



NORTH-WEST UNIVERSITY
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NOKOROWES-UNIVERSITEIT

**APPRAISING THE VIABILITY OF MAFIKENG AS A TOURISM
DESTINATION: A MARKETING PERSPECTIVE**

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APPRAISING THE VIABILITY OF MAFIKENG AS A TOURISM DESTINATION: A MARKETING PERSPECTIVE

By

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Mini-dissertation submitted in partial fulfilment of the requirements for the degree Master of
Business Administration at the Mafikeng Campus of the North West University.

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Declaration

I, Pulane Portia Mokoka, declare that this mini-dissertation for the Master's Degree in Business Administration at the Mafikeng Campus of the North West University is my own work. It has not been previously submitted by me for any degree at this University or any other University. All materials taken from other sources contained herein have been duly acknowledged.

Pulane Portia Mokoka

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Abstract

Mafikeng is located across the central region of South Africa's North West Province and shares a border with Botswana. In Third World countries, South Africa is included among so-called countries with a low participation level in tourism. This shows that global tourism participation is not evenly spread, hence the focus of this study on Mafikeng. The destination Mafikeng is known for its rich history, but is disadvantaged by low tourism awareness levels and inadequate marketing efforts. The purpose of this study is to identify tourism development strategies that will make Mafikeng a more attractive tourism destination. The study also attempts to highlight the need for the effectiveness of the marketing of a destination and the importance of collaborative marketing efforts by the host community, local government and private sectors.

The study's research methodology was primarily based on the qualitative approach in the form of in-depth interviews. A total of sixty research participants were interviewed. Some of the findings include the destination's accessibility and geographical position that should form part of the marketing strategy. The study recommends among others the constant review of tourism monitoring and evaluation process as well as a revision of policy documents related to Mafikeng as a destination.

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1. INTRODUCTION

1.1. Background

According to the 2010 World Travel & Tourism Council's World Ranking, South Africa's travel and tourism economy is positioned at number 34 in absolute size worldwide, 101 in relative contribution to national economies and 95 in long-term (10-year) growth, out of an estimate of 181 countries (www.wttc.org).

South Africa is situated at the southern end of the continent of Africa and is divided into nine (9) provinces, namely Eastern Cape, Free State, Gauteng, KwaZulu Natal, Limpopo, Mpumalanga, North West, Northern Cape and Western Cape (Annexure A). Mahikeng is located across the central region of South Africa's North West Province. It is situated approximately 20 kilometres south of the Botswana border and about 300 kilometres from central Johannesburg in the Gauteng Province. It also lies between the Lichtenburg, Vryburg and Zeerust arterial roads (Annexure B). The total area of Mahikeng is approximately 3 703 km² which is divided into 28 wards consisting of 102 villages and suburbs (www.mafikeng.gov.za). An accessibility is important to any tourist, it is the function of the marketing managers to capitalise on Mahikeng's geographical position.

Mahikeng was the headquarters of Bechuanaland Protectorate (now Botswana) until 1965. In 1977 the Bophuthatswana Bantustan established its capital in Mahikeng (then known as Mafeking) and renamed the town to Mafikeng. After South Africa's first democratic elections in 1994, Mafikeng was once again chosen as the capital city of the North West Province. In 2009 the Barolong successfully resolved to rectify the name of their town to have it changed back to Mahikeng (Mafikeng Mail, 2010). The Barolong were the descendants of Morolong who was one of the founding ancestors of the Batswana lineage (www.tourisminorthwest.co.za). The three languages spoken in Mahikeng are Setswana, English and Afrikaans. Setswana is the dominant spoken local language.

The study area is known for its historic activities. The city's museum contains exhibits from the Siege of Mahikeng during the Anglo-Boer War of 1899 – 1902. During the siege, the Boy Scout Movement was established by Lord Baden-Powell in Mahikeng. Other sites of battle relics include the Kanon Kopjie and Warren's Fort. The Kgotla, a tribal meeting place, of the

Barolong Boora Tshidi community, is rich in tribal history and has been in use since the 1850s (Mafikeng Mail, 2009:4). Mahikeng is regarded as having good natural and historical amenities, but with little marketing and tourism facilities (Mahikeng Local Municipality Local Economic Development (LED) Strategy, (2006:85). These are some of the tourism resources that can make Mahikeng be a worthwhile tourism destination.

According to Kotler et al. (1999:121), “communities are finding that preserving the natural environment can be good for tourism”. Ecotourism is often understood to educate travellers, provide funds for ecological conservation, and directly benefit the economic development and empowerment of local communities. In the case of the study area, unfortunately the cultural and ecotourism potential remain untapped, especially the local community which is an important unit in tourism planning, management and marketing (Richards & Hall 2003:2).

In Third World countries, South Africa is included among the countries with a low participation level in tourism (Keyser, 2009). This shows that global tourism participation is not evenly spread and this is the more reason why this research or study is focusing on Mahikeng. A viable plan should therefore be put in place to guide marketing managers of Mahikeng.

Communities, in collaboration with government, can create an enabling environment in Mahikeng to increase the destination’s tourism attractiveness. Government should play an important role in relation to tourism to allow for the industry to thrive. This brings one to the role that government has to play in tourism.

The primary areas of government responsibility in relation to tourism include marketing, evaluation and monitoring as some of government’s key responsibilities in tourism (Keyser, 2009:158). Unfortunately, Mahikeng is disadvantaged by low tourism awareness levels and inadequate marketing efforts. According to Elliott (1997:138 & 174), local governments are important because they go beyond the legal and economic policies by representing the people at the level where tourism and policies have a direct impact. Policies have to be implemented at this level and local citizens have the power to influence the results. The author emphasizes that it is the local community who directly experience the tourism impact and advises that tourism needs a good relationship between the public and private sectors if it is to survive and prosper.

Keyser (2009:160) describes a community as “a group of people that lives within a specific geographical area – e.g. a town, a ward or a village”. Communities are important because they are the drivers of a tourism destination and are the hosts of visitors, but this is often ignored. Furze, Lacy and Birekhead (1997:8) state that “communities reflect and are influenced by broader social, economic and political factors. In terms of local level participation, groups within a community will have opposing interests which means that the implementation of developments may result in conflicts”. If it is accepted that communities are often affected by social, economic and political factors, then it makes sense to consider communities as stakeholders in tourism analysis and marketing.

“In the developing world, community conflict often stems from different needs among local residents. The poor, unemployed and local government may support tourism development for the perceived gains of employment and government income while other groups may wish to preserve the environmental or cultural integrity of the place” (Keyser, 2009:385). The author underlines the significance of communities that the research also considers. Marketing managers should therefore cater for the Mahikeng community in their marketing strategies so that the latter can benefit from the tourism industry.

Keyser (2009:156) defines the private sector initiatives as “all businesses and operations that are established and are run with money from private sources”. Enterprises and operations sponsored by money from the private sector, for example financial services, are an indication of the kind of role that the private sector can play. Incidentally, the private sector can also inject capital to develop a destination’s tourism offering (South African Tourism Planning Toolkit for Local Government, 2009:9). What has been highlighted here is the crucial importance of collaborative arrangements and their significance in marketing products and services.

“In the past, few black South Africans were allowed access to the tourism industry either as tourists, operators or managers. Black alienation and exclusion from mainstream tourism in the past has meant that most black South Africans have lacked control over the way in which their diverse cultures have been portrayed” (Richards, 2007:44). Mahikeng is no exception because during the apartheid era black people were denied the opportunity of being in business, but since 1994 there are more guest houses mushrooming in the study area with most owned by Black people.

Small, Medium and Micro Enterprises (SMMEs) and emerging entrepreneurs must be considered as important role players because of their ability to create a tourism investment climate and ensuring a well developed tourism destination which gives visitors a reason to come back. Marketing managers of Mahikeng should therefore include the SMMEs in their strategic marketing plans as part of the community. This calls for the need to support stakeholder collaboration. .

1.2. Research Problem

Mahikeng offers a range of historic sites that can be attractive to the tourist market, such as the Kanon Kopjie, Warren's Well, Masonic Lodge, and Baden Powell Headquarters. These resources have been overlooked for some time and their potential as useful resources for marketing purposes is not adequately exploited. There are three game parks in Mahikeng, namely Botsalano Game Reserve, Mahikeng Game Reserve and Manyane Game Lodge, which are attractions on their own. They are, however, not used to their full capacity due to the ineffective marketing of the destination.

Tourism development in Mahikeng is constrained by factors such as natural attributes, insufficient accessibility and supporting infrastructure. Mahikeng is regarded as a semi-desert area because of its flat landscape and dryness. There are, however, several other geographical attributes that could be marketed to enhance the tourism experience in Mahikeng. For example, the study area is suitable for activities that attract adventure tourists such as hot air ballooning and sky-diving. Mahikeng has underutilised amenities such as the stadia, golf course, conference and recreational facilities, to name a few. These can be marketed to increase tourist flows to the area.

Easy access to a destination is very important to tourists. The concern is that Mahikeng is the capital city of South Africa's North West Province, but seems to be cut off from the major destinations, such as Cape Town, Durban, Johannesburg and Pretoria. The study area is inland, the railway network does not serve the passenger market and the roads that link Mahikeng to other areas are not in good condition. Mahikeng International Airport stopped its operation in December 2009 due to the low usage of its passenger aircrafts (Department of Public Works, Roads and Transport, 2010).

There is a concern that the destination's marketing managers are neglecting the significant role that a destination community can play in enhancing the quality of the marketing exercise and repositioning the destination. Mahikeng is not effectively branded and needs to be differentiated from its competitors by using the destination community and its culture in order to gain a competitive advantage.

1.3. Aim of the Study

The aim of this study is to assess the marketing effectiveness of Mahikeng as a tourism destination.

1.4. Research Objectives

The key research objectives are to:

- identify tourism resources, facilities and activities that could be exploited to boost the number of tourists in the study area.
- assess the effectiveness of the marketing of Mahikeng as a tourism destination.
- develop a structure or framework for the sustainable tourism development in the study area, using communities and their cultural resources as a basic unit in marketing.
- generate a list of recommendations that can inform and be part of planning, management and marketing of Mahikeng.

1.5. Research Questions

- Main Question
 - How should Mahikeng be marketed as an attractive tourism destination in order to boost the number of tourists in the area?
- Sub-questions
 - How can Mahikeng be effectively marketed as a tourism destination?
 - How can sustainable tourism be developed in Mahikeng?
 - How can partnerships be improved between the community of Mahikeng, local government and the private sector?

1.6. Hypothesis

“Hypotheses are tentative, intelligent guesses about how the research problem may be resolved” (Leedy & Ormrod, 2005:54). The authors state that both the research questions and hypothesis provide guidance for the type of data to be collected as well as the analysis and interpretation thereof. The acceptance or rejection of the hypothesis is dependent on what the data eventually reveal. The researcher’s hypothesis on this study is that Mahikeng is currently not effectively marketed as a tourism destination as it leaves out essential elements of marketing.

1.7. Limitations of the Study

The research study is limited to the jurisdiction of the Mahikeng Local Municipality. A selection of research participants was based on the tourism expertise and availability of senior officials in local institutions (e.g. government and parastatals). Community members were randomly selected from the various villages closest to Mahikeng’s five entry points (Annexure C). The researcher used in-depth interviews and it should be noted that the sample was not representative of the population because of the small numbers of the research participants.

1.8. Research Methodology and Techniques

This study is primarily qualitative because it requires an in-depth understanding of the research topic. The quantitative method is limited to respondents who could not be interviewed due to time constraints, but responded by providing specific data as opposed to details.

1.8.1. Qualitative and Quantitative Research

Qualitative research is defined by Malhotra and Birks (2006:132) as an unstructured, primarily investigative assessment based on small samples which are anticipated to provide insight and understanding, using focus groups whereby respondents depict their feelings and behaviour. Wright and Crimp (2000:383) argue that it is, however, difficult to measure the qualitative research results objectively because it lacks statistical reliability and has limitations as far as a statistical element is concerned.

Qualitative research was imperative for this study because of its ability to reveal in-depth information. The researcher gained a comprehensive insight into the research problem as well as how the community of Mahikeng and local government perceive Mahikeng as a tourism destination.

It should be noted that a quantitative approach was only considered in terms of identifying the number of households and research participants used in the interviews. According to Martins, Loubser and van Wyk (1996:125), quantitative research involves the collection of primary data to analyse a specific population using results of a representative population sample. In this research, however, research participants did not constitute a representative sample.

1.8.2. Interviews

Brace (2008:2) states that in a structured interview each subject or respondent is asked a series of questions according to a prepared and fixed interviewing schedule - the questionnaire. Interviews are carried out using a range of different data collection media, for example face to face with the respondent or by telephone. In-depth interviews have been used for purposes of achieving comprehensive understanding of the research topic. In-depth interviews are essential in this survey because they facilitate communication with communities as important people in positioning and promoting Mahikeng.

1.8.3. Questionnaires

Malhotra and Birks (2006:326) describe a questionnaire as a formalised set of questions for obtaining information from respondents, often referred to as an interview form or measuring instrument. Brace (2008:4) and Wilson (2006:162) advise that the questionnaire provides a standardised interview across all subjects and a critical communication link between the researcher and the respondent.

A questionnaire was necessary for this study because it is an important tool to use to acquire important information from respondents thereby providing the necessary information for decision making. A structured questionnaire is useful because all respondents get to answer exactly the same series of questions therefore making it easy for the responses to be analysed.

1.8.4. Observation research

According to Lamb, Hair, McDaniel, Boshoff, and Terblanche (2008:139) "observation research does not rely on direct interaction with people". The authors state that this type of research reduces the possibility of respondents to be biased, but information about attitudes and feelings is limited because the researcher cannot get it through observation, except in participative observation.

1.9. Justification of the Study

As key developers of tourism infrastructure, government needs realistic and informed policies while a commercial enterprise seeks to benefit from the factors contributing to enhanced business achievements (Ritchie, 1994:3-4). There is a concern that Mahikeng is not marketed effectively, therefore all sectors of the tourism decision makers like the Mahikeng Local Municipality, Department of Economic Development and Tourism, Mahikeng Museum, Ngaka Modiri Molema District Municipality, North West Parks and Tourism Board, Department of Sports, Arts and Culture, and South African Heritage Resources Agency stand to benefit from the research findings in their respective roles. Tourism businesses in Mahikeng and the community at large can also benefit from the study.

