	Marketing media, information provision and outlets. Signposting, car-parking availability and charging, toilets, other services. Accessibility of tourism products and services.

Table 7. The common features of all destinations

In addition to what is currently available in the destination, it is very important to be aware of:

1. New development projects – being constructed, planned or proposed.
2. Neighbouring product – major facilities and attractions, key strengths, new developments and initiatives, outside but close to the destination.

And, in recording and assessing all these features it is important to consider:

- Quantity – how much is there, of what type?
- Quality – is it good or poor? This should include reference to national or local quality assessment schemes (e.g. accommodation or attraction grading) as well as any other available evidence, including local stakeholder and visitor opinion
- Distinctiveness – to what extent is it special to this destination?
- Change and threats – does it appear to be growing/improving or declining/ deteriorating and are there any clear risks to its presence and quality?

4.1. DESTINATION KNYSNA... ....

The Garden Route, South Africa - an unmissable add-on destination to any visit to the Western Cape, conveniently accessed from Cape Town and best discovered by car on a short and easy road trip.

The stretch of the south-eastern coast from Mossel Bay in the west to just beyond Plettenberg Bay in the east is under 300km long, yet the range of topography, vegetation, wildlife and outdoor activities is remarkable. The name itself comes from the ecologically diverse range of topography, terrain, vegetation and wildlife.

Pristine beaches (many with “Blue Flag” status) and warm waters dissolve inland into picturesque lagoons and lakes, tropical forests, rolling hills and, eventually, the Outeniqua and Tsitsikamma mountain ranges that divide The Garden Route from the arid Klein (Little) Karoo.

The Garden Route National Park and 9 other nature reserves cover thousands of hectares, embracing the varied ecosystems of the area. The indigenous forests and the unique Cape fynbos are home to a myriad of wildlife and birds. Along the coastline, marine reserves are the domain of soft coral reefs, dolphins, seals, seahorses and more, whilst bays serve as nurseries to the endangered Southern Right Whale.

Located almost exactly halfway along the Garden Route, Knysna is the geographical heart of the region. Fed by the Knysna River, the 18km2 Knysna Estuary is home to at least 200 species of fish and opens into the ocean between two towering sandstone cliffs known as The Heads – proclaimed by the British Royal Navy to be the most dangerous harbour entrance in the world.

Culturally diverse, Knysna is historically the home of the Cape Coloured, Khoi-san and Afrikaner, and Afrikaans remains the first language of many of the permanent residents (although English is understood and well-spoken by all). The local Rastafarian community is the largest in Africa. Woodcutter clans, fishermen, artists, have all settled along The Garden Route and many of the country’s finest painters, crafters, chefs and entrepreneurs have been inspired to set up their studios and businesses here. In the towns, classic car and antique merchants line the streets.

A rich history, world-class golf courses (Simola Golf Course, Pezula Champion Golf Course and Knysna Golf Course)), gourmet restaurants, boutique vineyards, markets, farm visits, waterparks, and a variety of art and craft rambles, retreats and spas add to the choice of entertainment. Up close and personal animal encounters in dedicated wildlife sanctuaries appeal to children of every age (as well as the child within) and include: the Elephant Sanctuary and Knysna Elephant Park, Adventure Land, Birds of Eden, Noah's and the Tsitsikamma Wolf Sanctuaries, the Tenikwa Wildlife Awareness Centre, the Jukani and Cango Wildlife Ranches, the Lawnwood Snake Sanctuary, Radical Raptors, Monkeyland, the Brenton Blue Butterfly Reserve, the Oudtshoorn Crocodile and Cheetah Park and Safari Ostrich Ranch.

With the mildest climate in the country (and the 2nd mildest climate in the world), residents and visitors alike take to the outdoors as often as possible so it's not surprising that experience-based adventures have become a primary pastime - visitors are spoilt for choice when it comes to adrenalin, excitement and amazing views, and they can enjoy them all 365 days a year. Over 50 licenced operators offer a host of "once-in-a-lifetime" and "bucket list" experiences, as well as every kind of adventure activity – hard and soft.

Visitors to the town can stay in accommodation ranging from a backpackers' to a presidential suite in a world-class hotel; from privately owned BnBs to fully-serviced luxury homes on sprawling golfing estates. They can savour the full spectrum of culinary offerings from international fast food brands to local cuisine. They can spend days exploring, adventuring, sporting along the beach, in the forests and through the mountains; experiencing a culture that is unique to the Greater Knysna area.

Although the "high seasons" coincide with national school holidays, a full calendar of cultural and sporting events attract enthusiasts to the area year-round and help to offset the seasonality of the Knysna tourism industry, among them:

- Pink Loerie Festival
- Knysna Marathon and Oyster Festival
- Knysna Speed Festival
- Simola Hill Climb
- Knysna Timber Festival
- Knysna Motor Show
- A number of mountain biking competitions including Garden Route 300, De Hoop/RECM Knysna 200)

4.2. MARKET STRUCTURE AND TRENDS...

Tourism has experienced continued growth and deepening diversification to become one of the largest industries globally and one of the fastest growing economic sectors in the world. Today, the business volume of tourism surpassed agriculture and is equal to that of oil exports, food products and automobiles.

Modern tourism is closely linked to development and is recognised globally as a key driver of socio-economic progress. For many developing countries, tourism has come to represent one of the main sources of income and a powerful catalyst for development and growth. The sector has economic and employment benefits across a multitude of related industries - from construction to agriculture and telecommunications. The contribution of tourism to economic well-being does, however, depend on the nature and quality of the tourism offer.

4.2.1 RECENT INDUSTRY DEVELOPMENTS AND FORECASTS

The United Nations World Tourism Organisation (UNWTO) highlights the following in its annual tourism highlights 2016 edition:

- International tourist arrivals grew by 4.6 % in 2015 to 1,184 million
- International tourism generated US$1.5 trillion in export earnings in 2015
- A growth forecast of between 3.5% and 4.5% in international tourist arrivals in 2016
- A projection that international tourist arrivals will reach 1.8 billion by 2030

Figure 6: UNWTO tourism highlights (2016)

In South Africa, South Africa received 10 million international visitors and tourism contributed R265,8 billion to GDP in 2016 (TSA (2016), released 28 March 2018), implying that the South African economy is changing and diversifying from the production economy (mining, manufacturing, agriculture) to the consumption economy of services such as tourism.

4.2.2 MARKET SEGMENTATION

UNWTO defines tourists as people "traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes".

Travel for holidays, recreation and other forms of leisure accounted for 53% of all international tourist arrivals in 2015 (632 million). 27% travelled for other personal reasons - visiting family and friends, religious pilgrimages, health treatments etc. A further 14% of all international tourists reported travelling for business and professional purposes. The remaining 6% of arrivals did not specify the purpose of their visit

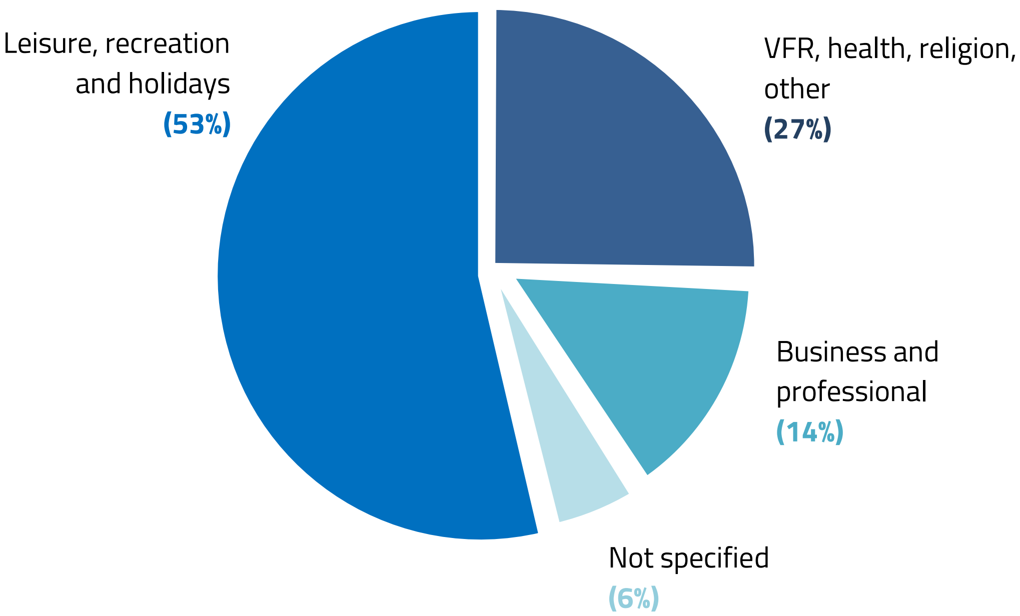


Figure 7. Inbound tourism by purpose of visit in 2015

4.2.3 GARDEN ROUTE AND KLEIN KAROO TOURISM TRENDS

With South Africa's favourable exchange rate for, the Garden Route area is an inexpensive destination with a first-world infrastructure and excellent standards of service. The share of overseas visitors over the last 5 years is estimated at ~40%, with most internationals hailing from the United Kingdom, the United States, Germany and the Netherlands.

The split of day versus overnight visitors (domestic and overseas combined) is ~60/40, with 2 nights being the average length of stay for overnighters. The main activities include scenic drives (18%), outdoor activities (15%) and culture/ heritage interests (14%).

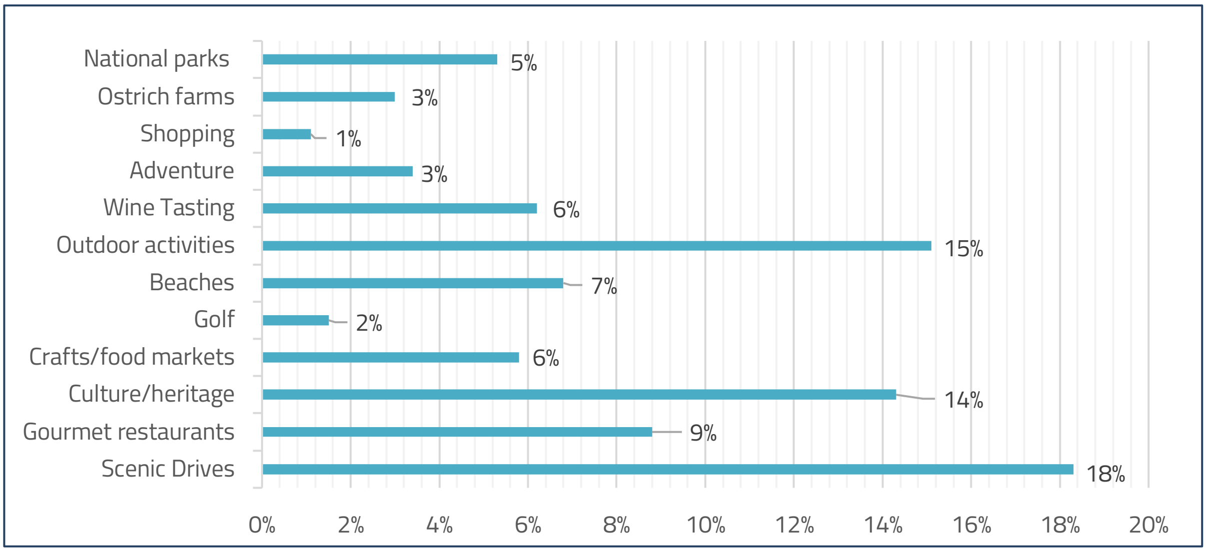


Figure 8. Garden Route tourism activity preferences

4.3. DEMAND PROFILE

The following section details the methodology used to conduct the tourism visitor survey together with a summary of the data collection process and key findings.

4.3.1. SURVEY METHODOLOGY

A. Survey design

Knysna Municipality developed a survey instrument specifically designed for this study and presented it to interested stakeholders for comment during an orientation workshop held in December 2016. The survey instrument consisted of 44 questions aimed at identifying the:

- push factors that motivate a tourist to choose a certain destination;
- pull factors that attracts a tourist to choose a certain destination;
- country of origin;
- areas of service delivery improvement; and the
- overall experience of the visitor in the Greater Knysna Area.

** (See Appendix A for final survey).*

B. Sample design

The sample design strategy entailed three steps:

1. selecting the target (sample) population;
2. determining who to sample (sample frame);
3. determining the appropriate sample size.

Tourism visitor questionnaires were undertaken during the months of December 2016 and February 2017 and captured information on both domestic and international visitors. Domestic visitors typically enjoy the Garden Route during the December school holidays whereas international visitors prefer to visit the area during the first quarter of the year.