According to Elliott (1997:138), local governments are important because they have responsibilities to the citizens in assisting the tourism industry as well as acting as a bridge between citizens and the industry. The interests of national governments and tourism developers must therefore be placed within the context of benefits and costs to the local people.

1.10. Conclusion

This chapter discussed research methodology which was primarily based on the qualitative approach. The research techniques used for collecting data included the in-depth interviews, questionnaires and the observation methods. The participants were selected based on their availability due to time constraints. To guide the research, the researcher used theories which are considered as the beginning of the review of the literature section to be elaborated on chapter two.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

This chapter is primarily concerned with the scrutiny of the relevant literature. Part of its focus, however, is briefly to outline the theories that guided the investigation. The researcher has attempted to situate the review of the literature within these theories. Key concepts of the study also form part of the researcher's theoretical standpoint.

2.2. Concepts and theory: presenting a useful foundation for the study

Concepts help to explain what the researcher is investigating just as much as theories explain what one sees (what one observes) by means of those same concepts (Babbie, 2001:52). They are what some writers call the building blocks of theory (Turner, 1989:5, Holliday, 2001:52). Concepts are important, given that they represent the way the research is organized – they are features of such a research design (Holliday, 2001:52). In other words, a researcher's theory explains observations by means of concepts (Babbie, 2001).

2.2.1. Stakeholder theory

Two theories have been identified to guide the current investigation, the stakeholder and social exchange theories. The stakeholder theory is particularly relevant in this study as the community, local government and tourists themselves are key role players. Briefly, this theory involves collaboration by role players to sort out issues related to a problem area, such as issues connected to progress towards sustainable tourism development. Communities around Mahikeng should be key stakeholders given their current low ownership level of tourism enterprises and the previous history of marginalizing them from tourism, particularly in the apartheid era. Local government is a relevant partner because of its role of creating opportunities geared towards improving a people's quality of life. Besides, local government provides regulatory framework for the development of a destination area. Tourists are included by virtue of their increasing demand for quality tourism experiences in exchange for their income – an aspect of the social exchange process.

2.2.2. Social exchange theory

Social exchange theory provides a suitable context, given the focus of the study, to determine the effectiveness of Mahikeng's marketing effort to increase and sustain potential tourists' awareness of valuable tourism experiences available at the location of study. This theory is defined as the social psychological and sociological perspective that explains social exchange as a process of negotiated exchanges between parties (Miller, 2005). "One of the most important concepts in the definition of marketing is that of exchange. Exchange is the process by which individuals or businesses give and receive something of value. It involves the actual trading of a product or service" (Bennett and Strydom, 2001:3). If marketing is one way of providing prospective consumers with convenient points of accessing tourism products and services (Bennett and Strydom, 2001:8), then tourists are likely to "complete the mutual exchange process" by responding to products and services on offer at a destination. The question thus arises as to Mahikeng's capability to raise awareness and provide easy access to the destination's tourism resources through marketing.

Another important role of concepts and theory is to facilitate one's scrutiny of the literature or, as Henning, Van Rensburg and Smit (2004:26) aptly put it, to anchor the research in the literature. Before one attempts an alignment of key concepts of the study (Henning et al., 2004:26), it is necessary to identify concepts that should help frame the investigation. For this study, these concepts are "tourism destination", "marketing management", "tourism development", and "local community level". In the context of this research, the former concept refers to a place that can appeal to tourists while "marketing management" refers to a set of tasks performed to link up the destination with potential visitors thereby promoting tourism development. The latter, tourism development, ought to, according to the researcher, include citizens of the study area, "the community", as *stakeholders* and beneficiaries of the *exchange process* if the destination is to develop and be marketed meaningfully. Socio-cultural factors and the physical environment will also be discussed because they are considered by the researcher to be important when appraising a destination.

2.3. Perspectives from the literature

In this section the researcher uses the literature of various scholars in an attempt to address the research questions in relation to the key objectives identified in the previous chapter:

- Tourism destination
 - To identify tourism resources, facilities and activities that could be exploited to boost the number of tourists in the study area.
- Touristic development
 - To develop a structure or framework for the sustainable tourism development in the study area.
- Marketing management
 - To assess the effectiveness of the marketing of Mahikeng as a tourism destination.
- Community, local government and private sector.
 - To develop partnerships between the community, local government and private sector.
- Socio-cultural, physical and market environment

2.3.1. Tourism destination

According to George (2008:400) “a destination is a place, including a physical or perceived location, consisting of primary and secondary attractions and supporting amenities that entice people to visit. It is where offerings designed to meet tourists’ needs are located”. The author believes that destinations rely on tourism as a major tool in the creation of economic development and support for the local population; and includes attractions, amenities, accessibility, and ambience as the four components of a destination.

Keyser (2009:81) concludes that a tourism destination is a defined geographic or spatial area made up of a mix of tourism resources, products, facilities, support services and infrastructure used by tourists that is managed, marketed and consumed under a single brand identity.

George (2008:400-404) elaborated further on visitor attractions which can be natural, built, cultural, and social; as factors that allure visitors to the destination, and that determine consumers’ choice and buyers’ motivations. Amenities are defined as the desirable supporting offerings at a destination that serve the needs of visitors and include accommodation, restaurants, entertainment, and retail. Accessibility is the means to easy access and includes infrastructure, operations, government, and regulations. A destination’s ambience is difficult to quantify because it also includes intangible features such as the social and cultural features. Laws (1995:7) states that the flow of tourists to a destination is determined by factors such as the destination’s accessibility, the relative expense of visits,

and potential visitors' awareness levels of the attractions and amenities they offer. That is, the easy access, affordability, ethnic or historic links, interesting activities, scenery, culture and climate, familiarity or exoticness, and marketing effort of the destination.

As stated in chapter one, the game parks and heritage sites have been identified as strong products in Mahikeng. The three game parks found in the study area are Mahikeng Game Reserve, Botsalano Game Reserve and Manyane Game Lodge. The Mahikeng Game Reserve is 4 600 hectares of open Kalahari grassland and acacia thorn. It conserves large populations of game including the white rhino, buffalo, gemsbok, antelope, warthog, ostrich, and giraffe (www.tourismnorthwest.co.za). The Manyane Game Lodge lies on the border with the Mahikeng Game Reserve and has its own entrance into the reserve. It has a lion enclosure and a crocodile camp (www.sa-venues.com). The 5 800 hectare Botsalano Game Reserve is north of Mahikeng and close to the Botswana border. It is a popular destination for game and bird viewing with over 2 000 animals and about 200 different bird species. It is mainly Kalahari thornveld and wide open grasslands with access to mountain biking, hiking trails, and three basic camp sites. Its inclusion of canned hunting as a draw card for tourists is however regarded as less appealing (www.sa-venues.com).

Mahikeng is an area also known for its historic activities and sites. A Mahikeng Heritage Trail document (2006) prepared for the Mahikeng Local Municipality includes a list of more than thirty (30) tourism attraction sites in the study area. Examples include, the Barolong Monument which is dedicated to the Barolong tribe who lost their lives in the defense of Mahikeng on 25th October 1899; the Ammunition Store which was used to store guns, ammunition and explosives in 1885; the Masonic Lodge built in 1895 used for entertainments during the Siege, Molemane Eye, and the Scout Centre, to name a few. The Mahikeng Museum contains exhibits from the Siege of Mahikeng during the Anglo-Boer War of 1899 – 1902. Other sites of battle relics include the Kanon Kopjie and Warren's Fort. These are some of the tourism resources that can make Mahikeng to be a worthwhile tourism destination.

Places of interest in Mahikeng include; the Leopard Golf Course situated in Mahikeng's western suburbs, the Scout Centre of Excellence for Nature and Environment located on the border of the Mahikeng Game Reserve, Modimola Dam which is famous for a weekend

picnicking site, the Lotlamoeng Cultural Reserve which includes a cultural village, recreation area and the Montshioa Dam. (www.tourismnorthwest.co.za).

There are gold-bearing quartz reefs at Madibe (Madibi), approximately fifteen kilometres south of Mahikeng, where mining began in 1906 (www.1911encyclopedia.org). However, the Madibe Goldfields is not in operation and the community living in that area does not have running water nor electricity to date. According to Ivanovic (2008:87), the degeneration of rural areas is as a result of a loss of traditional industries such as agriculture or mining. Marketing managers of Mahikeng should look into the possibility of revitalizing the disused Madibe Goldfields mine as it can be turned into a tourist attraction. Seaton and Bennett (2000:360) encourage destination marketers to have a thorough knowledge of the destination resources (natural and human-made) as well as the relevant target market.

Laws (1995:120) states that tour operators bring a regular flow of visitors to a destination and they overcome the difficulty faced by destinations of reaching out into the diverse and scattered markets from which their customers come. Telfer and Sharpley (2008:166) agree that “tour operators play a central role in tourism development” because of their ability to influence the volume and direction of tourist flows as well as the scale and scope of tourism development. On the other hand, Laws (1995:54) warns that “a weak link in the formation of expectations is created by many tour operators and destination agencies who tend to exaggerate the uniqueness or the high quality of the services they offer, thereby increasing the likelihood of disappointment”. Tour operators are considered as important players in the marketing of a destination, as they may increase easy access to a destination and its surrounding areas.

Marketers of Mahikeng should be aware of similar overstated communication because bad word of mouth from dissatisfied customers has a negative impact on potential visitors. It is also important for the marketing managers to understand the type of satisfaction that customers expect at a particular destination because they often talk about their experiences thereby influencing other people’s destination choice.

According to Bennett and Strydom (2001:53-55), “a SWOT analysis is a useful instrument for helping managers to identify internal strengths and weaknesses of a business and external opportunities and threats facing it”. SWOT is an acronym for **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. Strengths are defined as areas in which a business does

particularly well, that set it apart from competitors. Weaknesses are areas that a business needs to improve should it not want its competitors to gain competitive advantage. Opportunities are those things that can benefit the business while threats are those things that can harm the business. This analysis provides the opportunity to adapt and cope with the changing macro environment as shown below.

Market or SWOT analysis of Mahikeng as a tourism destination.

Strengths:

- Mahikeng, as mentioned previously, has a rich history in the form of heritage sites and a variety of the tourism attractions including human-made and cultural attractions.
- Mega Expo is an annual North West provincial arts and crafts exhibition held at the Mahikeng Convention Centre at the end of each year. It provides an opportunity to appeal to a wide spectrum of tourist market segments by creating a platform for the SMMEs to network with other businesses in the province and from neighbouring countries (www.info.gov.za). The SMMEs get to showcase the different business skills from making a variety of unique hand-crafted products.
- Mahikeng is favourably positioned. Its geographic location is part of the tourism product by virtue of being related to accessibility. Mahikeng can market itself as part of Southern Africa.
- The welcoming approach and friendliness of the people of Mahikeng is one of the strengths because the tourists need to feel safe and welcome at any destination. It is generally known that the Batswana people are peace-loving people.
- The head offices of the provincial government and the North West Parks and Tourism Board are situated in Mahikeng. This enhances the number of visitors on business trips and for leisure.

Weaknesses:

- Unlike other cities, Mahikeng does not have a permanent flea market structure where SMMEs can sell their products to the visitors. Hawkers are therefore operating all over town, crowding the area.

- Most stores close early over weekends. Tourists would like to access facilities and services during this period of their stay in the area. These services should therefore be made available to the visitors.
- There is inadequate development and promotion of various attractions in the area. Marketing research and communication can be ineffective sometimes as they leave out some resources with potential.
- There is ineffective marketing communication in Mahikeng. There is low tourism awareness among the community members because there is little education and training. If ineffective, the marketing managers are unable to change behaviour of local residents. If aware, the community will be able to participate in tourism-related activities.

Opportunities:

- Mahikeng's close proximity to the Botswana border provides an opportunity to access the international market. Mahikeng can be regarded as a gateway to Southern Africa because of its proximity to Botswana, Zimbabwe and Namibia.
- Mahikeng can develop various routes in and around Mahikeng as part of marketing itself as a domestic destination as well.
- Mahikeng has an opportunity of branding and repositioning itself on a regular basis as a tourism destination.

Threats:

- Crime in the country is a threat, but comparatively, Mahikeng has a low crime level. The tourists have the right to be protected and feel safe in a destination.
- Mahikeng is part of South Africa whose service delivery impacts negatively on tourism. There is however room for improvement on poor service delivery which threatens the country in general.
- Product owners' unwillingness to work together can also hinder tourism development in a destination.

SWOT analysis constitutes part of market planning. Destination planning identifies the need to improve and enhance the competitive advantage of a destination. A SWOT analysis is to

be conducted regularly because a tourism destination has to be changed or repositioned regularly so that it may cope with the ever-changing business environment.

2.3.2. Tourism development

Tourism development is an ongoing process using resources and is important in providing economic, social, cultural and overall development of the community (Aref, Gill & Aref, 2010:158). However, community capacity cannot be achieved without support from the government, particularly in the Third World countries. The authors realize that local communities have a key role to play in tourism development because they are essential in providing good environmental conditions for tourists. They describe the community as the source of tourists and as the central point for the supply of accommodation, catering, information, transport, facilities and services for tourism development.

Tourism development involves broadening the ownership base such that more people benefit from the industry, in the form of skills development as well as job and wealth creation (www.capegateway.gov.za). According to the White Paper on the Development and Promotion of Tourism in South Africa (1996), responsible tourism is identified as the state's guiding code for tourism development. It states that tourism development in South Africa has largely been a missed opportunity because of the country's apartheid history. The tourism industry in South Africa has been protected from foreign competition and had a limited flow of international visitors. Tourism allows rural people to share in the benefits of tourism development, promoting more balanced and sustainable forms of development. This is not the case in Mahikeng because rural people are not yet involved in the planning through to the decision making of tourism development. The process of empowering women and the youth is gradual and efforts to do this are virtually non-existent.

The Department of Environmental Affairs and Tourism's Provisional Responsible Tourism Guidelines (2002) suggest that factors such as the value of a taxi (or bus) ride, wildlife viewing and restaurant meals all accrue to the local economy. Tourist enterprises are said to attract domestic and international tourists and create opportunities for small entrepreneurs and economic linkages, for example agriculture, handicraft production, and a wide range of service industries which tourists are likely to consume in the destination. There is potential in Mahikeng due to the land available for farming, hunting, including the few talented arts and crafters identified in some areas.

Laws (1995:8) cautions that the cycle of destination development also includes downturns in tourism as a result of factors such as the development of newer, more attractive destinations elsewhere. These disruptions put the flow of revenue at risk which is required to sustain investment programmes required to keep a destination competitive. Mahikeng is slowly but surely losing more and more visitors to areas such as Rustenburg which was the host city for the 2010 FIFA World Cup, and Potchefstroom which hosted the 2009 air show of which, since its inception, had always been held in Mahikeng. This international air show is an annual event hosted by South Africa's North West Province.

Ivanovic (2008:111) defines a tourism resource as any factor which is either natural or human-made which makes a positive contribution to tourism. Its uniqueness is the attribute that distinguishes it from other destinations. Tourism secondary resources in Mahikeng are underutilised. As mentioned previously, Mahikeng International Airport is not being used to its full capacity because it is supposed to serve as the main entry point to Mahikeng in particular for the international tourist market. It boasts one of the longest runways in the southern hemisphere and the site offers ideal flying and aerobatic display conditions (Steenkamp, 2008). There is also a big enough space to accommodate bigger aircrafts.

Lansing and De Vries (2007:78) argue that tourism development can have economic concerns such as the leakage effect which prevents host communities from holding and retaining the gains from tourism. The authors acknowledge Mowforth and Munt's (2003) three elements of a leakage effect: the purchase of imported goods and services by tourists, imports and services by hotels and other tourism establishments, and the repatriation of profits by foreign owners and other services. "Tourism development should occur in a way that leads to sustainable, long-term improvements for all the parties involved" (Lansing & De Vries, 2007:79) in order to minimise the leakage effect. Binns and Nel (2002:236) stress that price and economic gains must be balanced against social and environmental costs. The authors recognise the key principles stated in the 1996 Tourism White Paper which encourage community participation and the sustainable management of resources.

Molemane Eye is identified as one of the attraction sites in Mahikeng that is part of tourism development. The area is rich in cultural history and the Molemane project includes enhancement of the tourism base in the greater Mahikeng area and promotes SMME empowerment through partnerships (www.tourismnorthwest.co.za).

2.3.3. Marketing management

Lamb, Hair, McDaniel, Boshoff, and Terblanche (2008:4) define marketing as “the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organisational goals”. The authors emphasise that this process should be done “profitably and more effectively and efficiently than competitors by means of efficient and effective managerial processes”.

Bennett and Strydom (2001:7) state that the marketing management’s responsibility includes identifying customers’ needs and developing products which satisfy those needs. The main purpose of marketing management is to bridge the gap between the organization and the external business environment. The authors also highlight that the role of marketing managers consists of marketing research, market segmentation, product decisions, and price decisions. Customers are referred to as the focal point of decision making; hence marketing managers are expected “to stimulate need recognition amongst the target market” (Bennett and Strydom, 2001:35).

According to Buhalis and Costa (2006), tourism is usually linked with leisure and vacation and tourism management has therefore focused on how to enhance the tourist’s experience. The Department of Environmental Affairs and Tourism’s White Paper on the Development and Promotion on Tourism in South Africa (1996) states that tourism should be a provincial responsibility, including the marketing and promotional efforts which should be developed jointly with the private sector. This means that Mahikeng as a capital city of the North West Province should be responsible for developing tourism in this region. Unfortunately the area is lagging behind in this instance as compared to most areas in the province. For example, areas such as Rustenburg and Potchefstroom are rapidly developing while there is little tourism development in Mahikeng, if at all. Mahikeng’s marketing managers should therefore examine the facilities for potential opportunities and threats.

Keyser (2009:82) identifies attractions and accommodation as key factors of the destination mix, in addition to various other travel and tourism services. Boshoff and du Plessis (2009:91) define product-service bundling as the practice of offering customers goods and services as a package at a single price, thereby reducing information search, money, and other related costs. An example includes a holiday bundle comprising of airline flights, car rental, accommodation and meals.

According to Lubbe (2003:150-155), a destination marketing mix development is a positioning strategy that “combines the marketing capabilities of the destination and the various tourism business units into one package”. The author advises that the destination tourism offerings such as accommodation, transportation, attraction sites, and arts and crafts should be made available and accessible to the tourists in a destination. The marketing managers of Mahikeng should understand the composition and interrelationships among tourism destination tourism products. They should also inform and motivate tourists to take an interest in the destination’s offerings as suggested by the author. Holloway and Robinson (2000:12) also noticed certain patterns of tourist demand becoming more complex such as better-travelled tourists choosing a mix of variable-quality products to meet their needs. Marketing managers are therefore advised to be aware of such trends in order to cater for them because this is what more discerning tourists want.

It is important for marketing managers to understand the way destinations are experienced and the factors which motivate the tourist’s destination choices in order to develop effective promotional campaigns (Laws, 1995:42). The author further emphasizes the success for destination marketers which depend on attracting sufficient temporary visitors to provide the economic demand needed by all the area’s tourism businesses and ensuring that visitors are satisfied with their experiences (Laws, 1995:104).

2.3.4. Community, local government and private sector

It is now recognized that tourism’s sustainability depends to a large extent on the community’s wellbeing – an aspect related to social responsibility marketing. Mason (2008:118) considers a destination area’s community an important resource and as the guardians of cultural and heritage resources and as a result should be regarded as the main attraction to tourists.

Telfer and Sharpley (2008:118) agree that there is interaction between tourists and the local community, but that the level of contact is often determined by the nature of the trip, and the type of accommodation and transportation used.

As stated in the DEAT’s (1996) White Paper on the Development and Promotion on Tourism in South Africa, the role of communities is in the development of tourism. Tourism should be seen as strategically important to the economy of a destination and the necessary plans,

policies, actions and resources to support this initiative should be put in place, otherwise tourism will continue to be a missed opportunity.

It is necessary to quote the list of key elements of South Africa's Responsible Tourism (Tourism White Paper, 1996:16-17) as this is an important document that guides tourism in the country and tourism development in provinces including tourism at a local level.

Key elements of responsible tourism are:

- Avoid waste and over-consumption;
- Use local resources sustainably;
- Maintain and encourage natural, economic, social and cultural diversity;
- Be sensitive to the host culture;
- Involve the local community in planning and decision-making;
- Assess environmental, social and economic impacts as a prerequisite to developing tourism;
- Ensure communities are involved in and benefit from tourism;
- Market tourism that is responsible, respecting local, natural and cultural environments; and
- Monitor impacts of tourism and ensure open disclosure of information.

These elements, virtually all of them, emphasise the key role that local communities can play as equal partners in tourism development (and this includes management and marketing activities of the sector).

With regard to marketing and promotion, White Paper on the Development and Promotion of Tourism in South Africa (1996:30) states that cooperative advertising and promotion opportunities should be pursued, and importantly, all South Africans should be encouraged to take holidays in their own country. All this is important in marketing a destination, especially in the context of partnership between the community, local government and private sector.

Ivanovic (2008:xviii) proposes that South Africa should use more of its cultural heritage potential to secure disadvantaged communities so that they become the primary beneficiaries of cultural tourism development. This is relevant for Mahikeng because of its rich historical background and with majority of the area being rural, whereby disadvantaged people reside.

Besides, the city has now become the “city of diversity, culture and heritage” (www.mafikeng.gov.za).

There is little community involvement in the study area especially from rural areas mainly because they do not understand what tourism is. They are not informed, consulted nor involved in the planning and decision making of the tourism development in their respective areas. It is important for the marketers to therefore understand how the community perceives tourism, how they use their natural resources and whether they benefit from them. Below is a table highlighting some of the concerns over tourism interaction and the implications for communities in developing countries.

Table 1: Concerns over tourism interaction in developing countries and the implications for communities.

Concerns over tourism	Potential implications for communities
<ul style="list-style-type: none"> • Tourism development creates ‘islands of affluence’ in the midst of poverty. • Scarce national resources used for the enjoyment of wealthy foreign tourists • Impact of the demonstration effect on the local population. 	<ul style="list-style-type: none"> • Local communities cut off from potential linkages to the tourism industry; possible resentment; migration to communities near tourism sites and unequal sharing of benefits. • Loss of natural resources taken for tourists such as water and land. • Local community traditions may be under threat due to communities adopting tourists’ behaviour patterns.

Source: Adapted from Telfer and Sharpley (2008:119)

Local governments have a regulatory framework that creates an environment conducive to tourism development. The government regulations include consumer protection laws and rules, health and food safety regulations, environmental protection regulations, travel regulations and so on. These regulations are required to play an important role in protecting the tourist.

DEAT’s (1996) White Paper on the Development and Promotion on Tourism in South Africa states that some of the local government functions include the provision and maintenance of tourist services, sites and attractions, recreational facilities and public services; to market and

promote specific local attractions and disseminate information in this regard; and to facilitate the participation of local communities in the tourism industry. Clearly, there is a need to link up community involvement and local government functions in a destination's tourism development in order to achieve these.

Both the community and the local government are responsible for safeguarding the interests of an area. They are the owners of the destination and should therefore work together all the time. Aref et al. (2010) emphasise that they should identify potential tourism resources and attractions within their destination as well as to promote responsible tourism and community development. It is, however, the responsibility of local government to regulate tourism so that the profits benefit the local community.

Telfer and Sharpley (2008:130-131) emphasise that it is important to consider the existing political structure of the destination if a more open process of community participation is allowed or possible. The authors point out that in some cases local communities have been displaced to make way for new tourism developments, with some receiving compensation while others do not.

The role of local government and private sector owners is to ensure that tourism destinations remain viable business ventures (South African Tourism Planning Toolkit for Local Government (2009:15). According to Mason (2008:128), the private sector determines the products and prices, the target segments and provides tourist destinations with the volumes of most tourist products to be offered.

The White Paper on the Development and Promotion on Tourism (1996) suggests that building partnerships with the government, local communities and private sectors can improve the total quality of tourist experience and enhance customer satisfaction. In summary, this section proposes a partnership model for developing tourism at a destination – a model that associates closely with the stakeholder theory.

2.3.5. Socio-cultural, physical and market environment

According to Mason (2008:57), "sociology is the study of society and is concerned with people in groups, their interaction, their attitudes and their behaviour. Culture is about how people interact as observed through social interaction, social relations and material artefacts".

Telfer and Sharpley (2008:76) emphasise Reisinger and Turner's statement that destinations

present themselves through many different cultural factors such as tradition, art, handcraft, music, dance, food, drink, history, architecture, language, religion, education, hospitality, and so forth. The authors suggest that globalisation has opened up the cultures of the world to tourists as well as to the residents of the destination.

Language, religious, racial and ethnic differences are necessary to consider in a marketing drive aimed at promoting a tourist destination. The three main spoken languages in the Mahikeng area are Setswana, English and Afrikaans. Setswana is the home language for most Black people in the area whereas White people speak either English or Afrikaans. The majority of the people in Mahikeng are Christians (all racial groups) with some Asians being either Muslim or Hindu. Does marketing reflect a variety of these factors? Indeed, and it ought to be reflected in the marketing drive.

Geographically, Mahikeng has a sunny and warm climate throughout the greater parts of the year and with a summer rainfall. The dry climate is suitable for tourism activities such as hot air ballooning and sky diving. The destination is on the border with Botswana and this proximity offers a gateway route to Southern Africa (see Annexures A and B).

The physical infrastructure of Mahikeng is currently underutilised because not much has been done by way of marketing their potential to boost Mahikeng as a tourism destination. Their potential is not being marketed to prospective investors and government at a national level. For example, the passenger train and flights have been discontinued. They were not effectively marketed, hence the low transportation usage.

In keeping with the idea of packaging Mahikeng's tourism product referred to earlier in this study, it is necessary to reposition the study area which reflects a package holiday. In relation to the socio-cultural environment of Mahikeng, there is limited co-ordination and collaboration of sectors and socio-cultural activities – the museum, the Mmabana Arts, Culture & Sports Foundation and sporting organisations operate in isolation from each other – and this is how the potential consumer outside Mahikeng positions the destination. The consumers, in other words, position the destination as a poorly coordinated one; and they currently possess a fragmented image of Mahikeng.

Figure 1: The co-ordination and collaboration of cultural activities.



Mahikeng boasts different sporting infrastructure for hosting various events and activities such as soccer, netball, golf, basketball, swimming, gymnastics and health clubs, among others. Some well-known cultural sporting activities in the study area are 'morabaraba', 'diketo', and 'kgati'. There are a variety of cultural festivals held at places such as the Mmabana Arts, Culture & Sports Foundation, Lotlamoeng Cultural Reserve and Montshioa Cultural Village. Cultural practices in the destination include music, dance, poetry, storytelling, rituals and traditional doctors. All these factors are essential for consideration in a marketing drive aimed at promoting a tourism destination.

2.4. Conclusion

This chapter examined the key concepts that are being discussed in the tourism literature. Tourism destination itself, Mahikeng in this case, has been analysed in terms of its strengths, weaknesses, opportunities and threats. The SWOT analysis is clearly an assessment of the destination which should be considered in the marketing of that same destination. No doubt the study intends to highlight the importance of a valuable marketing strategy for the development of the destination. To achieve this, an effective management of marketing is necessary.

Part of managing the marketing effort is to give priority consideration to the stakeholder management of the destination. Key stakeholders such as the community, local government and private sector have been identified as essential role players that should collectively participate in the marketing exercise. Part of the role of these stakeholders is to showcase the

socio-cultural environment (e.g. by the community) and the physical environment (e.g. by the local government and private sector). These key concepts represent important considerations to be taken into account by tourist destination marketers.

CHAPTER THREE

3. METHODOLOGY

3.1. Introduction

This chapter outlines the research procedures employed by the study in the form of the various research techniques, ethical considerations and the analysis and interpretation of the collected data. An attempt was made to select the research protocol or methods in terms of their suitability to achieve the research aims and objectives, and to address the research problem.

3.2. Research Methodology

The study used the qualitative research method because the study required an in-depth analysis. The quantitative technique was not considered because of the statistical nature which would as a result not provide a comprehensive in-depth understanding of the research problem. However, reference was made to the number of households and research participants interviewed during the research process.