The target population in December included all individuals who visited the Knysna Waterfront, Buffalo Bay & Sedgefield area. During the month of February, the target population included all individuals who visited the Knysna Waterfront and Featherbed Nature Reserve. Based on the estimated visitor numbers during December and February, a sample size of 1 000 questionnaires was anticipated. This is in line with the sample size estimates of 384 surveys per 100 000 population provided by Cooper and Emory (1995:207) and Krejcie and Morgan (1970:608). A total of 1 054 surveys were completed and captured.

C. Data collection

The fieldworkers were trained to conduct one-on-one interviews and were supervised by the Knysna Municipality. The surveys followed a non-probability sampling method, thus tourists were chosen randomly. The quality of the surveys was tested at random intervals and the fieldworkers submitted the completed surveys continuously.

D. Data capture

All completed questionnaires were captured on a worksheet. The computerisation and subsequent analysis of the data was also completed.

E. Analysis and reporting

What follows are the results of the analysis.

4.3.2. TOURISM VISITOR QUESTIONNAIRE RESULTS

The purpose of the tourism visitor questionnaire was to determine how visitors perceive Greater Knysna as a holiday destination. The section assisted with gaining a better understanding of what visitors are looking for in terms of products and activities and what should be done to improve service delivery. As international and domestic visitors are perceived to have unique and varying preferences it was decided to report on them separately.

A. International visitor trend analysis

411 questionnaires were completed by international visitors during December 2016 and February 2017. The average group size visiting the Greater Knysna Area was 2.5, which indicates that the majority of visitors preferred to travel in pairs (33%) in fours (22%) or alone (18%). The rest preferred to travel in groups of five or more (26%).

45% of the visitors were aged 45-64 years and 18% of the visitors were aged 16-34 years. 15% of the visitors were +65 years while the remainder were youth. Respondents indicated that they most enjoyed the restaurants (20.1%), scenic drives (18.7%), shopping (17.7%) and nature activities (11.5%) in the area.

More than a quarter (39%) of international respondents preferred to stay in Knysna for 1-2 nights, whilst 16% stay in Knysna for 3 nights, 22% for 4 nights, and 26% for +5days. Respondents preferred to stay in a hotel (50.5%) or at guest houses/B&Bs (28.9%). When booking accommodation, respondents preferred using a website (51%), mobile application (23%) or direct conversation over the telephone (24%).

B. Sample design

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c) determining the appropriate sample size.

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D. Data capturing

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E. Analysis and reporting

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Figure 9. 2017 international visitor results

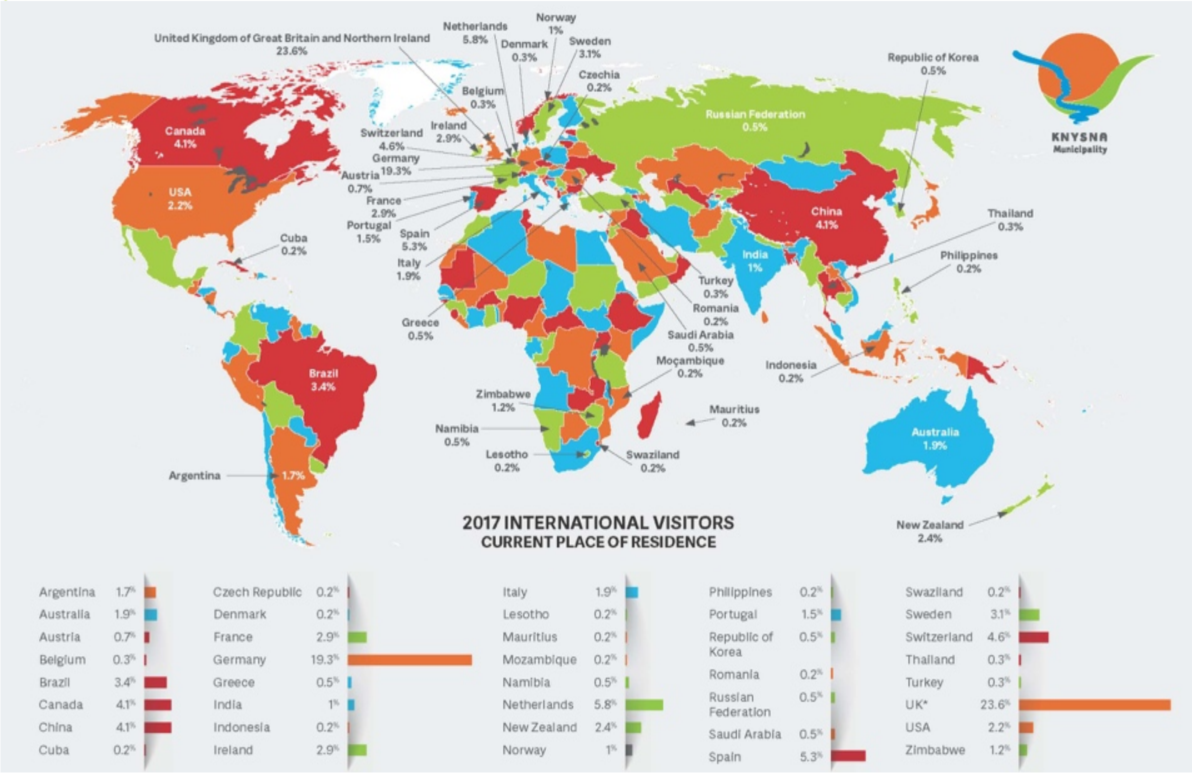

Figure 10. International visitors' to Greater Knysna's current place of residence

The questionnaire also sought to identify the dominant sources of information used by people when making a decision in terms of their preferred holiday destination. This will assist the Knysna Municipality to identify the most suitable method to market the Greater Knysna Area as a destination. The most preferred research option when choosing a preferred holiday destination is a travel agency (26.6%) followed by booking.com (21.3%) and Trip Advisor (20.6%). Respondents also indicated that they consider package tours (8.3%), travel magazines (6.7%) and Expedia (5.1%) when sourcing information.

39% of respondents indicated that they began comparing destinations when deciding on a suitable holiday destination, whilst 31% already have a destination in mind when they start booking their accommodation. 22% of respondents' accommodation preferences are guided by researching and/or booking accommodation first. 6% of a traveler's decision in terms of a destination depends on the cost and availability of flights and transport.

When visitors were asked how far in advance they plan their trip, 35% of respondents indicated one year in advance while 35% plan their trip at least 3- 6 months in advance. Approximately 27.6% of visitors prefer to plan their trip on short notice (> 3 months).

Significant factors which influenced the visitor's destination choice was that it is part of the Garden Route/tour (40%) and a beautiful town (23%). 12% of respondents indicated that they had visited the Greater Knysna area before. Other factors for choosing the area is to visit family/friends (11%) and it being recommended by friends/family (9%). The safety of the area and sunny beaches were also motivators. 27% of respondents indicated that they would plan a return visit within the next two years.

Figure 11. 2017 international visitor results summary

F. Domestic visitor trend analysis

643 questionnaires were completed by domestic visitors during December 2016 and February 2017. 77% of participants were domestic visitors and the remainder local residents. Most of the respondents were South African with their main place of residence in the Western Cape (49%), Gauteng (21.8%) and the Eastern Cape (14.4%). Visiting friends/relatives ranked as the leading motivation for travel to the Greater Knysna area.

The majority of domestic visitors preferred to travel in pairs (30.6%), in fours (20.4%) or in groups of three (19.5%). The rest preferred to travel alone (14.8%) or in groups of five or more (14.7%). Survey participants were distributed somewhat evenly amongst all age groups. Possibly the result of the abundance and variety of tourist experiences available in Knysna and the Garden Route.

Respondents indicated that they enjoyed the restaurants (18.1%), shops (17.8%), beaches (16.8%), and nature activities (11.7%) in the area.

The majority of respondents indicated stays of 6 nights (46.1%) whilst 15.7% stayed in Knysna for 3nights, 14.2% for 4 nights and 14.5% for 1-2 nights. This deviates from the regional and Western Cape trend of mostly 2 nights and bodes well for the ability of tourist establishments to attract longer stays in the town during the December holidays.

Respondents preferred to stay in a guest houses/B&Bs (22%), with friends/family (17.9%) and self-catering units (17.5%). Respondents preferred to book their accommodation using a website (56%), direct conversation over the telephone (40%) or a mobile application (4%).