The survey questionnaire was developed from the literature review as surveyed in chapter two. The questions were grouped into various parts to conform to the research questions. This enabled the researcher to clearly establish a linkage between the problem, the literature surveyed and the research methodology. Other research questions were meant to determine which information sources had influenced participants' image of Mahikeng as a tourist destination (Gartner, 1993; Baloglu and McCleary, 1999). The open-ended questions were adapted directly from Echtner and Ritchie (1993) to capture the cognitive and affective components of the destination's image (Rezende-Parker et al., 2003).

This study has also followed the approach of Echtner and Ritchie (1993) by organizing the attributes along a functional or psychological axis to assist the researcher when carrying out data analysis. The resulting attribute items along the functional to psychological continuum formed the basis of the themes or categories used in the analysis and interpretation of data.

The formal survey was conducted between October and November 2010. First, a pilot study was conducted in October 2010. Based on the results and comments from the pilot tests,

revisions were made to the questionnaire design. The survey locations were chosen because of their geographic proximity as well as to represent different types of smaller destinations (within Mahikeng) in terms of product offering. The researcher distributed twenty (20) questionnaires to the local government institutions for completion by the identified research participants, out of which fifteen (15) were completed and usable. For the local community, the researcher managed to successfully interview forty (45) households. The researcher used a probability sampling method (Finn et al., 2000).

3.2.1. Qualitative Methodology

Wilson (2006:105) describes qualitative research as a “research that is undertaken using an unstructured research approach with a small number of information of carefully selected individuals to provide non-quantifiable insight into behaviour, motivations and attitudes”. Qualitative research is classified as a research method that is primarily designed for exploratory purposes. It is often inclined to obtain in-depth insight into a rather small number of respondents usually in the form of focus groups or individual in-depth interviews (George, 2008:108). That the qualitative methodology produces insight into people’s motivations and attitudes made it a suitable method for this study, given that the respondents were expected to express their views, attitudes and reasons for holding particular views.

Qualitative research enabled the researcher to see things through the eyes of the research participants. It is important to note that this does not necessarily mean that the respondents’ views were true. Brynard and Hanekom (1997:29-30) explain the qualitative research as a “commitment to seeing the world from the point of view of the actor or participant”; as a method focusing on real-life experiences and situations of people; and as a method used in conjunction with case studies (e.g. Mahikeng) and in-depth interviewing influenced the researcher to decide on this method.

Qualitative methodology is a meaning-giving method to conduct research. Communities give meaning to issues about tourism development at a destination. The researcher wanted to understand whether community members are aware of tourism, whether or not they participate in tourism development, and how they would like to contribute towards the destination’s development. Moreover, the qualitative methodology, as pointed out earlier, is concerned with real-life situations – the social, cultural, economic, and political human activities.

It is through the qualitative methodology that one gets to understand the interview, thoughts and feelings of destination community's aspects of human life that cannot be captured by the quantitative methodology. Further, the researcher wanted to describe the situations of participants in detail, and this also informed the choice for this methodology.

3.2.2. Quantitative Methodology

Reference was made to the number of research participants including the number of households investigated, and this is where the quantitative method came in.

3.3. Techniques for collecting data

Holloway and Robinson (2000:43) define surveys as the best means of collecting descriptive information. Techniques that were used to collect data for this study are in-depth interviews, questionnaires and observation methods.

3.3.1. In-depth Interviews

The researcher conducted in-depth interviews which required open-ended responses. According to George (2008:118), in-depth interviews are conducted face-to-face with the respondent. Henning et al. (2004:75) state that the aim of interviews is to allow the researcher to acquire the same level of knowledge and understanding as the participants. All community interviews were conducted face to face. In terms of the local institutions (i.e. government and parastatals), questionnaires were emailed, faxed or sent personally to the research participants for self-completion. However, some interviews were conducted telephonically due to time constraints. The length of each interview ranged between thirty (30) minutes to one (1) hour and the responses to the questions were noted.

“One area where researchers would need to use interviews rather than questionnaires would be in getting information from people who cannot read” (Goddard and Melville, 2001:49). The researcher interviewed community members from the different villages in their home language which is Setswana because most were not comfortable with the English language. This could be as a result of their previously disadvantaged background.

Part of the study was to investigate community participation in tourism enterprises. This included getting to know the respondents' views, perceptions and understanding. Some of the benefits for using this type of interview include focus of attention and the ability to probe

further. Wilson (2006:107) confirms that the flexibility of probing in in-depth interviewing sets this interview approach apart from other questionnaire-type interviews. The author states that in-depth interviews are used to develop the reasons behind certain behaviours of people and deeper understanding of their attitudes attained through responding to an individual's comments with extensive probing.

3.3.2. Questionnaires

This study required an in-depth understanding of the research problem and the researcher therefore made use of questionnaires consisting of open-ended questions which allowed the respondents to express answers in their own words. Wilson (2006) argues that the depth of information may vary significantly between respondents because the range of potential answers is wide.

The researcher used questionnaires to obtain documented information. Goddard and Melville (2001:47) define a questionnaire as “a printed list of questions that respondents are asked to answer”. Two different questionnaires were designed for the research participants, one for the local community (to get oral data) and the other for officials of local institutions (to get information in written form). Unlike the community, the local institutions' participants are more conversant with the tourism policies, planning and marketing, among others, hence the researcher distributed the questionnaire to the selected officials for self-completion.

3.3.3. Observation

According to Kotler, Bower and Makens (1999:154), observational research includes the collection of primary data by observing relevant people, actions, and situations. The authors believe that this type of research can elicit information that some people are generally reluctant or unable to give to others. Wilson (2006:89-90) emphasises that observation only measures the actual public behaviour which took place and without inconveniencing or making the participants aware.

Observation, as a data gathering technique, was suitable in this study, given that the researcher observed some phenomenon related to tourism first-hand – for example tourism enterprises run by villagers, tourism infrastructure and attractions.

3.4. Data Analysis and Interpretation

The data analysis is primarily qualitative. According to Leedy and Ormrod (2005:150), “there is no single right way to analyse data”. The researcher attempted to find meaning from the collected data by arranging the open-responses in a logical order and categorising the data into significant themes. These responses were then analysed.

After analysing the data, the researcher interpreted the results. The interpretation was done based on the research objectives and the problem statement stated in chapter one. The interpretation was also based on the analysis of the collected data. There were instances where the researcher compared the responses from the community participants with those of the government institutions and parastatals – for example when measuring tourism awareness levels.

It is important to note that part of this analysis was the discourse type of analysis. The researcher had the opportunity to read into the community participants’ verbal and non-verbal communication during interviews – for example the way they expressed themselves when they answered questions.

3.5. Selection of Research Participants

The researcher considered both the convenience and judgement sampling methods when selecting participants. Wilson (2006:205-206) defines convenience sampling as a technique which forms the basis for selecting the potential respondents in a convenient way, whereas judgement (or purposive) sampling is a method where a researcher consciously selects a sample considered to be most suitable to the research study.

Mahikeng has five points of entry which are Ramatlabama (R503), Zeerust (N4/R49), Lichtenburg (R503/N14), Vryburg (N18) and Vergelee (D141) - see Annexure C. It is important to note that the Ramatlabama R503 route is from the Botswana border and the Vergelee D141 road is from the Mahikeng International Airport. Zeerust’s R49 joins the national road N4 while Lichtenburg’s N14 becomes R503 when approaching Mahikeng. The researcher used these entry points as a basis for selecting community participants from the villages closest to these major roads.

Table 2: Number of Research Participants from the Local Community

Entry Point	Village	No. of Households
1. Ramatlabama	Ikopeleng	6
	Molelwane	4
2. Zeerust	Sonderwater	5
	Top Village	5
3. Lichtenburg	Majemantsho	10
4. Vryburg	Lekoko	4
	Montshioa Stadt	6
5. Vergelee	Mocoseng	5
Total		45

The selection of research participants from the following sectors of the local government institutions and parastatals were based on their tourism expertise and availability. The researcher, based on personal judgement, selected the population members from whom to obtain information in the most convenient way. Research participants from government institutions and parastatals were selected on the basis that their daily functions were tourism-related. It is important to note that some of these officials are based in the provincial head offices located in the study area and are responsible for tourism in South Africa's North West Province. The researcher therefore selected these participants on the basis that they were more likely to give accurate information.

Table 3: Number of Research Participants from Government Institutions and Parastatals

Institution	Total Number
Department of Economic Development and Tourism	4
Department of Sports, Arts and Culture	4
Mahikeng Local Municipality	3
Mahikeng Museum	2
Ngaka Modiri Molema District Municipality	1
North West Parks and Tourism Board	1
Total	15

It is important to note that this study involves small population samples which were not representative of the whole population. As noted from Tables 2 and 3 above, research participants from the local institutions and community were fifteen (15) and forty five (45), respectively. The total number of research participants interviewed was sixty (60). However, the researcher acquired deeper insights into the research topic.

3.6. Ethical Considerations

George (2008:130) advises that respondents should be assured of confidentiality and anonymity. The author states that “confidentiality is about protecting an individual from harm when the results are made public”. The researcher was open and honest about the research, its purpose and application. Research participants were informed that they had the right not to participate or to withdraw from participation in the study at any time.

The researcher requested permission to interview the potential participants of the local institutions via email, fax or in person (Annexure D) and a copy of the questionnaire followed thereafter (see Annexure E). With regard to the local community, the same letter was faxed to the tribal authority preceded by a telephonic request and a copy of the questionnaires was sent for their approval as requested (Annexure G). There were, however, some government participants who also received a copy of a cover letter (Annexure F) attached to the questionnaire.

When conducting community interviews, the researcher created a conducive environment for the participants so that they did not feel intimidated. The participants were assured of the anonymity and confidentiality of their views and opinions throughout the interview and the reporting of responses. The research process was sensitive to issues of race, gender and disability. The researcher respected the rights and sensitivities of the different cultures.

3.7. Limitations of the Research

Limitations of the research included the limited number of respondents given the time and financial constraints. There were instances when the members of some households listened in to the interview and gave their input as well, thereby influencing the participants’ responses. This behaviour could be as a result that some people were more knowledgeable than others.

3.8. Conclusion

This chapter dealt with the research methodology used by the researcher. Despite time constraints, great care was taken in the selection of research participants. It should be noted that the sample was not representative of the population due to the small numbers of the research participants and due to the nature of in-depth interviews. However, the information gained from the in-depth interviews was enlightening and adequate to provide a comprehensive analysis of the study.

CHAPTER FOUR

4. DATA ANALYSIS, INTERPRETATION AND RESEARCH FINDINGS

4.1. Introduction

This chapter focuses on the analysis and interpretation of data gathered during fieldwork. The data analysis and interpretation thereof are categorised as follows: The marketing of Mahikeng, geographical characteristics, tourism facilities, accessibility of the destination, hospitality packaging, host community, collaborative marketing effort, historical heritage and tourism awareness levels. Further, the chapter summarises the research findings.

4.2. The Marketing of Mahikeng

The responses to the question on effective marketing were obtained from the local institutions (e.g. government and parastatals) and communities. Communities in the different villages of Mahikeng and officials from the local institutions interviewed acknowledge that the status of tourism resources in the study area, especially heritage sites, has deteriorated. They therefore suggest that these resources should be maintained and then effectively marketed in order to boost the number of tourists in the area. Local government officials were aware that Mahikeng is ineffectively marketed and not well branded. There were different views as to which government department is responsible for the branding and marketing of Mahikeng. Out of a total of fifteen responses received, only three local government respondents maintain that the tourism resources in Mahikeng are effectively marketed. This is based on the view that the tourism attractions in the commercial capital city of the North West Province describe its history, culture and wildlife.

The researcher's initial suspicion that Mahikeng is currently not effectively marketed as a tourism destination has been confirmed by responses from the local government research participants (see Table 4 below). Although 60% of these participants consider Mahikeng to be an accessible tourism destination, 86% are of the view that there are no collaborative efforts by the local community, government institutions and parastatals. 80% are of the view that Mahikeng is not effectively marketed and 60% seems to suggest that the branding of Mahikeng is not effective enough. Based on all this, the hypothesis of this research has been confirmed.

Table 4: Assessment of the Destination Marketing

Statement	Agree	Disagree	Other
Tourism resources are effectively marketed	3 (20%)	12 (80%)	-
Mahikeng is an accessible tourism destination	10 (67%)	5 (33%)	-
Branding of Mahikeng is effective enough	4 (27%)	9 (60%)	2 (13%)
There is a collaborative marketing effort	1 (7%)	13 (86%)	1 (7%)

Most members of the various communities are of the opinion that Mahikeng needs to be developed before it can be marketed as a tourism destination. They acknowledged the existence of the dam and the cultural village at Lotlamoreng, but still view them as underutilised because of the ineffective marketing thereof. Other community members proposed that the cultural village at Lotlamoreng Dam be revitalised because of its potential to attract visitors and its ability to accommodate many people.

Communities recognized that the tourism facilities in Mahikeng are inadequate. They identified the need for recreational centres, cultural villages, amusement parks, sports grounds, libraries, craft centres, police stations, clinics, flea markets and factories, among others. Only thereafter can Mahikeng be marketed as a tourism destination to be appreciated by both the community and tourists.

The researcher's interpretation of the community's responses is that the latter also wished to share the experience of enjoying improved facilities. To them, tourism resources and facilities should accommodate everyone – for example business and leisure activities for families and friends. Effective marketing of a tourism destination should ideally be about both the local community and tourists.

Analysis of data on marketing had to include branding. With regard to the branding of Mahikeng, all except four local government respondents, state that the branding of Mahikeng is not effective enough. They put the blame on the continuous change of leadership, lack of synergy between the different institutions and inconsistent messages communicated to the people. One of the respondents is of the view that there are no commodities that resemble

Mahikeng that the tourists can take back home to show that they were in Mahikeng. Some respondents noted that during the 2010 FIFA World Cup, Mahikeng missed an opportunity of marketing itself to the tourists from England who were based at the host city, Rustenburg (Phokeng). Respondents were disappointed by Mahikeng's failure to use the history of the Anglo-Boer War to attract the English.

The respondents who view the branding of Mahikeng as effective remember Mahikeng as the "City of Goodwill". It is significant to note that there are still some people, especially in government, who are not aware that Mahikeng has been repositioned by the local municipality as the "City of Diversity, Culture and Heritage". The researcher interprets this as ineffective communication between government departments – an issue with potential to mislead the community by sending out different messages to them.

Branding, as part of marketing communication, is an essential tool for selling Mahikeng. As will be indicated under research findings, the overall marketing effort by the destination (study area) is inadequate. Respondents are of the view that people will visit Mahikeng if the destination is properly marketed and branded. What is surprising is that though the local government participants are aware of the shortfalls, there is still no corrective action to remedy the situation.

Officials from the local government institutions stated that communities should be part of a marketing communication effort because they have the ability to fill in the marketing gaps omitted by other marketers. Community involvement is seen to be valuable because of the knowledge of the community (especially the elderly) on the culture, history and heritage of Mahikeng. The Barolong Boora Tshidi are the dominant tribe in the study area and are therefore expected to be knowledgeable about the Batswana culture of Mahikeng. Some respondents suggested that members of the community should understand the importance of tourism for them to be in a better position to promote Mahikeng as a tourism destination.

Both government officials and local communities identified the word of mouth as another valuable marketing tool. Door-to-door and word-of-mouth are the main marketing instruments used by communities to promote their products in their respective villages.

The analysis above suggests that there are still issues to be addressed around the branding of Mahikeng.

4.3. Geographical Characteristics

The physical or geographical attributes of a destination play an important role in the marketing of a destination, and this includes its geographical location. According to Lubbe (2003:147), destination marketers cannot alter the geographic location of their destination relative to the market place, distance can therefore serve as a motivation to implement more aggressive marketing strategies that will compensate for the distance factor.

Participants from government institutions were asked to state the geographical or physical characteristics that can appeal to tourists, but instead some mentioned the study area's tourism resources (e.g. historic and heritage sites) and geographical location (proximity to the Botswana border). Their responses demonstrated little understanding of Mahikeng's physical characteristics because they could not distinguish between physical attributes, tourism resources and geographical location.

When the same research participants were later asked about the destination's geographical positioning, at least four of them responded on the geographical characteristics by indicating Mahikeng's warm weather conditions and its flat and dry landscape. The researcher is of the opinion that these respondents could not differentiate between the geographical characteristics and geographical positioning of the study area.

The researcher noticed little understanding of some climatic conditions that could enhance the quality of tourist experience; sunny weather throughout the greater part of the year, and the dry climate that is conducive to tourism activities such as hot air ballooning and sky diving. On the credit side, most respondents were aware of the importance of Mahikeng's close proximity to Botswana – Mahikeng as a gateway to southern and other parts of Africa.

4.4. Tourism Facilities

Tourism facilities at a destination have the ability to enhance the quality of the tourism product if they are adequately utilised and effectively marketed.

Local government participants were asked to comment on the usage of the tourism facilities in Mahikeng that would enhance the quality of the tourism product. Most mentioned the Lotlamoreng Dam, Cookes Lake, accommodation establishments, Institute of Hotel and Tourism Management, Mahikeng Museum, North West University, Mmabana Arts

Foundation, Molemane Eye, Molopo Oog, Mahikeng stadium, government buildings, convention centre, civic centre, game farms, golf course, the Kgotla, the historic and heritage sites, and so on.

They claim that these facilities are not well maintained and therefore not adequately used. They are of the opinion that these facilities are not marketed effectively and blame lack of coordination in government. This can be interpreted as poor clarification of government institutions' roles and responsibilities. It is not clear as to who should be responsible and accountable for the marketing and branding of Mahikeng.

4.5. Accessibility of the Tourism Destination

Accessibility of a tourism destination is an important part of a tourism product. It is important for a destination to be accessible in order to increase the flow of tourists and to enhance the destination's economy.

Most local government respondents consider Mahikeng to be an accessible tourism destination because of the rail, road and air infrastructure in place. They maintain that there is no place that is not accessible, and that the main issue is to market the destination. They, however, argue that the rail and air networks are underutilised due to the closure of the airport and rail networks for the passenger market. The responses of some participants demonstrated little understanding of the notion or concept of the accessibility of the tourism destination. The researcher perceives this to be an issue for concern because the local government participants are expected to be more conversant with the concept, given that it represents a crucial part of a product and therefore should be covered by marketing of the destination's tourism products.

4.6. Hospitality Packaging

Hospitality packaging is an important marketing tool, an idea shared by some scholars (Keyser, 2009:82-100). Local government respondents were asked how they would sell Mahikeng as a packaged tourism product. Some dismissed the idea of selling Mahikeng as a packaged tourism product, arguing that the destination is not yet ready for the local and not to mention the global market. They suggested that Mahikeng should first upgrade the tourism products before packaging and marketing them to the relevant target market.

Other respondents proposed that the packaging of Mahikeng as a tourism product should be a joint effort by the community, tribal authorities and government. Still, others thought the printing of flyers, brochures, booklets and capturing the history of Mahikeng on videos would be effective.

The researcher is of the view that the respondents did not demonstrate a satisfactory understanding of the notion of packaging. Based on what communities say about tourists who visit their areas, the researcher believes that packaging of products is essential. Answers from communities, for instance, suggest different tourist experiences for business, educational, leisure and cultural tourists.

4.7. Host community

Host communities are essential stakeholders in a tourism destination because they are the owners of destinations. According to Hall and Richards (2003:1), communities are the source of tourists given that they are a basic reason for tourists to travel, to experience the way of life and material products of different communities. They are the custodians of culture and an important resource in tourism development.

The local government respondents view the destination community as an essential part of marketing because they cannot be separated from a destination. They are well-informed and have a wealth of history about the destination. Tourists are viewed to be interested in the culture of the destination community. It is therefore important to involve the community in the marketing strategies as key tourism stakeholders because they are the hosts of a destination. The community is said to be knowledgeable about their culture and heritage, hence they will be in a better position to promote Mahikeng.

It can be interpreted that the host community should not be neglected by the destination marketers because they are the essential stakeholders and custodians of the destination culture. Responses to interview questions 8, 9 and 10 (see Annexure 1) seem to suggest very little effort by more knowledgeable institutions (e.g. marketing) to use community resources (e.g. skills to make products) in marketing the destination. Marketing communication is another important tool to use when communicating with prospective visitors. This is the reason to incorporate as many sectors of the community as possible into the marketing communication exercise.

4.8. Collaborative Marketing Effort

A tourism strategy should take into account the various stakeholder roles and tourism development should serve the interests of both the community and government (Sorupia, 2005:1772). The community, local government and private sectors should collectively participate in the marketing exercise. They can enhance the tourist satisfaction by improving the total quality of the tourist experience. This section analyses the responses from government officials and local populations to determine whether or not the marketing of Mahikeng is a collaborative effort.

Local government participants agree that different government structures and all relevant stakeholders should work together to make Mahikeng a better destination. It is important to note that this idea is easier said than done because there is no one committed enough to take responsibility. The community is recognised as one of the key stakeholders, but they are not involved from the planning stage through to the decision making process. It is important to note that the stakeholder theory underlines tourism collaboration and partnerships among stakeholders.

The researcher discovered that there were duplications of tourism-related functions between municipalities and government departments. This clearly shows that there is no collaboration between departments - "the left hand does not know what the right hand is doing". It can be deduced from this analysis that there are no clear roles and responsibilities among government departments, hence the inefficiency and ineffectiveness of promoting Mahikeng.

There are some references to the municipality being responsible for pulling everyone together – responses from the government sector. It is not clear whether respondents refer to the local or district municipality given that both are located in Mahikeng.

The local communities are of the view that the tribal authorities and the municipality are responsible for informing the community about the destination's tourism developments. Many respondents from the different communities have not seen any recent developments in their villages hence they maintain that both the local government and tribal authority are passive.

From the local community responses, there are very few instances where local government was seen to play its part to uplift the community. It was revealed that attention was given

only to product owners thereby ignoring the majority of the poor community members. The product owners interviewed admit that they get support from the local government in terms of being sent for exhibitions of their products in Mahikeng. This can be interpreted to mean that the product owners are exposed to different markets and get an opportunity to network and improve on their products. However, collaboration does not seem to be all-inclusive, given that the vast majority of the community are left out.

Tourism in South Africa is government led, private sector driven and community based. In Mahikeng, tourism is seen to be led and driven by government. Further research is needed to determine why private sectors seem to be quiet in Mahikeng. It is important to note that government officials claim that they (government) do not know where to place tourism as it is usually combined with other sectors. They suggest that a unit should be created to bring everybody together; others proposed that it be a responsibility of the municipality. It boils down to determining whether they are referring to the local or district municipality. It also raises the same concern on the clarification of the roles and responsibilities of the officials of government institutions and parastatals. Similarly, a useful suggestion was made by a respondent that instead of each government institution having information about Mahikeng on their various websites, there should be one site boasting relevant information on Mahikeng.

A private sector is known to have the ability to inject capital to develop a destination's tourism offering. The role of both the local government and the private sector is to ensure that a tourism destination remains a viable business enterprise. There is, however, no mention of the private sector from the government respondents when discussing the collaborative marketing effort. This can be interpreted as a weak or non-existent collaboration between government and the private sector. The role of the private sector is one of the issues to be picked up by future research.

Oral evidence is substantiated by documentary evidence (www.lacasadecristo.com) that a private sector has a role to play. The La Casa Board of Trustees in partnership with Helping Hands in Africa embarked on a three-year project in Molelwane village (one of the villages the researcher identified for fieldwork) to build a community centre, provide children with a five-day-week feeding programme, orphan care, AIDS, education and costs of calling a pastor, until January 2011. This demonstrates that a place has been identified at village level

to show the important role that a partnership with private sector or Non-Government Organisation is necessary within the marketing plans of a destination.

4.9. Historical Heritage

Mahikeng is well-known for its heritage and historic activities. The community interviews were conducted at the various villages closest to Mahikeng's entry points where the researcher discovered some interesting history behind the naming of the Montshioa Stadt and Molelwane village.

Montshioa Stadt is known to be the first village in Mahikeng and is named after the then Kgosi Montshioa in the late 1800s. The Stadt is about one and a half kilometers from town known as the traditional capital of the Tshidi Barolong under Kgosi Montshioa. It is set amongst great rock outcrops on the banks of the Molopo River.

Another village is called Molelwane, a Setswana word meaning a boundary. One of the respondents from the village stated that the naming of this village was given during the 1945 World War when the English people decided not to go beyond that particular point.

Lekoko village is also said to be named after the then Kgosi Lekoko. The rest of the villages were named by the community after settling there. For example, Majemantsho village is a Setswana word meaning black stones. Apparently the area consisted mainly of black stones. The area is claimed to have a mine, hence the naming of their main road, Mine Street. Members of the Mocoseng community that were interviewed do not know how the naming of their area came about. According to one of the respondents, the real name is Ga-Modiri Molema, the home to Dr Modiri Molema (1891 - 1965) who was the son of Silas Molema. He qualified at Glasgow University in Scotland and practised as a doctor in Mahikeng. He wrote extensively on the Barolong Boora-Tshidi and Barolong Boora-Tshidi Seleka (www.tourismnorthwest.co.za).

4.10. Tourism Awareness Levels

Tourism awareness levels among host communities are crucial if communities and their resources are to feature in the destination's marketing efforts. If destination planners, developers and marketers claim that communities are the hosts, then they have to raise the latter's tourism awareness levels. In response to how they benefited from tourism resources in

their respective villages, the majority of respondents revealed a limited level of awareness of benefits that could accrue from their villages.

Some households believe that they can only benefit if they are physically involved, whereas others think that the Kgosi is the only beneficiary who have the power to decide on how to use the royalties obtained from these resources.

The analysis reveals that there is still a low community participation level. It can also be interpreted from these responses that tourism can only be sustainable if a satisfactory number of communities participate from the planning stage of tourism-related projects or developments.

Only those SMMEs who participate in handcrafting have a basic understanding about tourism because of the exposure to tourism-related activities such as exhibitions and workshops. The researcher had to probe more for information, and participants then realised that they participate by travelling to other destinations to visit relatives, through school trips and by giving accommodation to visitors. The Molelwane community mentioned instances when tourists from Botswana arrive late at the border gate often seek accommodation from them.

There was one respondent who claimed that he could not participate in tourism activities because of his disability. The researcher's view is that cases such as these are likely to be many in the area of study – a situation that might call for constant review and monitoring of tourism plans.

4.11. Main Findings of the Research

This section addresses the findings of the research study based on the categories analysed and interpreted in this chapter.

The analysis revealed that there is an overall inadequate marketing effort. The Tourism Information Development Centre should be the most visible place in Mahikeng because it is generally one of the first few places that visitors consult for information about a destination. The researcher is of the view that community members are not aware of its existence. During the fieldwork the researcher discovered that there was inadequate information on Mahikeng. The few marketing collateral displayed on the shelf was on the North West Province - not Mahikeng specifically.

The 1996 Tourism White Paper states that tourism in South Africa is government-led, private sector-driven and community-based. It is important to note that in Mahikeng, there is inadequate or limited collaboration between the community, government and private sector. Many communities in Mahikeng do not participate in tourism because they have not been meaningfully exposed to the tourism sector. The tourism literature has many examples of community involvement in the marketing of destinations. Moreover, the collaboration referred to here harks back on the stakeholder theory and management of marketing.

The researcher is of the view that destination Mahikeng is disadvantaged by low tourism awareness levels. Communities are considered to be important resources in tourism development, but are neglected by the destination marketers in their marketing strategies. It is important to note that communities are essential stakeholders and custodians of the destination culture. Incidentally, communities are referred to as host communities at a destination. But communities in the study area have, as pointed out, low tourism awareness levels of the tourism enterprise.

The analysis revealed marketing communication as a significant tool to use when communicating with prospective visitors. Communities are knowledgeable about the destinations' history, culture and heritage and should certainly be made part of the marketing communication exercise.

With reference to the geographic profile of Mahikeng, an important finding has been that certain geographical facts such as the climate are left out. Yet another crucial geographical fact for the marketer is Mahikeng's proximity to Botswana – a geographical position that should form part of the marketing strategy. One is reminded here of the cross-border tourism trail that could be developed by the North West Province and Botswana, given that Mahikeng is very close to the border. The question of accessibility of Mahikeng as a destination should not neglect proximity to neighbouring countries in southern Africa.

Tourism facilities referred to in this dissertation are the underutilised airport, railway line and the stadia in Mahikeng. These are currently lying fallow mainly because they are not being marketed vigorously as facilities to be used optimally.