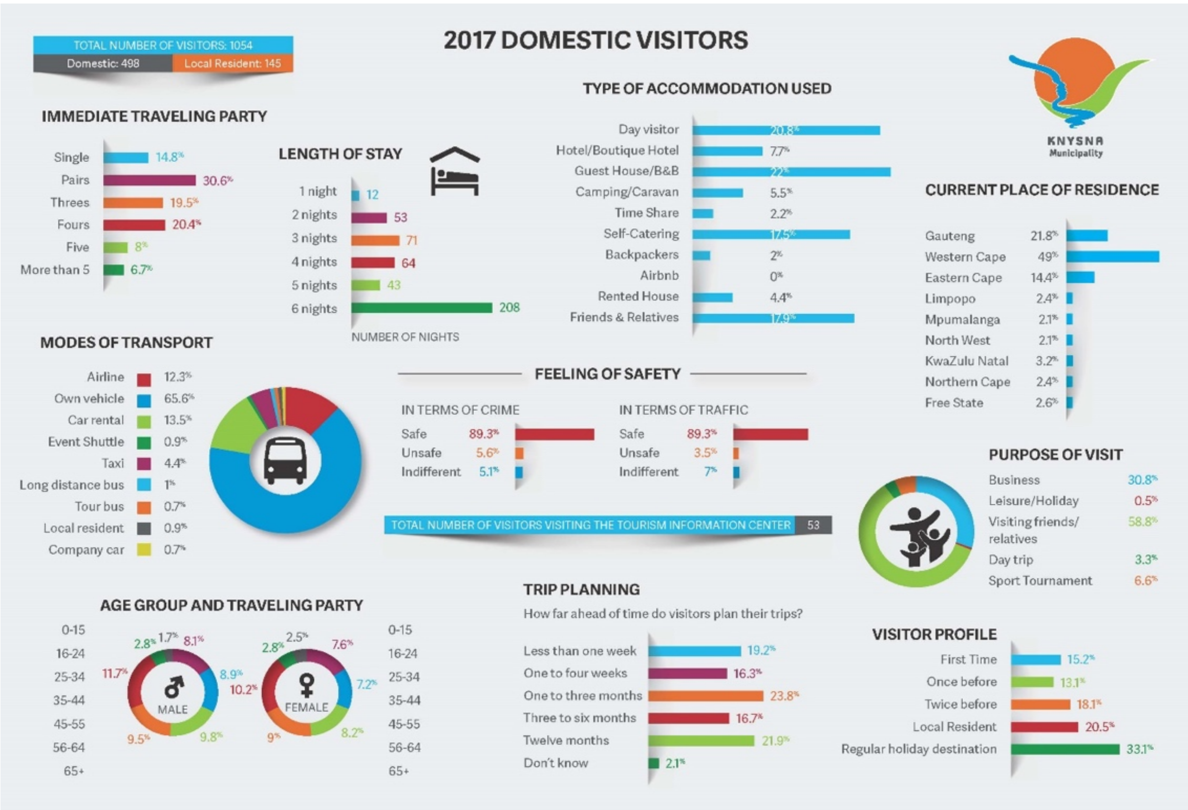

Figure 12a. 2017 domestic visitor results

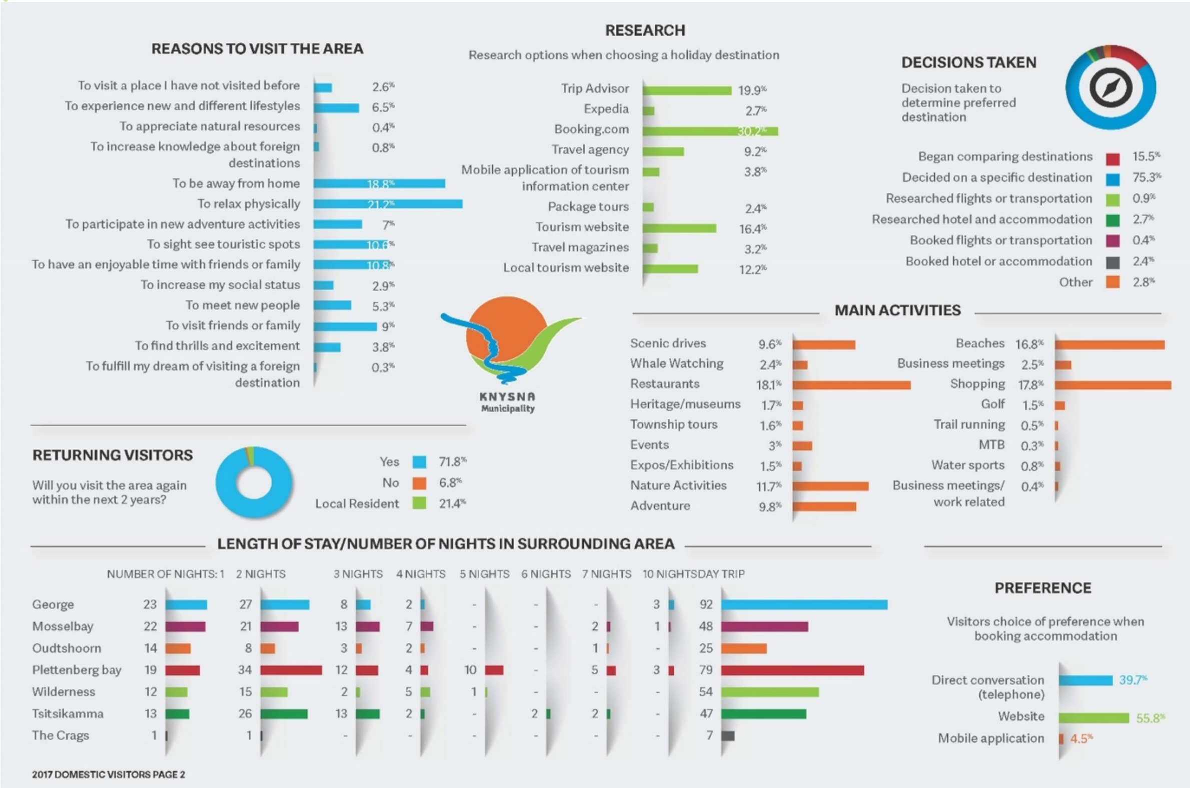

Figure 12b. 2017 domestic visitor results

Business tourism continues to reflect strong growth potential as (30.8%) of respondents travelled primarily for business. Other reasons for visiting the area included attending sport tournaments (6.6%) and for holiday/leisure (0.5%).

The majority of visitors preferred using Booking.com (30.2%), Trip Advisor (19.9%) and a tourism website (16.4%) when choosing a holiday destination. Respondents also indicated that they consider the local tourism website (9.2%), travel agency (9.2%) and the mobile application of the tourism information center (3.8%) when sourcing information.

Almost 16% of respondents indicated that they began comparing destinations when deciding on a suitable holiday destination, whilst 75.3% already have a destination in mind when they start booking their accommodation. 5% of respondents accommodation preference are guided by either researching or booking. 1% of travelers' decision in terms of a destination depended on the cost and availability of flights and/or the transport options available.

When visitors were asked how far in advance they plan their trip, 21.9% of respondents indicated 1 year in advance while 16.7% plan their trip at least 3- 6 months in advance. Approximately 59.3% of visitors preferred to plan their trip on short notice (> 3 months).

Significant factors which influenced the visitor's destination choice was that it is a beautiful town (25%) and that the town has a lot to offer (14%). Other factors for choosing the Greater Knysna area were to visit family/friends (18%) and to conduct business (7%). Almost 72% of respondents indicated that they would return within the next 2 years.

G. Service delivery analysis

Table 3.1 summarises domestic, international and local visitor perceptions of the quality of services provided by the municipality and key stakeholders in the tourism industry. 90.2% of respondents were either satisfied or very satisfied with the quality, range and value for money of accommodation in Greater Knysna. Less than 2% of respondents were very dissatisfied or dissatisfied with the variety and quality of accommodation in the area.

Almost 7% of respondents indicated that it was difficult to find parking during the December holidays. The majority (73.5%) indicated that although traffic was fairly congested they felt safe and did not experience any difficulty in finding parking in the area.

Overall feedback from respondents regarding the variety and quality of visitor activities and shops available was positive. 36% of visitors felt that the area lacks evening entertainment and that the range and quality of evening entertainment can be improved.

Most respondents indicated that the road signs and information boards were informative and assisted with the regulation of traffic during peak times. Less than 8% of visitors were unhappy about the availability and the hygiene of public toilets in Greater Knysna whilst 22% indicated a need for more public toilets during high season. Most visitors were satisfied with the cleanliness of the streets and public spaces. 27% of visitors felt that the delivery of this service by the municipality can be improved.

Less than 30% of respondents were concerned by the quality of drinking water in the area. 34.5% were concerned about the quality, maintenance and appearance of roads. Overall feedback was positive with 85.7% of respondents indicating that they were pleased by the overall impression of the town.

RATING CRITERIA: BASIC SERVICE DELIVERY & TOURISM-RELATED SERVICES					
	Very dis-satisfied	Below average	Average	Satisfied	Very satisfied
The quality, range, value for money of accommodation	0.5	0.9	8.4	36.6	53.6
Ease of parking in the area	1.6	5.0	19.9	44.4	29.1
Choice and quality of visitor activities	0.5	3.0	19.5	38.1	38.9
Choice and quality of the shopping environment	0.8	3.8	21.1	42.7	31.6
Ease of finding way around - road signs & information boards	0.3	6.2	20.9	45.2	27.4
Availability of public toilets	1.7	5.6	22.1	44.7	25.9
Cleanliness of public toilets	1.6	5.8	27.7	37.4	27.5
Cleanliness of the streets	1.2	7.0	19.0	47.6	25.2
Quality of the water	1.4	6.5	21.9	50.0	20.2
Maintenance of roads	2.6	9.4	22.5	45.8	19.8
Upkeep of parks and open spaces	1.4	5.9	19.6	46.7	26.4
Range and quality of evening entertainment	1.9	9.0	25.0	37.1	27.0
Range of restaurants & coffee shops	0.0	0.9	5.1	44.1	49.9
Overall impression of the town	0.5	1.5	12.3	39.0	46.7

Table 8. Visitor satisfaction ratings

4.4. SUPPLY PROFILE

The following section details the methodology used to conduct the tourism industry surveys together with a summary of the key findings from the survey and data collection process.

4.4.1. SURVEY METHODOLOGY

A. Survey design

The Economic Development Department designed the following survey instruments specifically for this study:

- Accommodation survey

- Activities survey
- Tourism Operator Survey
- Events Coordinator Survey
- Tourism Related Services Survey

Comprehensive desktop research was undertaken to identify specific outcomes for each of the surveys listed. A draft survey was circulated to interested stakeholders for comment during the first orientation workshop held in December 2016. The feedback was incorporated and the final draft was circulated to the Economic Development Manager for approval. Once approved, the respective surveys were loaded onto Survey Monkey.

B. Sample design

Purposive sampling (Creswell, 2014) was used. The target (sample) population was identified upfront by existing databases used by the Economic Development Department of Knysna Municipality. The databases were cleaned and updated before the study commenced.

C. Data collection

The Economic Development Department emailed the questionnaires to the respective business owners with follow up messages requesting completion. Two fieldworkers were appointed to conduct telephone interviews using the database and relevant questionnaire. The fieldworkers were thoroughly briefed on the project and the content of the surveys before the interviews commenced.

D. Data capture

Information from the completed questionnaires was extracted from Survey Monkey into an excel worksheet. The computerisation and subsequent analysis of the data gathered with the surveys was completed during this phase.

E. Analysis and reporting

All data was analysed and the section below is the product of that analysis.

4.4.2. TOURISM INDUSTRY QUESTIONNAIRE RESULTS

The purpose of the accommodation, activities, tour operation, event and tourism-related services questionnaire was to determine how the Tourism Industry Stakeholders such as tourism operators believe their destinations is perceived by tourists. The information will also be used to determine how the tourism market is segmented and how it should be positioned to effectively market the area.

A. Accommodation

Accommodation is considered a vital and fundamental part of tourism supply as travelers and tourists need lodging for rest during their travel. The traveler usually pays the establishment based on the number of nights spend in the stay unit. The types of accommodation being used most regularly by tourists is summarised below.

HOTEL	A hotel provides formal accommodation with full or limited service to the traveling public. A hotel has a reception area and offers a dining facility. A hotel must have a minimum of 6 rooms but more likely exceed 20 rooms. A star rating system is used by the Tourism Grading Council to grade the establishment.
GUEST HOUSE	A guest house refers to existing or renovated home or building that has been specifically designed as a residential dwelling to provide overnight accommodation. The Accommodation has public areas for the exclusive use of its quests. If the host/manager and guests are accommodated in the same building, there must be separate living areas. The host must be contactable 24 hours a day, 7 days a week. The host must be available to check in guests. Daily servicing of the room has to be included. Bathroom facilities must be en-suite
SELF-CATERING	Self-catering accommodation refers to a home away from your home. It offers quests a sole occupancy unit consisting of one or more bedrooms and self-contained public areas e.g. kitchen, dining area and lounge. The host must be contactable 24 hours a day, 7 days per week. Bathroom facilities may or may not be en-suite and/or private.
BACKPACKERS/ HOSTELS	Backpackers and or hostel accommodation refers to a facility that provides communal facilities, including dormitories, yet may offer a range of alternative sleeping arrangements. Only establishments that cater for the travelling public qualifies for grading. Backpackers or hostels provide budget orientated, sociable accommodation where guests can rent a bed, usually a bunk bed, in a dormitory and share a bathroom, lounge and kitchen.
CAMPING/ CARAVAN PARK	Camping/Caravan Park is a facility that provides space for guests who provide their own accommodation, such as a tent, a motor home and/or a caravan, together with ablution and toilet facilities

AIR BNB	Air BnB refers to an online community market place that connects people looking to rent their homes with people who are looking for accommodations. Hosts list and rent out their unused spaces and travelers search for and book accommodation according to their needs.
HOLIDAY HOME	Holiday home refers to a house or flat that someone owns in addition to their usual home and uses it for holidays.

Table 9. Types of accommodation establishments (Source: South African Tourism Grading Council, (2017)

The supply of accommodation and the overall experience of visitors staying over at an establishment impacts on the overall success of tourist destinations. It is therefore important for a destination to provide comfortable accommodation to people from diverse economic backgrounds according to the different levels of affordability. The total number of accommodation establishments within the Greater Knysna Area is summarised below.

ESTABLISHMENT TYPE	DATA SOURCE	
	VISIT KNYSNA	KNYSNA LED
GUEST HOUSE	40	49
BED & BREAKFAST	26	61
HOTEL	17	10
HOMESTAY	4	8
BED & BREAKFAST	26	61
SELF-CATERING	95	119
HOTEL	17	10
CARAVAN & CAMPING	3	2
BACKPACKERS	3	1
TOTAL	**188**	**250**

Table 10. Number of accommodation establishments in Greater Knysna

The accommodation questionnaire was circulated to the accommodation sector for completion during the first quarter of 2017. Only 60 establishments provided feedback. The following table reports on the sample size based on the different types of accommodation establishments in Greater Knysna.