According to some oral sources, Mahikeng's resources are marketed as separate segments of the tourism product. In other words, the researcher has found out that the destination is not sold as a package.

Based on evidence from some of the oral sources, there is still much to be known about the origins or history of some of the villages in Mahikeng. More knowledge calls for collaborative work between market researchers and historians.

The Department of Environmental Affairs and Tourism (DEAT) has documented tourism policies and initiatives that aim to encourage responsible tourism growth and development. There are several tourism policy documents in the country, namely DEAT's White Paper on the Development and Promotion of Tourism in South Africa (1996), National Responsible Tourism Development Guidelines for South Africa (2002), Responsible Tourism Handbook (2003) and The South African Tourism Planning Toolkit for Local Government (2009). These documents seem to include similar information as stated in the 1996 Tourism White Paper. The researcher therefore suggests that the implementation of these policy documents is necessary, but should take into account the uniqueness and circumstances of Mahikeng. Conditions of a destination such as Mahikeng have been found to be a neglected aspect of marketing. In other words, these documents should be used as a guide without neglecting the conditions and the changing circumstances.

4.12. Conclusion

This chapter analysed and interpreted data gathered from research participants and highlighted the main findings of the research. Further, results of the study have been discussed to cover, an assessment of Mahikeng, the use of the destination's geographic features, its facilities, its access and its community. The appraisal of the marketing effort also examined the extent to which collaboration and packaging of tourism resources are undertaken. Finally, this section suggests a future research direction in the form of historical and market research into the origins or history of villages around Mahikeng.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter seeks to provide the conclusion and recommendations based on the research findings and interpretation of results. The conclusion seeks also to establish whether the aim and objectives of the study have been realised.

5.2. Conclusion

5.2.1. Destination Marketing

The marketing of a destination is an essential part of developing and retaining the attractiveness of a locality. From a marketing perspective, destination attractions will include significant historical sites with potential to enhance Mahikeng's tourism experience.

One of the research objectives was to identify tourism resources, facilities and activities that could be exploited even more than is currently happening to boost the number of tourists in the study area. This can be linked to holiday or hospitality packaging which is also one of the most effective ways of marketing a destination. This can be achieved by promoting a variety of its tourism products and services for business, educational, leisure travellers and cultural resources that reside especially in communities.

The Tourism Information Development Centre (TIDC) would be a strategic place to offer such packages because this facility is required to have information about the entire destination. Based on observation, it is important to note that the TIDC in Mahikeng is not visible - there are no signages in the area to enable visitors to locate this facility. This poses a threat to unsuspecting tourists who may be victims to crime. Branding and marketing communication should therefore be emphasised as part of a marketing effort.

The researcher suggests or concludes that the study area is in its decline stage due to the reduction in the number of tourists visiting the area, and that this results from inadequate branding and ineffective marketing of the destination. The destination, however, has the potential to be revitalised because of the tourism resources, facilities and activities that can

draw crowds to the area if properly marketed. It is now widely acknowledged that tourist destinations go through life-cycles and Mahikeng is no exception.

5.2.2. Tourism Monitoring and Evaluation

Tourism monitoring and evaluation of destinations ought to be closely examined by marketing managers in order to improve on their marketing strategies. Review, monitoring and evaluation are crucial activities to be undertaken at any tourist destination. In the context of this study, the review, monitoring and evaluation should focus on marketing. If, for example, Mahikeng's infrastructure has deteriorated, the problem can be addressed by marketers, managers, government and communities working collaboratively – an instance of stakeholder management of the destination.

Clearly, corrective action in the form of evaluation can be an appropriate one if substantial marketing information is acquired from a variety of sources. These sources include the register at the Mahikeng Museum, the number of people passing through the Mahikeng-Botswana border, game reserves, accommodation establishments and long-distance bus and taxi associations, among others.

5.2.3. Mahikeng's Image

Enhancing the image of Mahikeng will raise its attractiveness and create a sustainable and successful destination. There is an opportunity for Mahikeng marketers to turn around negative perceptions of the region. Therefore, the provincial government needs to work in partnership with the public, private and voluntary sectors. The objectives of this partnership must include creating income and jobs for the region and improving the region's overall image as a stimulus for inward investment in non-tourism economic activities. It is important to also note that successful destinations are generally recognised as those where there is collaboration effort between stakeholders. The conclusion reached by the researcher is that the positive image is the responsibility of the tourism marketer and other stakeholders.

What the previous discussions suggest is that there is a need for an image and marketing strategy for Mahikeng as a tourism destination since there is fragmentation within the region. There must be renewed attempts to form a coherent image at various levels by administrative entities. Gaps and inconsistencies have also been revealed in the region's promotional information network as it is based on separate databases within the various spheres of

government. In addition, as a survey of the literature has shown, marketing should not be tied to administrative boundaries but should rather be driven by all the relevant stakeholders.

An examination of the literature revealed that previous research on tourism in the North West Province is very limited. Therefore, the researcher explored participants' perceptions of the image of Mahikeng as a tourism destination. From this undertaking, the researcher offers some useful insight into destination image building as part of marketing.

It is also widely accepted that central to destination marketing is the way in which the image is formed and acted upon by potential tourists as it is often the latter's mental picture of a place and not what exists which motivates them to travel to a destination. One can conclude that a marketer ought to ensure that what they match promoted image with what the prospective tourist has in mind. The tourist marketer's goal is to match the promoted image and the perceived image in the consumer's mind to avoid a distorted destination image. Occasionally, marketers project the image of the North West Province in isolation from the image of the capital city, Mahikeng. If it is accepted that Mahikeng is a worthwhile destination, then it should be marketed separately and conspicuously as a destination worthy of tourism.

It is necessary to try and apply this conceptualization of image to the study area, Mahikeng. Often, destination products which the consumer encounters or "associates with" in Mahikeng do not match the advertising messages communicated by marketers. This of course is a common problem in marketing. Messages used are ambitious and do not match the reality. One finds poor infrastructure and pollution at a destination and yet messages paint or portray a different picture.

An accurate assessment of a destination is a prerequisite to designing an effective marketing strategy and helps the destination marketer to offer what its visitors are expecting and create more realistic expectations if necessary (Rezende-Parker et al., 2003). Images of places are fundamental to the success of tourism, as tourism demand commonly emanates from individual or collective perceptions of tourist destinations (Kelly and Nankervis, 2001).

The destination Mahikeng has been known as the "City of Goodwill" for a very long time. Destination managers need to review the positioning of Mahikeng keeping this in mind as

part of a positive image. The local municipality's repositioning strategy is reflected on its new logo as a "City of Diversity, Culture and Heritage" which can be used as a base for enhancing the destination mix. The population of Mahikeng reflects the different races, namely Black, White, Coloured and Asian and therefore results in one getting acquainted with the diverse cultures of the destination community. This includes the various spoken languages, beliefs, norms, values and the different religions. A reasonable conclusion to be drawn from all this is that the new logo reflects the community's role as an essential ingredient of the marketing exercise.

The fieldwork revealed that the destination communities, particularly the elderly, have a wealth of knowledge about Mahikeng. This information is, however, not shared with the younger generation and it would be advisable to document and instill it in the upcoming generations of Batswana, especially Barolong. The new logo implies the need to take communities in and around Mahikeng into account seriously. Tourism literature is abound with the importance of communities in tourism planning, development and marketing.

5.2.4. Target Markets

Market segmentation is, as in any other destination, significant to Mahikeng's management of marketing. Thus, Mahikeng can increase its competitive edge through classifying needs and characteristics of potential consumers. This is similar to repositioning and differentiating Mahikeng from its potential competitors.

According to Kotler et al. (1999:660), a destination can identify its natural target market by collecting information about its current visitors and by auditing the destination's attractions and selecting segments that might reasonably have an interest in them. It is important to note that tourist segments are attracted by different features. Mahikeng has the ability to appeal to various market segments by offering suitable tourist attractions, commodities and services in order to compete effectively with other destinations. Destination managers should therefore be encouraged to have a thorough knowledge on the destination resources and the relevant target market, so as to be in a position to market Mahikeng effectively. Business, educational, cultural and leisure travellers were identified as potential target markets. Segmenting the relevant markets is therefore necessary, especially taking into account Mahikeng's destination mix (see concluding remarks on tourism monitoring and evaluation).

It has to be stated that tourist markets are dynamic and destinations need to, as indicated previously, monitor the appeal and attractiveness of their offerings. It is important to note the changing lifestyle and needs of potential target markets. On the other hand, tourism marketers must determine the actual markets to serve and decide on suitable commodities, services and programmes. Destination managers and marketers are expected to remain competitive and therefore have to be adaptive in terms of changing approaches to the ever-changing business environment.

5.2.5. Marketing Communication / Tools

Word of mouth is critical for positive recommendations to potential consumers and repeat visits by existing consumers as the dissatisfied consumer can easily disseminate negative information about a destination (O'Leary and Deegan, 2003).

It was during the fieldwork that interviewees or villagers expressed a word-of-mouth technique as a powerful marketing tool for their products and services. What this means is that villagers used word-of-mouth or "door-to-door" marketing as their major marketing communication tool. Similarly, electronic media stand out as yet another powerful marketing communication tool as such media represent what prospective consumers hear about attractions at a destination.

5.2.6. Packaging of Tourism Resources

A tourism destination cannot be isolated from its resources, and therefore an effective marketing strategy would cover all the known resources at that destination. In the researcher's view, an important concluding remark relates to the packaging of resources that hitherto have been marginalised by marketers in the study area.

First, including the study area's geographical profile is important because Mahikeng provides access to some of the rare tourist attractions in the world such as the Okavango Delta. Second, it is important to cover Mahikeng's airport and passenger train as part of the infrastructure that can increase access to the destination. But this can only be done after a successful marketing of these forms of transportation. Part of the reason for including these types of transport in the package is that Mahikeng would be linked to Sun City airport, O.R. Tambo International Airport, Cape Town, Durban and Botswana. Finally, historical heritage

as distinct from other types of heritage is a necessary component of the package, given the inadequate historical knowledge of Mahikeng villages and communities.

5.3. Recommendations

It should be noted that the following recommendations are presented in no particular order of priority or importance. When discussing measures that can be undertaken to market Mahikeng as a tourism destination, it is important to mention that the provincial government should find ways of subsidizing especially the small players in the industry. This action will help to support the development of domestic tourism by stimulating demands for certain individual and tourist travels whose destination is limited to Mahikeng.

Reference has been made to the monitoring and evaluation exercise in the concluding remarks. Tourist destinations go through a cycle of changes. Such changes call for a review process, monitoring and evaluation of marketing strategies.

Part of the review, monitoring and evaluation process should be constant review of policy and planning documents, especially those related to Mahikeng as a destination. A revisit of policy documents is likely to reveal inadequacies and weaknesses in the tourism development of the study area.

It is also recommended that the marketing of Mahikeng should be undertaken by different and relevant stakeholders to avoid fragmented marketing measures. Collaboration in outlining marketing measures would ensure the projection of the same image as opposed to mixed messages about the destination.

One of the important recommendations is to distinguish Mahikeng from the overall marketing of the country's North West Province by identifying the highlights of the area as a tourist destination. In other words, over and above the image of the North West Province, the image of Mahikeng requires an elaborate portrayal of the destination.

Differentiation is key in the marketing of a destination, and this is connected to the image portrayed as well as the positioning of the area. It has been mentioned previously that Mahikeng does not have that competitive edge that cities like Rustenburg and Potchefstroom have. The answer to this problem lies in the marketing of a positive and different image of this destination.

Education and training is a fundamental requirement in developing tourism especially in rural areas such as villages in Mahikeng. Given that villagers generally demonstrated a low level of tourism awareness, it is necessary to initiate education and training campaigns to improve the situation – a development that would stand the tourism marketing manager in good stead.

It is recommended that marketing communication tools that have hitherto been neglected should be used for marketing Mahikeng. Electronic media such as television and internet should be exploited as a means of marketing Mahikeng. Collaboration and partnerships in establishing a common website in Mahikeng are an absolute necessity.

To enrich the tourism experience of potential visitors to Mahikeng, it is necessary for all stakeholders to work towards the packaging of the area as a destination. One is reminded here of accommodation establishments, the museum and communities (to mention just a few) to produce an enriched holiday package for tourists.

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ANNEXURES

Annexure A: Map of South Africa

(Includes the country's nine provinces and neighbouring countries)



Source: North West Business (2010/11 Edition)

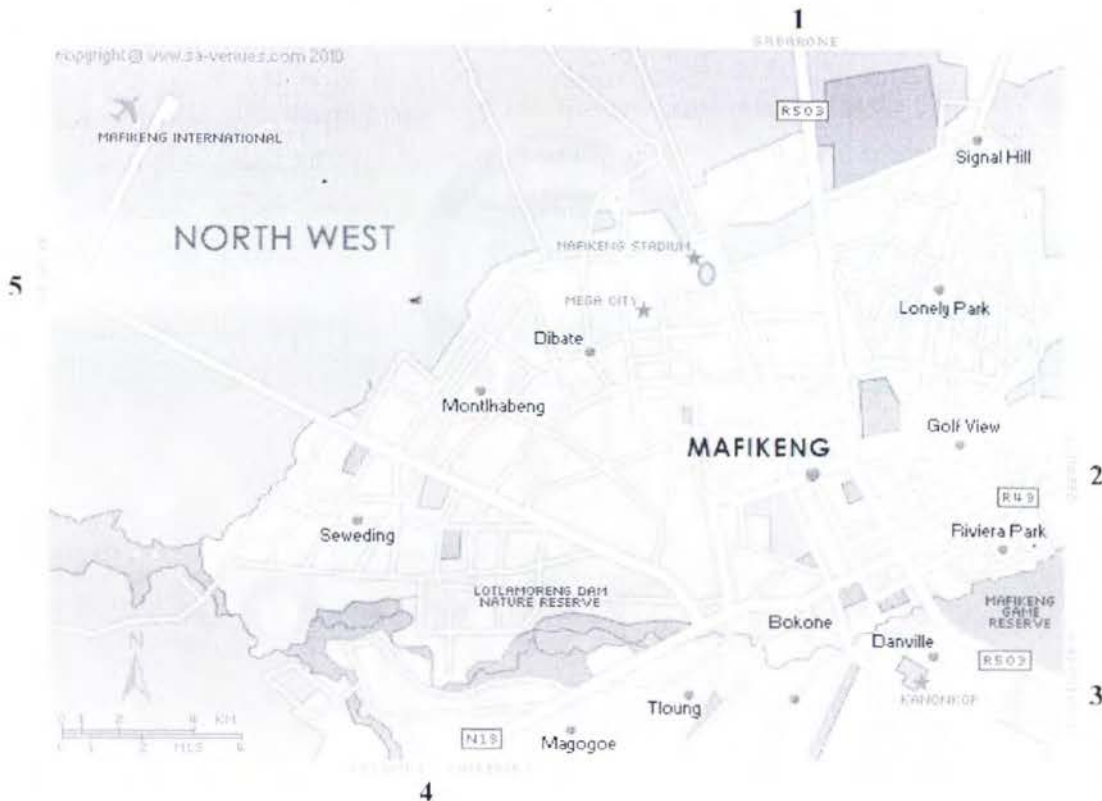
South Africa's nine provinces are North West, Limpopo, Mpumalanga, Gauteng, Free State, KwaZulu Natal, Eastern Cape, Northern Cape and Western Cape. The neighbouring countries include Namibia, Botswana, Zimbabwe, Mozambique, Swaziland and Lesotho.

Annexure B: Main Roads to Mahikeng



Source: North West Business (2010/11 Edition)

Annexure C: Mahikeng's Five Entry Points



Source: www.sa-venues.com 2010

- 1 = Gaborone (R503 - from Botswana)
- 2 = Zeerust (R49 and N4)
- 3 = Lichtenburg (R503)
- 4 = Vryburg (N18)
- 5 = Vergelee (D141 - from Mahikeng International Airport)

Annexure D: Request for Permission Letter

Dear Sir/Madam

I, Pulane Mokoka, a registered Master of Business Administration student at the Graduate School of Business and Government Leadership of the North West University, hereby request permission to conduct research at your institution. The purpose of my study is to appraise the viability of Mahikeng as a tourism destination.

Thanking you in anticipation.

Yours Faithfully,

Pulane Mokoka

Annexure E: Cover Letter to Respondents

Dear Sir/Madam

Thank you for showing interest in participating in my research project. Please be advised that participation is voluntary. The length of the survey will require approximately thirty (30) minutes of your time. No mention will be made of any personal details that will identify you.

I would be grateful if you could kindly complete the attached questionnaire to the best of your knowledge. Your views and opinions will be kept strictly confidential and treated with respect at all times.

Your contribution will be greatly appreciated.

Thank you.

Yours Faithfully,

Pulane Mokoka

Annexure F: Questions for Government Institutions and Parastatals

Dear Research Participant, please explain your answers in the spaces provided.

1. Do you consider the tourism resources of Mahikeng to be effectively marketed?

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.....

2. What geographical or physical characteristics does Mahikeng have that can appeal to tourists?

.....
.....
.....

3. Are there any facilities in Mahikeng that would enhance the quality of the tourism product?

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.....

4. Are these facilities adequately utilised?

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.....
.....

5. Would you consider Mahikeng as an accessible or inaccessible tourism destination?

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.....

6. What are your views on the geographical positioning of Mahikeng?

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.....
.....

7. How would you sell Mahikeng as a packaged tourism product?

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8. Why would you consider a destination community to be an essential part of marketing?
Please explain.

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9. Please give reasons why a community should be part of a marketing communication effort.

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10. Why do you think the branding of Mahikeng is effective enough?

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11. How would you ensure that the marketing of Mahikeng as a destination is a collaborative effort?

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Thank you.

Annexure G: Questions for the Local Community

1. How did the name of your area come about?
2. Are you aware of the existence of the tourism sector as part of the economy of Mahikeng?
3. Do you participate in tourism? How? [If answered “yes” go to Q6]
4. Do you wish to participate?
5. How would you wish to participate?
6. What resources do you have in your area?
7. What can you identify as cultural practices to sell to visitors?
8. Does the government ask you to participate in tourism?
9. Do you market your products? To whom?
10. How do you (or others) make people aware of your (their) products?
11. Do you ever see tourists from other places? If yes, where do they come from?
12. How do you celebrate heritage day in your area?
13. How do you celebrate world tourism day in your area?
14. What unique products does your village have?
15. How do you benefit from the tourism resources in your area?
16. Does the local government inform you of any tourism developments in your area?
17. What is the role of the tribal authority and local government in the development of the destination’s tourism?
18. How can Mahikeng be marketed as a tourism destination?

Thank You.

Annexure H: Interview Responses - Government Institutions and Parastatals

Q1: Do you consider the tourism resources of Mahikeng to be effectively marketed.

1. No. government is not investing adequately as tourism resources
2. Not well marketed e.g. only urban tourism attraction / resources, such as heritage. Other tourism resources which are not marketed are cultural developments.
3. No. the problem lies with departments and institutions not working together. Mahikeng is a capital city of the North West province, but Rustenburg is better marketed. Someone must pioneer this – either a unit / individual / department e.g. local municipality, dept of economic dev & tourism
4. No. we need to get together as stakeholders in tourism industry – share information and devise means of how we can market ourselves effectively.
5. No. signage boards are not visible e.g. we need them on the Vryburg and Zeerust roads. Tourism information development centre not visible and this poses danger for tourists because when visitors ask for directions of specific places, it becomes easy for criminals to notice them. Lack of these can increase crime in the area. We also need recreation centres, natural landscapes, etc
6. They are not effectively marketed.
7. Not really it would have helped if the tourism products can be packaged and then marketed. A lot of important institutions responsible for marketing are working in silos and it is not doing justice to the tourism sector. There is also a lot of history in our town and most of the important areas are not properly looked after and/or dilapidated. There is a need for a proper concept document to commit all those responsible for tourism in the province to abide by. Tourism can be a money generating leg and will benefit the people and province if managed properly.
8. Yes because there are signages around Mahikeng.
9. Yes, hence we have a lot of history. i.e. Anglo Boer War, life history of Sol Plaatjie and Dr Silas Molema. Mahikeng is also a capital city of North West region / province.
10. Yes, Mahikeng is a vibrant provincial commercial capital and a major tourism attraction for the aspects of history, culture and wildlife.
11. No, infrastructure is not okay. Culturally the dept of sports, arts & culture try to market through flea markets, traditional groups – pamphlets, cultural festivals e.g. Lindale Combine (2-in-1) 10 May 2010. Crime is also an issue, people steal products at flea markets.
12. No, tourists and local community are not aware of the tourism information development centre because it is not effectively marketed.
13. No, the products are not developed yet for tourism consumption.
14. No, marketing is not integrated.
15. No

Q2: What geographical or physical characteristics does Mafikeng have that can appeal to tourists?

1. Heritage sites (e.g. Canon Kopjie), history, culture (Setswana)
2. It has population size of approximately 290 299 and it contributes 37% of the total population in Ngaka Modiri Molema district and 8.9% total population of NW province. It is situated next to the Botswana border (south) and is a malaria free area and rich with culture and heritage.
3. It is close to Botswana. Within a 50km radius you find Rhino Recording studio (known as university of broadcasting), North West University, Mmabana Cultural Centre, stadium, airport, etc. The university produced prominent people. we need sports programmes to develop human capital.
4. Mahika – the huge boulders of rocks, the old buildings (Roundavels) that depict the Setswana – Batswana image.
5. Ancient buildings – declared heritage sites e.g. museum, Baden Powell headquarters, cultural villages, hotels, car hire companies, guest houses. We need tour guides offices.
6. The heritage of town, however those are attractions that are not taken good care of, they have collapsed and some are collapsing.
7. The advantage that it is rural and has a lot of history can be easily turned into a tourist haven, however it is not structured properly. Even those historic places that had been worked on are falling apart as it is not maintained. Communities have wrong impressions about tourism and tourist attractions.
8. Heritage sites, stones but they are not taken care of.
9. Packaging of Mahikeng profile. Arts, culture, history and diversity. Capital city of the province. It has a rich culture.
10. The city prides itself with 3 historical events, i.e. the Mafikeng siege, Anglo Boer war and the boy scouts. There is much to be seen e.g. Mafikeng museum, Mafikeng game reserve, Botsalano game reserve, Mmabana Cultural Centre, the provincial parliament, site linking Sol Plaatjie to the time of the siege.
11. Statues of political heads, museum – the history in the museum.
12. Mahikeng is rich in history. There is information at the museum. Tourists come to Mafikeng for its history (excluding business travellers). Very few come for leisure.
13. Heritage and gaming
14. Garona building – head office, stadium, airport, heritage sites
15. No answer

Q3: Are there any facilities in Mahikeng that would enhance the quality of the tourism product?

1. Yes, Lotlamoreng dam, Cookes Lake, accommodation, museum.
2. Heritage, culture (rich) but not enhanced enough to can attract expected tourist and not looked after.
3. University, Mmabana, stadium, museum, government building, villages, peri-urban lifestyle, villages, convention centre, civic centre, hotels, guest houses, game lodges, serenity of the place – view nature. There is no coordination in government, people are only interested in individualistic things. Mafikeng failed to market itself to the English who were hosted in Phokeng, Rustenburg during the 2010 FIFA World Cup. Mafikeng should have used the history of Anglo Boer War to attract the English. Mafikeng comes from the word ‘mafick’ – to celebrate inordinately. It did not brand itself properly.
4. Yes, the Kgotla and other historical and heritage sites.
5. Museums, cultural villages, golf centres, tourism centres, self-catering, hotels, country house (on a farm)
6. Yes, as much as the following products are tourism related viz. Molemane Eye, Disaneng, Airport etc, but in the tourism value chain they can enhance the quality of tourism products.
7. Yes however please refer to my comments in number 2 in this regard. Where I am mentioning those tourism products that have been damaged/under-utilised. We also had the “Molopo Oog” where divers used to come and dive in the deep pools which has been privatized and only used by whites – who would think that we will be so unstrategic to allow such things, in this day in age? What about our children and the youth in general, who will never get an opportunity to see natural formations such as these.
8. Mahikeng museum, game reserves, airport
9. Yes, the Lotlamoreng dam resort (dam) which was supposed to be utilised for tourism events, leisure and sporting activities.
10. Mafikeng has excellent hotels, guest houses, bed & breakfast establishments. A casino located at Mmabatho palms hotel. There is Leopard Park Golf Club. Also a hotel school that attracts students from all parts of Africa.
11. Yes, Mmabana Cultural Centre and Mafikeng museum.
12. Yes, heritage sites but not well maintained. Others – museum, hotels, golf estate (golf course)
13. Cultural and agricultural tourism, sixties conference, convention centre
14. International airport, game reserves, Lotlamoreng, hotel school
15. Not really, but our stadium could enhance sports tourism. In terms of leisure there aren’t any facilities.

Q4: Are these facilities adequately utilised?

1. No, some are in poor conditions or not well maintained. Some are not well marketed.
2. No, and most of these facilities are located at farms and rural villages.
3. No, not developed to attract tourism.
4. No – we need more visits and upgrade the facilities available.
5. Security is an issue e.g. golf centres used by the rich who can afford to play golf, tennis centre can be used is, proper bookings are done.
6. It depends on the target market for those products, but my observation is that they are not adequately utilised.
7. Not really, There is no proper plan in place to give proper attention to tourism. I should think it is because a lot of people (particularly politicians) do not really understand the importance of the tourism industry, if they did they would have worked hard at upgrading a lot of facilities to attract more tourists like they do in other countries. For example people will travel all the way to see something unique and they do not wish to spend a lot of money and time on nothing. We have large game farms, and these are also underutilized. Cookes Lake used to be a tourist attraction in the past where people camped and caught fish, now it is turned into offices for NWP and TB killing the tourism market. Lotlamoreng Dam has been upgraded and is now getting damaged as it is not maintained, they also closed the pool area and the infrastructure that was there, a lot of money was spent on these things. It seems as if there is no common goal to upgrade the tourism industry as well as the influx of tourists to the province.
8. Yes, by tourists, learners from schools and the community at large.
9. No, because Lotlamoreng dam is not being utilised properly and efficiently. It is only being used once or twice in a year. We are also in short of swimming pools for both kids and parents.
10. More marketing is still needed for places like Wondergat, a vast underwater network of caves used for diving instruction, the scouting centre and Lotlamoreng cultural village.
11. Yes, everyday tourists flow in the Mafikeng museum, in Mmabana there is drama and music, heritage sites – the Molemane Eye, Battle of Tigele, Molema's surgery, concentration camp, the siege of Mafikeng
12. Yes, except heritage sites – lack of maintenance
13. No
14. No, they are not properly marketed
15. No, the stadium is never used.

Q5: Would you consider Mahikeng as an accessible or inaccessible tourism destination?

1. Inaccessible, the railway is no longer utilised, the airport not functional / operational. Mafikeng is also not linked to any national roads like N1, N12, N14, etc.
2. Mahikeng is strategically accessible, for example, it is situated at the southern border of Botswana linking Northern Cape and Free State province. It also has rail (international) networks and linkage route (road) to national roads.
3. Accessible. There is no place that is not accessible. As long as we know that there is Mahikeng, people will come. It does not matter where you are.
4. Mahikeng is a very accessible tourism destination centre. But more improvements need to be made, e.g. town and village cleaning, erection of signages, etc.
5. Accessible. There are signages. Tourism information centre is the main place, but people do not know where it is.
6. Mahikeng is not easily accessible.
7. Mahikeng, is accessible as it is closer to Botswana and has infrastructure such as road, rail and, air. However the problem is that these are not effectively utilised as for e.g. the license issue of the airport still not done, keeping us from moving forward. If real effort is put into these things it will assist a great deal to start moving.
8. Accessible tourism destination because even on weekends they are opened and there are always people to welcome you.
9. Accessible tourism destination i.e. rail, road, it also shares the border with our neighbouring country Botswana.
10. Mafikeng is connected to the rest of the country and Africa by rail, road and air. It shares the border with Botswana which places the region in a unique position in terms of interacting with people from the rest of the country.
11. Accessible – anyone can access information at the museum
12. Inaccessible for those who do not prefer driving. Airport closure has negatively impacted the tourism industry because we lose out on tourists who cannot drive.
13. Inaccessible due to poor road infrastructure
14. Accessible destination but the road infrastructure is bad
15. Inaccessible

Q6: What are your views on the geographical positioning of Mahikeng?