TYPE OF ESTABLISHMENT	# OF COMPLETED QUESTIONNAIRES
Guest house & self-catering accommodation	9
Guest house/ bed & breakfast	26
Hotel/boutique hotel	7
Self-catering accommodation	15
Backpackers & cottages	3
TOTAL	**60**

Table 11. Sample size by different types of accommodation establishments (Source: Knysna Municipality Accommodation Survey, 2017)

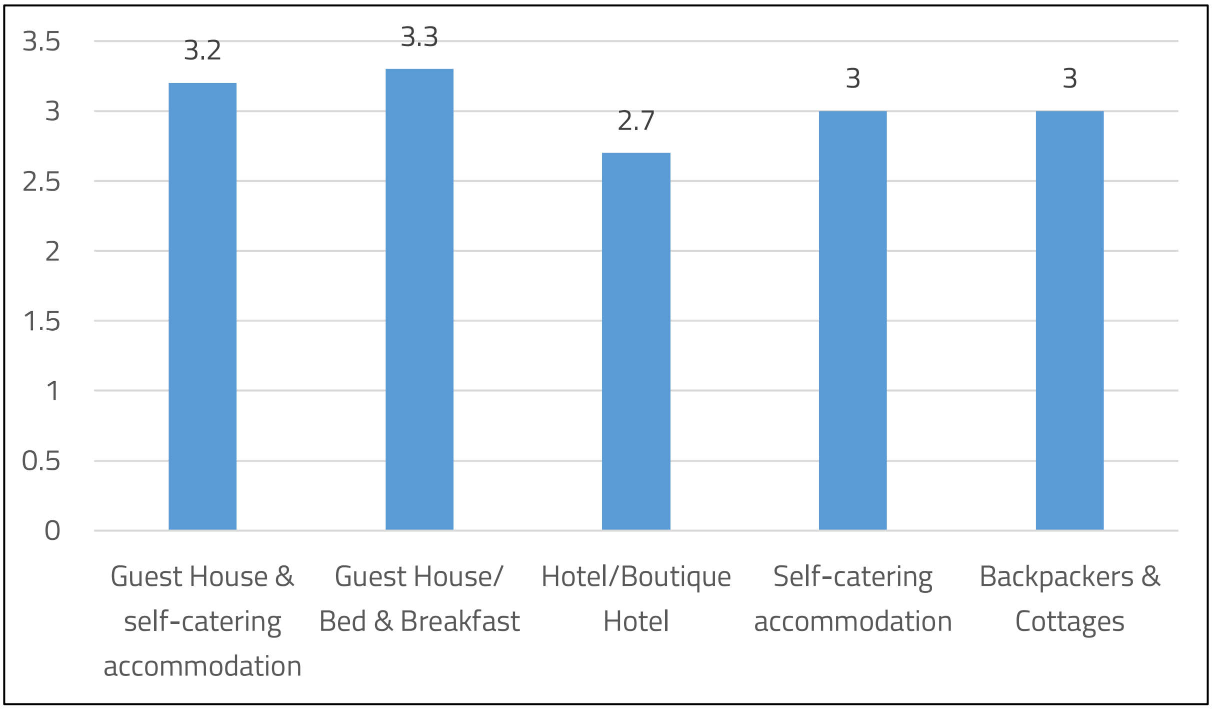

Figure 13. Average length of stay of visitors per type of establishment

IMPLICATIONS

On average visitors preferred to stay over for at least 3 nights in Knysna. When comparing the average number of nights spent at a guest house and bed & breakfast/self-catering establishment it can be observed that visitors to hotels tend to stay for shorter periods of time.

Rates for accommodation in Greater Knysna remain fairly competitive with hotels/boutique hotels being the most expensive, followed by self-catering accommodation. The average daily rates for backpackers & cottages is considered a cheaper option from guest houses, thus providing accommodation options to people according to different levels of affordability.

AFFORDABILITY	AVERAGE DAILY RATES (PER PERSON)
Guest house & self-catering accommodation	R 813
Guest house/bed & breakfast	R1 088
Hotel/boutique hotel	R1 510
Self-catering accommodation	R1 246
Backpackers & cottages	R675

Table 12. Affordability of accommodation establishments (Source: Knysna municipality accommodation survey, 2017)

Business owners also indicated that the most popular platform used by customers to book accommodation is Booking.com (31.7%) followed by Expedia (30.2%) and the accommodation website (12.9%)

MARKETING CHANNEL	PERCENTAGE
Magazines	`7.4%
Radio	2.4%
Exhibitions	7.3%
Websites	68.4%
Tour operators	7.3%
Flyers	1.2%
Ota's	1.2%
Social media	2.4%
Booking sites	1.2%

Vouchers	1.2%

Table 13. Preferred marketing channels of the accommodation sector

Thirty-two per cent (32%) of establishments indicated that internet/website (including an accommodation's own website) is one of the most valuable sources followed by booking sites (31%) and word of mouth (14%).

PREFERRED CUSTOMER PLATFORM	PERCENTAGE
Word of mouth	14%
Travel agent/tour operator	12%
Internet/websites	17%
Tourism information center	6%
Printed media	2%
Booking.com	16%
Expedia	12%
Accommodation's own website	15%
Trip advisor	1%
Travel ground	2%
Other	3%

Table 14. Most valuable marketing channels

4.4.3. EVENT TRENDS

Events can be defined as exclusive celebrations at a particular location at one particular moment in time in order to meet specific needs. The potential of the event to attract visitors depends on the various resources available e.g. the site, physical, cultural and heritage assets. These elements influence how the tourist perceives the event and should be taken into consideration when formulating the positioning strategy of a destination. An event can be classified as an activity with the only difference being that it is temporary in nature.

The advantage of using such an activity as part of a positioning strategy of a destination is that it can be used strategically to increase spending and length of stay during off-seasons. There are also different types of events that can be used to attract a certain type of visitor to the area who would never have visited the area.

CULTURAL CELEBRATIONS Festivals/Carnivals/ Commemorations/ Religious events	**ARTS & ENTERTAINMENT** Concert/ Award ceremonies	**PRIVATE EVENTS** Weddings/Parties/ Socials	**SPORT COMPETITIONS** Spectator/Amateur/ Professional
POLITICAL & STATE Summits/ Political events/VIP visits	**EDUCATIONAL & SCIENTIFIC** Conferences/ Seminars/ Clinics	**BUSINESS & TRADE** Meetings/Markets Conventions/ Trade & Consumer shows	**RECREATIONAL** Sport and Games for fun

Table 15. Different type of events (Source: Getz, 2008)

Economic impact, in the context of event tourism, can be defined as the net economic change in a host community that results from spending attributed to a sport event or facility. The economics of event tourism is influenced inter alia by:

- The magnitude of tourist spending;
- The number of tourists visiting the area;
- The number of days spent by tourists in the area;
- The circulation (multiplier) of tourist spending through the economy of a country or area.

A true understanding of visitor spending and the factors that influence visitor spending are therefore essential in terms of any economic impact study related to tourism. Expenditure is thus a vital economic input to be utilised for the modelling of economic impacts. Different categories of expenditure include:

- Direct expenditure by visitors on goods and services e.g. food and beverages, transport, accommodation, equipment, etc.
- Direct expenditure by government e.g. infrastructure, sponsorships, etc.
- Direct expenditure by private sector or NGOs e.g. sponsorships, media, advertising, capital, promotion etc.
- Direct expenditure by event organisers or managers and sporting teams (unions) to host events e.g. salaries, rent expenses, organising costs, rates and taxes, etc.

Social impacts of events are related to 2 aspects:

- The changes in the structure and the functioning of patterned social ordering that occur in conjunction with an environmental, technological or social innovation;
- The changes in the quality of life of residents of tourist destinations.

Social impact relates to the manner in which tourism and travel effect changes in the collective and individual value systems, behavior patterns, community structures, lifestyle and quality of life.

The majority of social impacts are not quantifiable in terms of monetary terms. Social impacts are often subjective, as perceived by individuals (e.g. local residents). Other social impacts can be objectively measured. It is often necessary to measure social impacts after an event has taken place. Social Impact Assessments includes the processes of analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions and any social change.

Social impact can be measured in terms of the following criteria:

- Type of impact: adverse or beneficial
- Extent of impact: reach of impact geographically
- Duration of impact: occurrence and timeframe of impact
- Intensity of impact: is the impact high, moderate or low?
- Probability of impact: is it likely that the impact may occur?

The Knysna Municipality offers a wide variety of festivals throughout the year and has established an event coordinating committee to ensure that the events hosted by public and private organisations are safe and meets the minimum criteria to be considered a quality event.

There are approximately 70 events based on the statistics received from the events coordinating committee, including more popular events such as the:

- Pick & Pay Oyster Festival;
- Knysna Speed Festival;
- Pink Loerie Festival;
- Timber Festival;
- Classic Car Weekend; and
- various mountain biking competitions (Garden Route 300, RECM Knysna 200)

Feedback from event coordinators confirms that the Greater Knysna Area has a clear competitive advantage due to the presence of physical resources, such as the sea, mountains, rivers and nature reserves and is considered the biggest strength when hosting an event. The climate together with the low levels of crime is also viewed as strengths when hosting an event in Greater Knysna.

The most popular strategies used to promote the event includes for social media (18.9%) followed by promotional material (11.7%) and banners (11.7%)

High rental cost and flood prone venues is considered the biggest risk when hosting an event. Other factors that impacts negatively on an event is the availability of parking and the lack of local supplies. Event coordinators is also concerned by the cost of travel and accommodation that limits the growth potential of successful events.

IMPLICATIONS

Knysna Municipality should evaluate the hosting of current events to develop tourism brands supporting marketing and investment plans, carefully designed to compete with other places with similar traits.

5. DESTINATION OPPORTUNITY

In order to identify projects that possess the potential to be developed and which are likely to have a significant impact on the tourism industry, it is necessary to identify the current and future potential opportunities within the tourism industry as well as the destination as a whole throughout the Greater Knysna. This destination potential identification section will be based on the outcomes of the preceding three chapters as well as a set of criteria that will allow for the identification of interventions that are sustainable and which are likely to ensure the future for Knysna to continue to be a world class tourism destination.

As part of this process, a SWOT analysis as well as an industry potential analysis will be undertaken. These two analysis techniques will help to obtain an insight into what competitive advantages the destination has and what potential exists for the industry to grow and develop within each of the four key areas identified which constitute tourism development as a function for local government. These two analysis techniques seek to identify supply and demand factors and thereby assess market opportunities, based on the gap between existing and potential levels of development. This is complimented by a review of the potential resource base exploitation or beneficiation.

The following chapter will seek to undertake the above activities under the following two major headings:

- SWOT Analysis
- Tourism Industry Potential Analysis

5.1. SWOT ANALYSIS

A SWOT analysis is a frequently used analytical tool for strategic assessments that assists in identifying strengths, weaknesses, opportunities and threats within a given environment. Strengths and weaknesses are internal factors within the control of an economic agent while opportunities and threats are those factors that are external to the economic agent, and therefore beyond the control of the economic agent. These are essentially macro-environment factors that that economic agent has little or no control over and is unable to influence.

The focus of the SWOT analysis is not on identifying what should be done, but rather on providing a framework for the identification of strategic opportunities; a means of avoiding weaknesses inherent in an economy; and as a mechanism for identifying threats that could limit future economic expansion and growth. The SWOT analysis presented in this section will identify and assess the strengths, weaknesses, opportunities and threats in the greater Knysna municipal area, in terms of regional economic development.

The identification of strengths, weaknesses, opportunities and threats within the municipal and regional areas provides the basis upon which the strategic focus areas for the Knysna EDS will be established. In order to determine an industry perspective in relation to the current status as experienced by them in terms of the Greater Knysna as a tourism destination key research questions were posed. A summary of their responses follows.

QUESTION 1: What A) is working and B) is not working in terms of promoting the destination?

A) IS WORKING	B) ISN'T WORKING
1. Environment (natural beauty of area)	1. Collaborative marketing – no strategic and uniform approach to marketing the destination
2. Events	2. Lack of representation at domestic and international trade shows
3. Knysna municipality grant in aid	3. CBD infrastructure & road infrastructure
4. Social media as a marketing platform	4. Promotions using various platforms (radio, TV, social media)
5. Big board at town entrances	5. Dedicated professional marketing/consistent marketing
6. Accommodation and product owners do good marketing	6. Safety & parking
7. Knysna known brand – positive attraction value	7. Knysna map; quality and availability of water

QUESTION 2: Identify the gems of the Greater Knysna area

1. Forest walks & nature reserves
2. Estuary
3. Waterfront
4. Beaches
5. The Heads
6. Festivals, events & outdoor activities
7. Wild oats market and other local markets

QUESTION 3: What are the risks identified for the destination currently?

1. Competition
2. State of the town (pollution; road; water; waste management & Knysna CBD)
3. Traffic & noise level of traffic during high season
4. More options in global markets/i.e. competition
5. Accessibility and lack of public transport
6. Safety (scams, car guards, no visible policing)
7. Maintenance of tourism information boards & signage

Therefore in terms of the primary research which was done regarding the current state of the tourism destination there are key assets which need to be harnessed when marketing the destination and areas of concern which need to be addressed from decaying infrastructure to designation marketing which needs to be more strategic. These views will be taken into account in terms of the action plan for the tourism destination plan.

5.2. POTENTIAL IDENTIFICATION...

The following section seeks to provide insight into the principal focus areas which constitutes tourism within a local municipal area. These four focus areas provides an overview of what a local authority is mandated to develop and invest in to ensure tourism development takes place. The 4 focus areas are as follows:

5.2.1. FOCUS AREA 1: TOURISM INFRASTRUCTURE

Definition: Infrastructure comprises of basic devices, buildings & service institutions.

Examples:

- Accommodation infrastructure;
- Transportation infrastructure – roads and transport points;
- Local facilities (Community parks & centres); and
- Trade infrastructure (African crafts market

5.2.2. FOCUS AREA 2: TOURISM MARKETING

Definition: Tourism marketing is the practice of maximising sales among businesses that target visitors to a specific area, activity or event.

Examples:

5.2.3. FOCUS AREA 3: TOURISM SERVICES

Definition: The business of providing services to its people, for example hotels and restaurants.

Examples:

- Restaurants
- Medical services
- Taxis
- 24 hour receptions etc.

5.2.4. FOCUS AREA 4: TOURISM PRODUCT DEVELOPMENT

Definition: Product development focus on the development and provision of experiences, services and infrastructure that exceeds customer expectations.

Examples:

- Protecting the natural environment;
- Trail development;
- Strengthening touring corridors;
- Upgrading and enhancing the market readiness of tourism products and services.

5.3. CRITERIA FOR DETERMINING POTENTIAL

Using these 4 focus areas as criteria to identify the potential for the tourism development within the Greater Knysna a second round of public engagements were held on the 11th and 12th of April 2017 with tourism industry stakeholders to unpack the potential in each area. Four key questions were asked to each industry group namely:

1. MARKETING	2. SERVICES
1. What resources should we make available? 2. Who should do the marketing? 3. What marketing assets should we have? 4. How should we be marketing?	1. What services do we need to resource? 2. What service can we improve on? 3. What services checklist do we have?
3. PRODUCT DEVELOPMENT	**4. INFRASTRUCTURE**
1. Who is involved in developing new products? 2. How can we improve our tourism products? Which elements? 3. What makes us unique? 4. What products do we need?	1. What infrastructure gaps do we have? 2. What tourism infrastructure do we need to improve? 3. Who looks after what infrastructure?

For each of the questions it was asked that the industry role players prioritise the outcomes. The highest priorities received the most stars which is indicated in the following tables in order of priority. The following table provides a summary of the prioritised outcomes of the marketing opportunities in relation to the questions described above.

5.3.1. MARKETING OPPORTUNITIES IDENTIFIED

1. Network Marketing – Tradeshows and roadshows*******
2. More representation at international tourism Indabas/roadshows (ex. ITB Berlin, WTM London, Cape Town)*****
3. Better marketing to tour operators is required ****
4. Create a local/Knysna App – Market the 'hell' out of this App*** (Note: different views expressed on effectiveness of an App – if content is not good and App managed on daily basis it can do more harm than good. Also need to consider the opportunity cost involved – cleaner website with booking functionality could be more effective)
5. Proper representation of all marketing segments of Knysna**
6. A Marketing Toolkit**
7. Website & social media- improve**
8. Print Media* (Not everyone uses electronics. Need a common brand. Money wasted & returning tourist don't know the new names. See Plett print media example).
9. A Knysna Website**
10. Singe-mindedness – 'nature/adventure' (Brand Knysna)*
11. Focus on digital marketing: Social Media, Website, Blogging, Video*

12. Build relationship with Travel community*
13. Provide a library/archive of photos that stakeholders can access for marketing collateral*
14. Marketing collateral to be used for international trade shows. We do not have an up to date Knysna video to be used for destination marketing.*
15. Collective marketing*
16. Relationship with conference centres. Pre & post tour marketing.*
17. More international visibility*
18. Word of mouth*
19. Consolidate tourism website for all attractions, accommodation etc.*
20. Need a proactive marketing sales person & strategy – for international and local tourists*
21. Single brand, common identity, unified vision*
22. Knysna Tourism needs to be more visible at International airports, e.g. Cape Town, Joburg etc. through provision of brochures, ads & maps at tourism stands.*
23. One-stop-shop website required- must be up to date at all times (not the current case)*
24. Marketing body has to be independent of the municipality*
25. Need a public relations specialist with industry experience
26. Do specific social media campaigns
27. Viral marketing: More visibility, Social media (International)
28. Tiered marketing approach required
29. Instil sense of pride in all residents to become ambassadors
30. Transport App
31. Emphasise diversity
32. Need a better location for the Tourism visitor information office. Existing office location does not work in terms of parking and it being outside tourism hub
33. Create a Knysna Colour brochure/magazine blasting the areas beauty all over the world
34. Improve online marketing, radio, social media and keep with the times all the time (trends). VIP invitations to celebrities*
35. Marketing boxes/boards in busy places like taxi rank, bathrooms in malls, night clubs and shebeens**
36. Social media, newsletters, bill boards* (Note: Sedgefield has no bill board for events and activity marketing).
37. Tourism website & social media*
38. A town engagement team to get local businesses to buy into events and dress the town, create special menus (restaurants)*
39. Competent marketing personnel at tourism organisation*
40. Knysna Municipality and other stakeholders should do the marketing*

41. Tourism and business (events/product) owners should market*
42. Market at ITB and WTM
43. More budget to market the destination via social media – it is the cheapest and most measurable form of advertising and also has engagement factor with audience
44. Market at information centre(s)
45. Avenues to have events marketed/exposed each time the town is marketed at International trade exhibitions, Indaba, website, social media. Funding must be allocated for marketing at these fairs

5.3.2. TOURISM SERVICES OPPORTUNITIES IDENTIFIED

The following provides a summary of the prioritised outcomes of the services opportunities in relation to the questions described above.

1. Decent public transport – Internal shuttles required*******
2. Online information office with Local Knysna App running live****
3. Skills and training centre for local community/Hotel School/Hospitality training centre- i.e.- Tour guide courses and training staff to work in tourism industry*** (Note: recurring theme).
4. Tour guides***
5. Exciting interactive Museum**
6. Walkways and dedicated cycle routes – boardwalk to The Heads with route markers**
7. Promote local transport**
8. Bulk resources upgrade- water & electricity*
9. Clean CBD and surrounds*
10. Better restaurants that serve quality food using local grown produce – drives and supports local farmers*
11. Roads: Especially CBD and upgrading gravel roads leading to tourism activities*
12. Public ablution facilities – tourist quality*
13. Better pedestrian movement infrastructure*
14. Visible policing and security*
15. Need a conference facility/educational centre*
16. Activity marketing*
17. South Cape College branch in Knysna*
18. Services that speak to the 'natural' brand-i.e.- water recycling, waste as a resource*
19. A post office with stamps and card machines that work. Street cleaners that do their job*
20. Extend/expand operating hours of restaurants to stay open longer
21. Goof town maps with attractions indicated
22. Bike stands
23. Ambassador training – use local guys as walking information office
24. Better street cleaning and waste management
25. Accessible street parking & parking for tour busses

26. Services that promote walking and cycling around Knysna
27. The steam train needs to run again***
28. Information areas for tourists**
29. Children's entertainment**
30. Route identification (mapping)*
31. Data & Statistics so that new opportunities can be identified*
32. Signage*
33. Trained tour guides*
34. Better or more people to clean in the townships*
35. Directional signage to events/attractions*
36. Traffic fine immunity during events for certain minor violations due to a lack of alternative space – i.e.- relaxation of certain violations if related to an event in order for visitors not to have good experiences spoilt by selective/opportunistic enforcement* (Note: arrangement be made with law enforcement of categories of violations linked to events where enforcement could be relaxed).
37. Office in town that sells tickets for events*
38. Transport to get tourists to the townships & Rastafarian community (Tourist minibuses)**
39. Provision of great services and experiences at fair prices so people return via word of mouth marketing
40. Recycling at all events
41. Diary of future events on the web
42. Make use of pop-up shops for new businesses
43. Development of township tourism & investment in township NGOs & NPOs
44. Liquor licence applications for events
45. Traffic control
46. Transport to destinations such as forest and beaches
47. Safety for township tours
48. More workshops on event management requirements & up-skilling: i.e. insurance, safety, service, social media

5.3.3. PRODUCT DEVELOPMENT OPPORTUNITIES IDENTIFIED

The following provides a summary of the prioritised outcomes of the product development opportunities in relation to the questions described above:

1. Train – to include dinner cab and activity en-route****
2. Bring back Oyster farming***
3. Drive and cultivate arts and crafts facility for local artisans to work and sell their goods-made in Knysna***
4. Sell Knysna as a whole. Beach-Forest activities**
5. Eco-Education**
6. Support mentorship for entrepreneurs**

7. App for easy access to everything**
8. Develop more free products*
9. Integrated packages*
10. Good/clear signage**
11. Child-friendly activities*
12. Township experience and restaurants*
13. Guided forest walks for adults – i.e.- birdwatching, botanists, special interest groups*
14. Focus on uncontrived & authentic activities and experiential tours and activities*
15. More activities – will increase length of stay*
16. Training local tour guides and operators – locals that knows Knysna*
17. Product development around lagoon and forest*
18. Make start-ups easier*
19. Promote the local transport industry*
20. Products/activities that promote re-connecting with nature & regeneration*
21. Nature reserve in town
22. Need activities for wet days
23. Develop the town in line with its history
24. Need more tour guides
25. Create a product development forum (Note: links to recurring theme of a need for internal networking opportunities in industry).
26. When you want to develop you are not shouted down by product owners who have a market monopoly
27. Create special interest packages (Birding, botanical, archaeological etc.)
28. Environmentally positive town
29. Need more products/activities that tourists can do when weather is bad
30. Video clips of activities in restaurants in all shops/restaurants
31. Interactive Art Street
32. Power van/train into the forest
33. Experts in product development/niche areas need to be brought in
34. Edu-Tourism products that are interactive, engaging and iconic
35. Authentic nature encounters
36. Packaging the new cycling route (Cape Town to Knysna)
37. Environmental education. Develop learner friendly products
38. Speed marketing done at Woodmill Lane during season
39. More festivals: Music- Jazz, Blues, Classical. Fashion. Water Skiing competitions. Guided walks***

40. Trail funding for development of walking trails at Judah Square and in Hornlee
41. Consistent food quality at restaurants & customer service*
42. Quality control provisions need to be included in municipal leases on properties that are tourist attractions/destinations, for example "Senza" at The Heads. Municipality should be in a position to cancel lease if property is not being managed properly or severely underperforming as tourist attraction*
43. Water world for kids*
44. Hiking Trails and walks*
45. Develop a culture of service excellence across all businesses*
46. A youth centre where locals can showcase their products – ex. at Nekkies
47. Knysna needs a conference centre
48. Playgrounds in suburbs
49. More information on forest walks and picnics
50. Communication between all parties in tourism
51. Deep Sea eco-tourism
52. A marketplace in town centre for Green Chefs
53. Organised routes for community events
54. Film festival
55. Train was unique – can it come back?
56. Estuary is an eco-treasure

5.3.4 TOURISM INFRASTRUCTURE OPPORTUNITIES IDENTIFIED

The following summarises the prioritised outcomes of the infrastructure opportunities in relation to the questions described above:

1. By-pass*************
2. Water resources*****
3. Knysna Tourist App/Market the App****
4. Revamp roads**
5. Heli-port**
6. Sport Destination. Develop top quality sporting facilities, Astro-turf Hockey, Public/Olympic Pool for swimming and water polo**
7. Airport shuttle** (Current shuttles very expensive)
8. Tourism training centre**
9. Shuttle and shuttle parking**
10. Water recycling plant**
11. Businesses should be responsible for cleaning and safety of their immediate areas*

12. Clearly marked signs.*
13. Create pavements people can walk on and pensioners can drive on with electric scooters*
14. Tuck-Tucs*
15. R339 upgrade*
16. Dedicated cycle lanes
17. Fill in holes in roads after infrastructure repairs/installations
18. Train. Mono-rail
19. Pedestrianised streets
20. Better street lighting
21. Bulk services
22. Cycle routes with information boards. Lockable bike-stands at strategic points
23. Ban parking increase in Main road
24. Upgrade sidewalks in Main Road
25. Adult education centre
26. Budget accommodation for school groups
27. Bring back Oyster farming
28. Petrol attendants/services personnel to be trained in being tourism ambassadors
29. Water Taxis
30. A facelift to the Main Street required – Plett is a good example****
31. Public transport – a system that services all areas**
32. Improve community facilities to high standards and maintain**
33. Fix the basics: Unpolluted estuary, clean water, roads in good condition, grass cut, and litter cleaned up etc. Especially areas in Main Road and at old station at waterfront.
34. Accommodation in the townships**
35. Signage plan is a good idea – standard flag poles, poster brackets, banner signs etc. Don't charge events for putting up posters & use of the infrastructure*
36. Added parking for busy times*
37. Being able to loan infrastructure from the Municipality – e.g. electrical cable, road signs, drain covers etc. (Note: Links with inputs made on costs of event infrastructure and potential to significantly reduce costs if standard infrastructure used at most events is invested in and shared between event managers – e.g. Fencing, locally trained event security personnel, tents etc. Model for this needs to be worked out and could be viable – 'Event Store').
38. Development of Sanlam Mall

IMPLICATIONS

The industry and public participation workshops provided a significant amount of detailed feedback on the perceptions of Knysna and issues that need to be addressed in order to develop the sector to its full potential locally. The opportunities identified by the industry for each focus area of tourism development will be grouped and included in the next section of the report which will be the action plan to indicate how this destination will be developed over the next 5 years.

6. IMPLEMENTATION PLAN

This section of the report details the operational and investment requirements to implement the catalytic projects and promote the strategic focus areas contained in this tourism destination plan. The current issue in relation to implementing tourism development in the Greater Knysna is understanding the role and function of local government as well as within each of the four core areas where the implementation is currently taking place and by whom and in future how will this status quo shift.

It should be noted that when this research study was undertaken in terms of developing a tourism destination plan for the Greater Knysna the core objective was not to define who is doing what but more so what should be done to develop the destination in a world class tourism destination which will ultimately attract more visitors and grow its competitive edge in the Province and globally.

There are numerous tourism role players who have a stake in the current and future status of industry. From the SWOT analysis it was clear that departments in charge of infrastructure, services, parks management, environmental management, safety and security and others have an influence over the tourist experience and the ability of local entrepreneurs to conduct businesses that profit off tourism. The roles of other departments are highlighted in subsequent sub-sections.

In addition to the Knysna Municipality's own internal capacity, numerous other organizations exist that can assist in tourism development. These include provincial and national counterparts, Wesgro, Eden District Municipality as well as numerous industry associations' funders such as the DBSA and IDC, and business chambers and community-based organizations.

Partnerships with these organizations will be critical for:

- the validity of research efforts;
- ensuring information provided to tourists in brochures, books, registries, online booking pages, mobile phone applications, maps and so forth is accurate and comprehensive;
- achieving economies of scale on research, planning, marketing, and procurement of other goods and services;
- sharing of knowledge, skills, insights and resources;
- ensuring a shared vision and alignment of branding and marketing efforts;
- ensuring tourists receive what they are promised in terms of service excellence, quality and nature of experiences and services offered; and

- achieving critical mass when lobbying for removal of barriers to business or other decisions at provincial and national levels

The following outlines the various projects identified for the greater Knysna municipal area. The table provides a description of the project, a timeframe as well as the estimated budgetary implication. The projects listed seek to:

- Build on the region's strengths
- Address the locations' current weaknesses
- Take advantage of opportunities for development that exist currently or in the foreseeable future
- Mitigate the impact of possible threats to the achievement of the Knysna Local Municipality's economic development vision

6.1. PRIORITISED ACTIVITIES

DESTINATION MARKETING PRIORITIES			
MARKETING STAKEHOLDER RELATIONSHIPS			
Intervention details	**Time frame**	**Potential CE**	**Responsibility**
1. Increase partnerships and industry marketing with tour operators in terms of travel community.	1-3 years	R 20 000	Tourism Organisation
2. Identify key industry partnerships such as with conference centres for possible pre & post event business opportunities to link to the business tourism segment.	6 months	R 0	Tourism Organisation
3. Tourism ambassador programmes including tourism industry as well as citizens within the Greater Knysna.	Annual	R 20 000 p.a.	Private Tourism Bodies/Business Forum
4. Launch a town engagement team to get local businesses to buy into events and dress the town, create special menus (restaurants)	Annual	R 0	Business Forum/ Tourism Organisation
MARKETING STRATEGY			

Intervention details	Time frame	Potential CE	Responsibility
1. Marketing strategy required for all tourism products and activities (Include PR, marketing and sales strategy) with a clear domestic and international strategy outlined.	6 months; Annual review	R 1, 2 00 000 p.a.	Tourism Organisation
2. Develop brand plan to cover all marketing channels including print etc. Ensure brand plan is workshopped with industry to ensure common language etc. for destination is used in industry marketing material as well.	6 months	R 500 000	Tourism Organisation & Municipality
3. As part of the brand plan and marketing strategy marketing collateral must be developed for tradeshows, digital and print media as well as video clips to be used as a standard "template" by tourism stakeholders.	6 months	R 450 000	Tourism Organisation
4. Increased social media campaigns linked to viral marketing	1-3 years	R 80 000	Tourism Organisation
MARKETING PLATFORMS			
Intervention details	**Time frame**	**Potential CE**	**Responsibility**
1. Visit Knysna App development	6 months	TBC	Tourism Organisation
2. Develop online/digital marketing strategy including social media – update website and all social media platforms with clear output measurable in terms of effectiveness of platforms.	6 months	*Included in marketing strategy implementation*	Tourism Organisation
3. Develop a digital library of all images to be used by all tourism	6 -12 months	R 120 000	Tourism Organisation

stakeholders as marketing collateral.			
4. Identify collective marketing opportunities with industry stakeholders, formulate marketing intervention action plan and include in annual marketing calendar as a joint marketing initiative.	6-12 months	R 0	Tourism Organisation
5. Identify key marketing platforms at specific destinations for example; George Airport, Cape Town International Airport etc. to increase exposure. Link this to marketing strategy with an identified interventions planned. Identify locations for specific ad campaigns in public places such as taxi ranks, retail malls etc.	6 months	*Included in marketing strategy*	Tourism Organisation
6. Research viability of a Knysna brochure/magazine as a potential quarterly publication.	6 months	R 0	Tourism Organisation
7. Speed marketing done at opportunities need to be identified and planned with stakeholders.	Quarterly	R 5 000 per event.	Tourism Organisation.
TRADE SHOWS			
Intervention details	**Time frame**	**Potential CE**	**Responsibility**
1. Identify key trade shows and roadshows which needs to be attended with a marketing calendar for 24 months planned which links to the marketing strategy in terms of identifying strategy for each trade show with measurable outcomes to measure	3 months	TBC	Tourism Organisation

effectiveness - ITB Berlin, WTM London, Cape Town.			
BUSINESS DEVELOPMENT			
Intervention details	**Time frame**	**Potential CE**	**Responsibility**
1. Business development support for all tourism products such as a marketing toolkit which can be used.	6-12 months	TBC	Tourism Organisation
HUMAN RESOURCE CAPACITY			
Intervention details	**Time frame**	**Potential CE**	**Responsibility**
1. Public Relations Specialist with industry experience	12 month performance contract	TBC	Tourism Organisation
2. Sales Consultant to increase trade	12 month performance contract	TBC	Tourism Organisation
3. Competent marketing personnel at tourism visitor information centre	12 month performance contract	TBC	Tourism Organisation

TOURISM SERVICES INTERVENTIONS			
TRANSPORT SERVICES			
1. Opportunities for additional public transport services need to be identified e.g. shuttle services.	1 year	R 0	Tourism Organisation
2. Develop an updated list of all local transport operators and market this on all marketing platforms and the VIC	3 months	R 0	Tourism Organisation
3. Ensure tour operators provide transport as a product offering to	3-6 months	R 0	Tourism Organisation

get tourists to the townships & Rastafarian community.			
VISITOR INFORMATION SERVICES			
1. Identify alternative locations of VIC	3-6 months	R 0	Tourism Organisation/ Municipality
2. Identify key information points with physical maps with information regarding tourist activities and attractions in that specific vicinity as a mini hotspot for tourists to access information digitally and through a physical resource.	6 -12 months	R 120 0000	Tourism Organisation/ Municipality
3. Maps for all MTB cycle and trails to be developed and physical signage along the routes to be designed and installed.	3 months	R 80 000	Municipality/ Project Steering Committee
4. VIC to provide the service of selling tickets for events and tourists activities and attractions.	On-going	R 0	Tourism Organisation
TOUR GUIDES			
1. Ensure a database of all tour guides is updated and these services are marketed on all marketing platforms and the VIC	On-going	R 0	Tourism Organisation
BASIC MUNICIPAL SERVICES			
1. Level of cleanliness throughout the CBD and tourist major attractions which are public assets including the taxi rank area is essential in terms of tourists impressions of the destination.	3 months	TBC	Municipality

2. Level of cleanliness for township tours needs to be assessed and an intervention plan needs to be formulated.	3 months	TBC	Municipality
3. Ensure Public ablution facilities are kept neat and clean and a maintenance programme is run to upgrade existing facilities and identify areas where additional facilities need to be constructed for example on Leisure Isle.	3-12 months	TBC	Municipality
4. Promote municipal services that speak to the 'natural' brand-i.e. water recycling, waste as a resource linking to the Zero Waste campaign. Waste separation refuse bins along high traffic routes & tourist attractions.	3-6 months	R 40 000	Municipality
5. Recycling bins and services offered at all events	On-going	Event specific	Municipality
6. Traffic control services offered during events and festivals.	On-going	R 0	Municipality
RESTAURANTS			
1. Encourage local restaurants to serve quality food using local produce to support the local economy. Revive the go local campaign.	On-going	R 0	Tourism Organisation/ Private Sector
2. Industry intervention regarding extending trading hours of restaurants.	On-going	R 0	Tourism Organisation/ Business Forum/ Private Sector
SAFETY AND SECURITY			
1. Ensure visible policing and security on tourist routes and throughout	On-going	TBC	Municipality

the CBD using CBD patrols on foot and on bicycles.			
2. Investigate whether arrangements can be made with law enforcement of categories of violations linked to events where enforcement could be relaxed.	3 months	R 0	Municipality
3. Safety interventions for township tours for example along the route additional lighting and law enforcement patrols.	3-12 months	TBC	Municipality
TOURISM DATA INTELLIGENCE SERVICES			
1. Tourism visitor stats to be collected annually and a barometer report to be published for domestic visitors, international visitors and events.	Annual	R 30 000 p.a.	Tourism Organisation/ Municipality/ Wesgro

TOURISM INFRASTRUCTURE PRIORITIES			
TRANSPORT INFRASTRUCTURE			
1. Provide support regarding the repair and re-establishment of the railway line between Knysna and George and the re-establishment of the Choo-Tjoe as a critical tourism transport product as well as a strategic economic infrastructure priority.	Linked to re-opening of line and concession timeframe	R TBC	TRANSNET/Classic Rail/Prasa/Wesgro/ Knynsa Municipality/Eden District Municipality
2. Roads requiring maintenance or upgrades need to be priorities in terms of access to major tourism activities and attractions which needs priority in terms of road	Annual Road Maintenance	R TBC	Knysna Municipality/ Eden District Municipality/ SANRAL

maintenance budget for Knysna Municipality & Eden District Municipality, especially the CBD and upgrading gravel roads leading to tourism activities in rural areas such as in the Rheenendal Ramble route.			
3. Map all tourism transport infrastructure and compile a status report in relation to status of infrastructure, ownership, location as well as maintenance required.	3 months	R 0	Knysna Municipality Roads Department
4. Walkways and dedicated cycle routes such as the boardwalk to The Heads with route markers needs to be constructed and maintained.	1-2 years	R 650 000	Knysna Municipality/SANPARKS/Private/Dept. of Tourism
5. Improve pedestrian infrastructure with signage and lighting to market Knysna as a pedestrian friendly destination which includes dedicated cycle lanes.	1-3 years	R TBC	Knysna Municipality/SANRAL
6. N2 bypass to alleviate traffic congestion through Knysna and the Hospital bend bottleneck along the N2.	TBC	TBC	SANRAL/ Knysna Municipality
7. Marketing of air transport infrastructure such as helipads and private airfields. Air Access Initiative in relation to routes and pricing of flights to George Airport.	1-3 years	TBC	ACSA/Wesgro/Eden District Municipality
8. Airport shuttle opportunities - linked to regional public transport system	1-5 years	TBC	Private Operators/Regional Tourism Organisation

9. Tuc-Tucs as a business opportunity to improve public transport services offered.	1-2 years	TBC (Private)	Private Operators
10. R339 road upgrade.	TBC	TBC	Eden District Municipality/ SANPARKS
11. Fill in holes in roads after infrastructure repairs/ installations.	On-going	TBC	Road Authorities
12. Upgrade sidewalks in Main Road.	1-2 years	TBC	Road Authorities
13. Investigate the potential for Water Taxis between Knysna and Brenton/Belvidere.	Current	TBC (PPP)	SANPARKS/Private Operators
TOURISM SIGNAGE INFRASTRUCTURE			
1. Conduct a signage audit to determine status of signs, owner, location as well as maintenance required.	1 year	TBC	Knysna Municipality (Signage Master Plan & Implementation Framework)
2. Compile a business plan for funding for signage upgrades to Department of Tourism as a possible funder.	1-2 years	TBC	Knysna Municipality
3. Improved signage - Directional signage to events/attractions as well as generally ensuring major tourist signage is clearly marked and visible.	1-3 years (3 Phases)	TBC	Knysna Municipality/ SANPARKS/Tourism Organisation/HoAs/ Road Authorities
4. Signage plan is a good idea – standard flag poles, poster brackets, banner signs etc. Suggestion to not charge events for putting up posters & use of the infrastructure, amend the signage by-law for this rebate.	1-2 years	TBC	Knysna Municipality

TOURISM FACILITY INFRASTRUCTURE			
1. Identify a property, investment and operational model for the establishment of a conference/event facility.	6 months	R 0	Knysna Municipality
2. Proceed with a RFP to attract investors as potential partners for the identified site for the conference/event facility.	6 months	R o	Knysna Municipality/ Land Owner(s)
3. Identify bicycle routes and possible locations for bicycle stands, prepare project implementation plan and identify funding source.	6-12 months	R 120 000	Knysna Municipality/Tourism Organisation/CX Trails Steering Committee
4. Increased identification and demarcation of parking for tour buses.	6-18 months	R 0	Knysna Municipality/ Parking Owners
5. Sport Destination. Develop top quality sporting facilities, Astro-turf Hockey, Public/Olympic Pool for swimming and water polo. Develop business plan and investment framework – RFP.	6-12 months	TBC	Knysna Municipality/Sport Development Stakeholders
6. Tourism & hospitality training centre.	12-18 months	TBC	Tourism Organisation/ Garden Route Skills Mecca
7. Short-stay accommodation opportunities for example affordable accommodation for school groups etc.	1-3 years	TBC	Private Developers/ Accommodation Association
8. Upgrade and maintain municipal community facilities such as sport facilities and community halls etc. to ensure that these are up to standard to host different tourism	1-5 years	TBC	Knysna Municipality

events especially for sport and event related tourism activities.			
9. Being able to loan infrastructure from the Municipality – e.g. electrical cable, road signs, drain covers etc. (Note: Links with inputs made on costs of event infrastructure and potential to significantly reduce costs if standard infrastructure used at most events is invested in and shared between event managers – e.g. Fencing, locally trained event security personnel, tents etc. Model for this needs to be worked out and could be viable – 'Event Store').	TBC	TBC	Private Business/Tourism Organisation/Knysna Municipality/Event Managers
10. Identify a new location for the Tourism visitor information office. Existing office location does not work in terms of parking and it being outside tourism hub. Potential at the Knysna Waterfront precinct.	6-12 months	TBC	Tourism Organisation/Knysna Municipality
11. Erect an additional tourism sign board for Sedgefield entrance on both sides of the town. Review design and effectiveness of current billboards (lighting etc.)	6-12 months	TBC	Tourism Organisation/Knysna Municipality
12. A youth centre where locals can showcase their products – ex. at Nekkies	6-12 months	TBC	Knysna Municipality/NYDA

MUNICIPAL BULK INFRASTRUCTURE			
1. Upgrade water and sewerage infrastructure as critical tourism related infrastructure relating to being a world class tourism destination with reliable and adequate basic services during peak and off peak tourism seasons with adequate capacity.	1-10 years (3-5 year cycles with annual infrastructure upgrades)	Refer to Infrastructure Budget	Knysna Municipality/Infrastructure Grant Initiatives
2. Businesses should be responsible for cleaning and safety of their immediate areas through the implementation of a special rating area through a potential improvement district such as the CBD.	6-18 months	R 200 000	Private Businesses/SRA body/ Knysna Municipality
3. Improve street lighting on major tourist routes to ensure safety of visitors at night.	6-24 months	TBC	Knysna Municipality
4. Upgrade the CBD as part of an urban renewal programme.	10 Year Programme – On-going	TBC	Knysna Municipality/ Private Businesses/ Investors/SRA/CID/Urban Renewal Grant Initiatives

TOURISM PRODUCT DEVELOPMENT OPPORTUNITIES			
NEW BUSINESS OPPORTUNITIES			
1. Provide support regarding the repair and re-establishment of the railway line between Knysna and George and the re-establishment of the Choo-Tjoe as a critical tourism transport product as well	Linked to re-opening of line and concession timeframe	TBC	TRANSNET/Classic Rail/Prasa/Wesgro/ Knysna Municipality/ Eden District Municipality

as a strategic economic infrastructure priority. To include joint marketing strategy for local and regional tourism packages & activities accessed from railway.			
2. Oyster Farming & other Aquaculture Opportunities need to be explored with SanParks.	6 months	TBC	Knysna Municipality/ SANPARKS
3. Make use of pop-up shops for new businesses by liaising with key retail and property stakeholders especially during peak season.	6-12 months	TBC	Private Businesses/ Retailers
4. Support mentorship for entrepreneurs for different tourism business opportunities.	On-going	TBC	Tourism Organisation/ Knysna Municipality/ SEDA
5. Video clips/marketing of activities in restaurants in all shops/restaurants.	6-18 months	R 200 000	Tourism Organisation/Knysna Municipality/Private Business
TOURISM SKILLS DEVELOPMENT			
1. Petrol attendants/services personnel to be trained in being tourism ambassadors.	Annual	R 40 000	Private Tourism Development Associations
2. More workshops on event management requirements & up-skilling: i.e. insurance, safety, service, social media	Annual	R 20 000	Knysna Municipality/Tourism Organisation
3. Skills and training centre for local community/Hotel School/Hospitality training centre- i.e. - Tour guide courses and training staff to work in tourism industry.	6-24 months	TBC	Tourism Organisation/Garden Route Skills Mecca

4. Training local tour guides and operators, identify potential and also develop a database of existing registered guides and operators to be marketed on the website and with all activities and attractions as service providers.	6-24 months	TBC	Tourism Organisation
TOURISM PRODUCT OPPORTUNITIES & GAPS			
1. Development of township tourism & investment in township NGOs & NPOs need to be unpacked into township tourism product and infrastructure requirements.	6-12 months	TBC	National Tourism Department/ Tourism Organisation
2. Facility tourism activities need to be increased as a product especially relating to kids entertainment.	TBC	TBC	Tourism Organisation
3. Exciting interactive Museum upgrade needs to take place to promote heritage tourism.	6-18 months	TBC	Knysna Municipality/ Heritage Western Cape
4. Train – to include dinner cab and activity en-route.	Linked to re-opening of line and concession timeframe	TBC	Classic Rail
5. Drive and cultivate arts and crafts facility for local artisans to work and sell their goods-made in Knysna.	On-going	TBC	Knysna Municipality/Craft Collectives/Cape Craft & Design Institute
6. Eco-Education to be linked to tourism activities. Identify a potential driver to promote this with the product owners of different activities where there exists a degree of synergy.	TBC	TBC	TBC

7. Identify and develop more free products for tourists, this must be included in the marketing strategy especially for adventure and outdoor activities and attractions.	6-12 months	TBC	Tourism Organisation
8. Integrated packages for tourists linking activities and attractions with retail and accommodation.	6-18 months	TBC	Tourism Product Owners/Tourism Organisation
9. Identify current child friendly activities and include this in the marketing of activities and attractions as a description to attract families who visit the destination.	6-18 months	TBC	Tourism Organisation
10. Township experience and restaurants needs to be packaged and marketed. A township tourism strategy needs to be developed unpacking potential for new tourism products which needs to be linked to local entrepreneurs.	6-18 months	TBC	National Tourism Department/Tourism Organisation
11. Guided forest walks for adults – i.e. - birdwatching, botanists, and special interest groups.	Current	N/A	Private Tourism Product Owners
12. Product development around lagoon and forest.	In-process	TBC	SANPARKS/MTO Eco-Tourism/Tourism Organisation
13. Nature reserve in town to be developed i.e. Pledge Nature Reserve and the Knysna Central Park with SanParks.	1-3 years	R 7 million	Knysna Municipality/ SANPARKS
14. Identify and package activities for rainy weather to ensure we are an all year round destination.	6-24 months	TBC	Tourism Organisation/ Private Business

Potential Virtual Reality tourism experience.			
15. Identify additional ways to promote the heritage of the Greater Knysna into routes, additional information on all settlements, and additional designs for landmark art with interactive story telling electronic messaging etc.	12-24 months	TBC	Tourism Organisation
16. Create a product development forum (Note: links to recurring theme of a need for internal networking opportunities in industry).	6-12 months	TBC	Tourism Organisation/ Knysna Municipality/ SANPARKS
17. Create special interest packages (Birding, botanical, archaeological etc.)	6-12 months	TBC	Tourism Organisation
18. Interactive Street Art, identify a few pilot sites and liaise with art society.	6-12 months	TBC	Tourism Organisation/Knysna Municipality
19. Investigate the potential of a Power van/train into the forest.	1-2 years	TBC	SANPARKS
20. Identify the potential for additional Edu-Tourism products that are interactive, engaging and iconic.	12 months	TBC	Tourism Organisation/ Product Development Forum
21. Package and develop activities in relation to authentic nature encounters.	6-12 months	TBC	Tourism Organisation/ SANPARKS/ Product Development Forum
22. Packaging the new cycling route (Cape Town to Knysna).	12 months	TBC	CX to CA – DEDAT/Wesgro
23. More festivals need to be developed relating to Music- Jazz, Blues, and Classical.	6-18 months	TBC	Tourism Organisation

24. Additional events relating to Fashion competitions and Water sports.	6-18 months	TBC	Tourism Organisation
25. Trail funding for development of walking trails at Judah Square and in Hornlee	6-18 months	TBC	Tourism Organisation/National Tourism Department
26. Water world for kids as a new product and business opportunity.	TBC	TBC	Private Business Opportunity
27. Identify new routes for hiking and running trails.	6-12 months	TBC	CX Trails/Tourism Organisation
28. Develop Deep Sea eco-tourism products.	6-18 months	TBC	Private Business/ Product Development Forum
29. Organised routes for community tourism products.	6-18 months	TBC	Tourism Organisation
30. Film Festival	2-3 years	R 250 000	Knysna Municipality/ Garden Route District/ Wesgro
EXISTING TOURISM PRODUCT INTERVENTIONS			
1. More information on forest walks and picnics at existing sites.	1 year	TBC	SANPARKS

6.2. TOURISM DESTINATION PLAN ROLE OUT

The implementation of the action plan is dependent on not only the Knysna Municipality and private sector. It is essential that for the tourism destination plan to work everyone needs to use it as a planning and project guide to ensure all four aspects are realized.

The following chapter of the Knysna Local Municipality's EDS involves presenting the general guidelines and steps which should be followed when implementing the projects which have been identified in Chapter 6. The purpose of this section is to present to the Knysna Local Municipality a step-by-step process to be followed in the implementation of the identified projects, from site location through to the final handover of the project.

The chapter also presents the implementation action plans for each of the identified economic development projects as well as the monitoring and evaluation framework.

6.3. IMPLEMENTATION GUIDELINES

The following section presents a general step-by-step guide for how projects identified in Chapter 4 should be implemented. These guidelines describe the process that should be followed from the inception of the project to its completion. Steps covered include, but are not limited to, the following:

1. IDP integration and prioritisation
2. Identification of location
3. Pre-feasibility and detailed feasibility studies
4. Partnership identification and project matchmaking
5. Development of a business plan
6. Municipal budgeting and funding
7. Enabling environment and labour market
8. Project handover and mentoring

6.3.1. IDP INTEGRATION AND STAKEHOLDER PLANNING PROCESS

A range of different tourism destination development projects, identified as part of the opportunities assessment, have been identified and outlined in this report. Following this process, LED officials within the Knysna Local Municipality should ensure these projects are integrated into the municipality's IDP. Project integration into the IDP should not be limited to just those projects that are immediately implementable, but rather to all those public sector projects that are likely to stimulate other opportunities in the future. The projects should also form part of not only local government planning strategies but private sector marketing budgets, other sector department's infrastructure planning etc.

6.3.2. IDENTIFICATION OF LOCATIONS

Once the project to be implemented has been identified and integrated into the IDP process, the next step is identifying where it will be located within a spatial context. This necessitates the identification of suitable and available land. As part of the broader planning process and the updating of the SDF, potential development sites and available land for future development will be identified. This will not always be on council owned land but more often than not private sector will own and operate for example tourism activities and attractions and they therefore need to identify possible locations. Each project needs to have a geo-spatial reference.

When developers and/or investors assess a site for future development, they consider a range of factors, including:

- The cost of the land
- Proximity and accessibility to transport routes and/or the target market
- Proximity to the inputs such as raw materials and labour
- Whether communities are forward looking and exhibit a high standard of land management
- Whether communities are informed, understand the value of the development and also have data on their own needs, strengths and weaknesses
- Whether proper due diligence for the site has been conducted (e.g. rezoning, EIA, bulk and geotechnical capacity etc.)
- The resources that are available in that area, such as labour, water etc.

Should the responses to these questions complement the project, the investors would generally consider the location as being optimal. It is important to note, however, that site location is the exclusive prerogative of the investor.

6.3.3. FEASIBILITY

Prior to implementing a project, a feasibility study is generally undertaken in order to determine the viability of a project. In some cases it may be necessary to conduct a pre-feasibility study, which would serve as the pre-cursor to a feasibility study. The pre-feasibility assessment essentially includes the following aspects:

- Locational data
- Potential project limitations
- Potential alternatives and implementation alternatives for the project
- Preliminary cost estimated
- Detailed information that would be required for a comprehensive feasibility study
- Potential funding sources
- Preparation of Terms of Reference for the feasibility study

A full feasibility study essentially comprises:

- A Locational Analysis
- An initial environmental assessment
- Market research (demand and supply analysis)
- The identification and quantification of income streams
- The identification of potential funding sources.

The development concept is then refined and concrete designing and planning is done. The feasibility study translates into information for the investor(s) by:

- Demonstrating the existence of a market which is viable for a new entrant to gain a sufficient size of the market share
- Indicating that the macro-economic environment is sufficiently stable to support and/or grow the current market
- Showing that costs (e.g. start-up capital, labour, supply chain logistics, utilities and taxation) have been investigated and accurately estimated
- Demonstrating that income streams have been accurately calculated based on market research and that the income will be sufficient to cover costs and earn a return on investment.

6.3.4. PARTNERSHIP IDENTIFICATION AND PROJECT MATCHMAKING

This step aims to identify stakeholders, potential partners and funders as well as project leaders/drivers. For each identified project, a project leader/driver is required that will drive and coordinate the implementation process. These leaders/drivers are responsible for the steps that need to followed in the implementation process and should therefore be provided with the necessary information, data and authority to successfully and timeously lead the project from this point to hand-over to the developer/operator. Such a leader/driver does not necessarily have to come from within the Knysna Municipality and could include a local industry representative or community leader.

Stakeholders may range from government departments that are required in the planning process; to industry experts or representative bodies; communities/beneficiaries; land owners and other pertinent stakeholders. At this stage of the project it is necessary to ensure that all parties understand the scope of the project and what will be required of each stakeholder.

It is also possible at this stage to begin to engage investors and match them with existing or potential projects. Investors will require not only feasibility studies, but also comprehensive business plans. Depending on the attractiveness of the opportunity, some potential investors may develop their own business plans, while in other scenarios a business plan will be needed to draw investors to the project.

6.3.5. DEVELOPMENT OF A BUSINESS PLAN

In order to outline how a project will be executed, business plans for prioritised projects should be developed. These business plans are prerequisites for any form of funding application. As part of the vetting process, potential funders require specific information in order to determine the likely success of a specific project. Such business plans should at least include the following information:

1. A description of the proposed project

This section provides an overview of the business concept, its markets, processes and products. It describes:

- Evidence of the market for the particular product/service, as evident from the feasibility phase
- The product/service and how it will be produced (tested and/or innovative technologies) as well as the main by-products
- Aims and objectives of the business plan
- A summary of the impact assessment

2. An operational plan

This provides a concise, straightforward and clear description of the:

- Input requirements (technology, materials, machinery, skills, logistics and infrastructure requirements, site specifications and environmental conditions)
- An overview of the resource supply necessary to meet the input requirements, as well as any potential barriers to entry into the market
- Operational and logistical strategies and systems, including project management, human resource development and marketing strategies that will be applied to the project. An organisation, management and staffing plan is usually required at this stage and should be linked to evidence of capacity within the labour market to implement the proposed structure.

3. Impact assessment

This is an assessment of the project's economic impact on the market as well as potential risks. This includes project-specific risks as well as those risks that could have an impact on the market/beneficiaries of the project. Risks can be identified in terms of the broader socio-political and economic environment; technology changes and shifts in market trends and financial risks relating to credit (availability and interest rates), markets (also influenced by the broader economic climate, inflation and interest rates) and assets. The impact is assessed in terms of the potential impact on the economy, the population and the greater Knysna municipal area, in terms of its own strategies. For example, impacts can be stated as opportunities for SMME's within the supply chain of the project, or as opportunities for empowerment through skills development.

4. Development of a financial plan

This is an analysis of the envisaged income and expenditure of project. It draws on the feasibility study as well as the operation plan developed for the project and covers the project's capital and operating costs; projected income; cash flow modelling and expected return on investment. It is critical that this financial plan remains realistic and grounded in current realities.

5. **Implementation action plan**

This plan sets out clear, functional guidelines for implementing the respective projects. It covers specific steps that will need to be undertaken and assigns timeframes, lining these to respective individuals and empowers these person(s) with the necessary resources and authority to implement the project.

6. **Monitoring, evaluation and mitigation framework**

This highlights Key Performance Indicators (KPIs) for the project's implementation and operation phases and determines how monitoring and evaluation will be conducted and how deviation from the KPI's will be remedied.

6.3.6. MUNICIPAL BUDGETING AND FINANCING

The Knysna Local Municipality needs to ensure that information from the feasibility and business plan stages is used to feed into the municipal budgets. This is to ensure that project budgets and planning are in line with municipal budgetary protocols.

The role of the Knysna Local Municipality's budgeting and funding process is therefore vital. There should be constant dialogue between the Knysna Local Municipality and the Wesgro to ensure that all tourism related issues at a local level are communicated upwards, which will in turn enable the Provincial Government of the Western Cape to draw up informed budgets for tourism in the district and province as a whole (which naturally includes the greater Knysna municipal area).

There are a number of potential funding sources, each with different areas of focus. The full range should be further investigated with the aim of partnering with financiers who offer the best loan and/or partnership terms. These should then be evaluated both against the financial implications of the agreement as well as implications for decision-making power and accountability structures. Financing agreements that directly benefit the local communities in the greater Knysna municipal area (i.e. agreements that include local equity or necessitate the procurement of goods and services from local suppliers) are, for example, to be favoured and encouraged.

6.3.7. SMMEs AND PPPs

A number of the identified projects may be suitable for Public Private Partnerships (PPP) initiatives, such as the Knysna Central Park, Convention Centre, and the Revitalisation of the Choo-Tjoe. Any PPPs entered into by the Knysna Local Municipality should be informed by the South African Code of Good Practice for PPPs.

6.3.8. INVESTMENT READINESS

Investment in projects by the private sector does not occur independently of broader factors relating to the readiness of an area for that particular investment. This section thus identifies gaps in the readiness of the Knysna Local Municipality for specific projects identified in the opportunity analysis. Potential public sector interventions to rectify those gaps are then identified. The Knysna Local Municipality presents varying levels of "readiness" for the successful implementation and sustained operation of identified projects, and for the enhancement of general areas of opportunity.

The following aspects need to be considered in order to create an environment conducive to attracting investors to the area:

1. Projects need to be packaged

- Potential projects to be marketed to investors need to be listed and prioritised
- The projects then need to be packaged in a user-friendly way (easy access to information for potential investors)
- The packaged projects then need to be marketed to investors in order to gain buy-in
- Processes to implement the projects need to be fast-tracked in order to hold investors' support

2. Incentives

- Information regarding incentives linked to each of the packaged projects should be made available to businesses and investors

3. Skills Facilitation

- Establish an employment database and skills audit
- Facilitate skills training and development
- Establish more bursaries and sponsorship

4. Infrastructure Development

- New transport proposals need to be included into the local IDP's
- Integrated public transport network

5. Vacant land and actions

6.3.9. PROJECT HANDOVER AND MENTORING

Initially the Knysna Local Municipality, in particular the Economic Development Department and Wesgro, will assist with the initialising of the projects which have been identified and prioritised. As the implementation of the Tourism Destination Plan crosses a number of departments and stakeholders, the initialising of projects should be the responsibility of not only the Economic Development Department but all departmental areas and especially private sector tourism stakeholders which the projects will incorporate and benefit. This thus calls for interdepartmental coordination and cooperation to ensure the effective undertaking and implementation of the various projects. Once these projects have been initialised, it is the responsibility of the Economic Development Department and the respective departments to identify private sector stakeholders who will take over the project and take them into the future. The Knysna Local Municipality should ensure that they continue to improve the enabling environment, to retain existing businesses and to attract investors.

IMPLICATIONS

The success of the tourism destination plan will require a new way of thinking as tourism is everyone's responsibility and that includes a) Civil Society b) Government and c) Organized Business. The next steps in the process will require the tourism destination plan to be adopted by council and included in the Integrated Development Plan of Knysna Municipality. Each of the four focus areas will need to be unbundled to ensure that each aspect of the action plan is allocated to a project driver and the implementation guidelines applied. This will then be drafted in an M&E framework to monitor the progress by all parties to ensure the tourism destination plan is implemented and the goals and objectives achieved in ensuring the vision for a future tourism destination is achieved. It will be essential for Wesgro to establish a Tourism Advisory Board/Forum/Work Group with representatives allocated to each focus area in the TDP. Linked to this should be a programme and project performance monitoring framework so that there can be transparent review of the impact of interventions being implemented – validated by the annual tourism visitor, event, user satisfaction and other surveys' analysis.

6.3.10. INSTITUTIONAL ARRANGEMENTS

At the time of finalisng this plan it needs to be noted that Knysna Municipality chose to enter into a contracting agreement with the Western Cape Tourism, Trade and Investment Promotion Agency, WESGRO, to outsource certain components of the local tourism function as defined throughout this plan.

WESGRO commenced with delivery of the below services on 1st November 2018 and the scope of services required by the service level agreement include the following:

- A Brand and marketing strategy for domestic and international tourists
- A Social media and digital marketing strategy

- A Creative platform
- A Marketing implementation plan
- A Brand manual
- An Event marketing strategy
- A Tourism Trade strategy
- To hold quarterly stakeholder engagements for local tourism stakeholders to engage with WESGRO, over and above the Steering Committee engagements.
- To present quarterly reports to the relevant Section 80 committee
- Update of the tourism map and the delivery of hard copies and electronic copies to the local tourism industry in the Greater Knysna area. Quantity and format budget dependent.
- Tourism Ambassador training in partnership with the International Association of Travel and Tourism Professionals (Skal International)
- Management of printing, application and removal of the signage for the event tourism signage board at both entrances to town
- Update tourism stakeholder database
- Management of visitor information centre and services including general town and tourism information, assistance to walk-in accommodation bookings, activity bookings, event ticket sales etc.
- Membership Services Strategy and the implementation thereof
- Provide market and data insights and tourism research
- Visitor experience strategy (including the visitor information centre) and implementation thereof in partnership with Knysna Municipality
- Cape Town Air Access to provide joint marketing opportunities with airlines if possible
- Strong working relationship and joint marketing opportunities with South African Tourism
- Strong working relationship and joint marketing opportunities with private sector and association bodies such as SATSA and FEDHASA
- Administrative and compliance support

These services form part of the local tourism function and is based on a three year performance-based agreement, however, successful implementation of the project opportunities identified in this plan will depend on multi-partner stakeholder collaboration and the introduction of a tourism development programme that provide the framework for short, medium and long term implementation and coordination of projects between Knysna Municipality and other tourism sector role-players.

7. CONCLUSION

Local and National Government policy encourages destination organisations to become focused and efficient bodies that are increasingly led by the private sector. A Destination Management Plan for Knysna is an essential tool in the delivery of a successful visitor economy for the area.

This document provides an informed and considered foundation for the development of Knysna into a world-class destination that draws maximum socio-economic benefit from the tourism industry. This document consolidates and interprets desk research, qualitative research, quantitative research, government, industry and community inputs into a defined and explicit set of actions required to ensure that Knysna is enabled to achieve this.

Critically, this document demonstrates that tourism and destination marketing of Knysna cannot be treated in a silo. Role-players from across industry and government departments all have a stake in the future status of the industry. Within the 4 focus areas identified – infrastructure, marketing, services and product development – strategies must now be drafted, plans developed and working groups activated to ensure that catalytic projects are prioritised, initiated and progressed to conclusion.