1. Unfortunate or disadvantageous. There are no interesting or eye catching landscapes. Just flat and dry surface, the only advantage is that it is near Botswana.
2. As mentioned above, it is strategically located (e.g. next to Botswana) and it is a malaria free area (border with game farms). Landscaping flat, but not floody. Weather: average (e.g. rainy. Hot but not too cold).
3. Close proximity to Botswana. People will come if marketed properly.
4. Mahikeng is very strategically placed especially in defence against our attackers.
5. Flat area, landscape visible, semi rural, expect heritage.
6. It is not strategically positioned, it is not linked to any major city in the country by road even by air, these are some of the disadvantages of the town.
7. We are not as bad as other areas that are deeper situated. It is fairly easy to travel to places as I see MFK as in the 'Centre' of South Africa.
8. Geographical positioning of Mafikeng is more of a desert and too much of a rural place.
9. Put Mafikeng on the map, marketing and branding of Mahikeng.
10. Mafikeng is well positioned. It offers more to the visitors both on terms of history, culture and hospitality.
11. Mahikeng is internationally recognised by Queen Elizabeth II due to the siege. Mahikeng was the home of the British Colony before the siege. The then vehicle registration was CBN – Cape British North.
12. It is far from major cities – Gauteng, Durban, Cape Town
13. Centrally located and a gateway to Africa
14. It is a gateway to SADC, it is part of the western frontier development node of the North West
15. Geographically it is well positioned but the lack of infrastructure makes it look like it is not well positioned.

Q7: How would you sell Mahikeng as a packaged tourism product?

1. As a city of culture and heritage, as well as a historical city.
2. Is a free malaria area with the biggest game reserve and it links three provinces (tourists). Northern Cape, Free State and Limpopo.
3. Develop convention centre, university, Mmabana as conference centre for academics.
4. Printing flyers, booklets and capturing the history of Mahikeng on videos.
5. Marketing materials – brochures at information centre, and separate booklets on car hires, hotels, guest houses, heritage sites, etc.
6. Right now it is not easy to sell the area because the heritage we pride ourselves of is in a sorry state and some of the readily available products like parks are not unique to Mahikeng, however there is a perception general that in terms of entertainment Mahikeng is cheaper compared to other big cities in the country.
7. As a point for departure, everyone should firstly have a common understanding of tourism. Including the community, tribal authorities and government both local and provincial. Then a strategy should be worked on which will give guidance on tourism as a whole starting from the products to the infrastructure. It is currently impossible as our products are not as ready as it should be to compete globally. We have wonderful formations such as Vredefort Dome and others that can be used as a starting point moving to the Taung skull and then our wild farms such as Pilanesberg and others. It will be difficult to incorporate smaller tourism products in as they are not all export ready.
8. Mahikeng would be sold first if the sites, monuments, streets can be taken care of, more especially the Heritage sites and the streets.
9. If Mahikeng can be properly packaged and marketed accordingly.
10. No answer
11. Peace and stability – the community is welcoming of tourists. We have heritage sites, history, 2 dams – Lotlamoeng and Setumo dams – a home of different types of birds and fish via the Molopo river. Fishing is still unregulated – it is free for all. Suggest that municipality should create jobs and develop the city through income generated from fishing
12. Maintaining heritage sites, parks board should market the tourism information centre. Tourists should start at the museum for the history of Mafikeng – artefacts, Baden Powell, Sol Plaatjie, fossils, etc, then the scout centre for the history as well, the Kgotla to see the house of Dr Molema, then Mmabatho Palms for accommodation, casino, golf estate for the golf course, Modimola dam for fishing and Lotlamoeng's concentration camp
13. The mecca of stars, heritage and culture
14. Heritage trail, game reserve, businesses – tours & conferences
15. Mafikeng is rich in culture and heritage, as soon as we focus on those two it will blossom. KZN is proud of their Zulu heritage, it is high time the Setswana culture is showcased.

Q8: Why would you consider a destination community to be an essential part of marketing?

1. Tourists are not only interested in nature, they are also interested in how other people live – way of life. So it is important that the destination community is involved in marketing strategies.
2. It has diverse cultural development (people with warm reception from different cultural backgrounds).
3. A place is a place because of people. You cannot separate people from a destination (Mahikeng).
4. Community, especially the elderly needs to be taken on board. They have a wealth of history about our place.
5. Community is the custodian of heritage, they are part of culture. They are knowledgeable about the area, they can refer you to others.
6. It would be an essential part of marketing on condition that there are products, in particular unique to that area.
7. It is easier to work with people and constant communication between government and the community including the traditional leadership, to get buy-in will be an added advantage. This will also assist that the community does not vandalise important structures that are part of history which can be used in the tourism packaging. The more people communicate and talk about their visit to Mahikeng, the more tourists it will attract.
8. A destination community is an essential part of marketing so that the marketing of the place could be accessible to the tourists.
9. Yes, only if community is part of tourism stakeholders, i.e. belonging to different local economic forums.
10. No answer.
11. Community must take part in IDP to enhance / utilise resources. Community can get benefits from income generated from these resources.
12. The community has different cultural experiences and should be taught various skills – handcrafting / tour guiding, etc. Community involvement / participation can help with creation of jobs and selling of their products can boost the local economy.
13. Because tourists are welcome by people and if the communities are receptive to visitors they will definitely come again
14. Tourists want to interact with people, they want to know the culture of the people of that destination
15. No answer

Q9: Please give reasons why a community should be part of a marketing communication effort.

1. Their efforts will build up or fill in marketing gaps which were not covered by other marketers. They are also in a better position to explain or promote culture and heritage.
2. Because the people understand the culture better show anyone e.g. Barolong Boora Tshidi know the dominating cultural group (Batswana).
3. Community is culture. The linguistic, performing, crafts, legends, leadership make up the community. We must Mahikeng around icons such as Sol Plaatjie.
4. Our children at home and schools can be taught and assisted how to market Mahikeng. The community especially the elderly have a wealth of history about our place.
5. Because of the wealth of knowledge that they have.
6. It is simple because that is where the products are, secondly in South Africa tourism is government led, private sector driven and community based, these are some of the key guiding principles of the industry.
7. Once everyone is on the same level of understanding with regard to the importance of tourism for any country, it will be easier to sell the idea. Word of mouth is an excellent marketing tool. If there is cooperation between the community and government, they will be persuaded to take good care of their tourism- related assets/infrastructure. All our people want in return is job opportunities in order for them to make a living and tourism has that element of job creation.
8. Community involvement is more valuable as they know the place better than an individual.
9. In terms of Batho-Pele principle, people should be contacted and be informed about all events / things that should happen in their area / country as a whole.
10. No answer
11. Community must participate in Mafikeng to develop and assist in selling the area by information sharing with the tourists.
12. If community is aware of Mafikeng as a tourism destination, they can spread information through word-of-mouth
13. Because tourism is not complete if there are no community members
14. Communities are product owners, they know what they can offer to the tourist
15. When marketing any destination you sell the community and they should be included as they will know the ins and out of that destination.

Q10: Why do you think the branding of Mahikeng is effective enough?

1. NA
2. It is not effective enough, because it is not properly marketed (e.g. it is rich with natural resources but the visit rate is opposite, where one will be expected lot of ...???)
3. It is not branded at all. Ineffective branding in terms of signages, symbols, brochures, etc.
4. The history of Mahikeng tells the whole story – it should be cascaded down to grass root level. This will be effective.
5. It is effective because it explains the culture, landscape and expectation from the area. Branding assists in enlightening indigenous food.
6. To say is effective is deluding the council and the communities. Mahikeng has been sending inconsistent messages in terms of brand Mafikeng.
7. It is “NOT” effective. Structures responsible for tourism are not pulling their full weight, they are too busy working in silos and this does not assist. Not all structures see eye to eye as they consider other things as being more important. If all tourism structures speak as one voice it will totally change the way we brand our products. To date, there is not a single t-shirt or cup that tourists can take home to show that they visited Mahikeng. Everyone has his/her own logo, wording, message and this is not at all branding. Truly speaking, our leadership change too much too often and we lose that idea of speaking as one, as everyone comes with his/her own idea of how things should be done and we totally lose focus. Mahikeng since Bop era never had its own brand, probably misinterpretations of branding could be the cause. There is no collaboration, synergy and ‘ubuntu’ amongst all levels of tourism structures. There is no proper structure that can lead branding for the Province. They should establish a branding unit, if it will work? The only time when we were one was with the 2010 t-shirts and vuvuzela as we all used it and now that it is over, we are back to normal. Why don’t we keep that spirit of togetherness. Now they want to band the vuvuzela which was the only thing that showed that we are proudly South African.
8. It is not effective because most things are ...
9. Because it will put Mafikeng on the map or position that will market the culture and history of the region / district, by designing a website.
10. No answer
11. I know Mafikeng as the city of goodwill and the new branding is okay – cannot remember it but it is something about culture.
12. Ineffective because tourists struggle to find some places when in the area.
13. not effective enough due to budgetary constraints from both the province and municipality
14. Not effective – not communicated to people as culture and heritage city
15. The brand Mahikeng is not well known so it means it is not at all effective and changing it from Mafikeng to Mahikeng does not help at all.

Q11: How would you ensure that the marketing of Mahikeng as a destination is a collaborative effort?

1. Form partnership or get buy-in from government, business, tour operators and the community.
2. With the current authority such as Dept. of economic development and tourism, NW Parks and Tourism Board, Mafikeng Tourism Association and South African Resource Heritage Agency.
3. A unit should be created to bring everybody together. The municipality should pull everyone together. We must have one website on Mahikeng, unlike all institutions having something different on Mahikeng i.e. package everything into a website.
4. By convening meetings with various stakeholders.
5. Deal with the community to identify heritage sites, there is a significant meaning attached to it) and involve the community in research.
6. By bringing together all the relevant stakeholders in this area and pull together.
7. Effective structures to be in place and not to be lead by deployed officials but proper technocrats that have experience in tourism. Every district and local municipality should ensure that they have a dedicated person that deals with tourism. Government does not know where to place tourism as it is usually combined with one or the other sectors.
8. Working together more especially with the stakeholders.
9. By making sure that the town itself becomes clean, secondly by making sure that municipal by-laws are being correctly implemented especially for illegal dumping e.g. offenders are being punished harshly.
10. No answer.
11. Use statistics to measure the tourist flow e.g. museum has a record of tourists visiting the area, can also get statistics from the Botswana-Mafikeng border post.
12. Community, government and agencies should work hand-in-hand. Each should do their part and then share the information. everyone involved should make sure they do their bit and involve the community.
13. Pump more budget towards marketing the destination and establish an agency that will brand Mafikeng as the destination not to be missed.
14. Engage all tourism stakeholders starting from the communities
15. Communication between the local people who actually know the area should first be established and take into consideration the complaints, and comments made by visitors should be taken seriously.

Annexure I: Interview Responses - Local Community

Questions	Ramatlabama Route (Ikopeleng) 6	Ramatlabama Route (Molelwane) 4	Lichtenburg Route (Majemantsho) 10	Vryburg Route Lekoko (4)	Vryburg Route Montshioa Stadt (6)	Airport Route-D141 Mocoseng (5)	Zeerust Route (Top Village & Sonderwater) 10
Q1 – How did the name of your area come about?	<ul style="list-style-type: none"> - Do not know - We are from Botshabelo, Putfontein and we requested to be moved hence the name 'ikopeleng' meaning to request. 	<ul style="list-style-type: none"> - Do not know - During the 1945 world war, the English decided to stop the war at the area i.e it was a boundary/border that they will not go beyond that point 	<ul style="list-style-type: none"> - Black stones in the area 	<ul style="list-style-type: none"> - named after the chief 	<ul style="list-style-type: none"> - named after the chief - mahikeng derives its name from huge boulders of rocks known in Setswana as mahika – hence the name mahikeng 	<ul style="list-style-type: none"> - Don't know - This is actually Ga-Modiri Molema, his house is in this village 	<ul style="list-style-type: none"> - Do not know - Top – uphill coming from town, but real name is Oora Molapisi – named after the first parent to reside in this village - sonder water – second village (2001) which initially had no water

<p>Q2 - Are you aware of the existence of the tourism sector as part of the economy of Mahikeng?</p>	<p>- yes , from selling handmade products - we get money and can feed families through visits and handcrafts, land, water, culture, creativity, arts <i>(mentioned only after probing)</i></p>	<p>- not aware - yes <i>(could not elaborate even after probing)</i></p>	<p>- yes visitors contribute to the local economy via visit to parks, dams, game resources, holiday, other places, etc <i>(mentioned only after probing)</i></p>	<p>- yes, though parks, game reserve, setumo park, lotlamoreng dam, manyane game reserve, tourists <i>(mentioned only after probing)</i></p>	<p>- yes – there is an association known as Mahikeng Tourism Association and also some tourist guide yes, through airports & hotels don't understand yes from tourists spending money in a destination <i>(mentioned only after probing)</i></p>	<p>- No - Yes <i>(could not elaborate even after probing)</i></p>	<p>- yes through farming (<i>thuo</i>), culture, history <i>(mentioned only after probing)</i></p>
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Q3 - Do you participate in tourism?	<ul style="list-style-type: none"> - yes, by handcrafting, recycling waste, human-made dam where domestic drink water - giving accommodation to people from Botswana especially when they border is closed - no 	<ul style="list-style-type: none"> - do not participate - yes, knit jerseys - do not participate because of disability on arm 	<ul style="list-style-type: none"> - yes, took crèche - kids to a local game reserve - do not participate (<i>not aware of her participation</i>) - yes, make traditional attire & curtains by visiting parks, zoos - have travelling phobia – scared of speed and bridges - yes – host family and relatives 	<ul style="list-style-type: none"> - yes by selling - handmade products - no 	<ul style="list-style-type: none"> - yes by giving interested parties like schools and tourist info on the historical and heritage sites of mahikeng - yes, worked at mahikeng airport and mmabatho palms - yes, by making beads, dinkgo, makgabe, ditlatlana, etc - too old to participate, have weak eyesight - yes, by crocheting, knitting, sewing, making beads & moseme 	<ul style="list-style-type: none"> - Yes by visiting - Yes through school trips – been to the zoo, parks, partake in sports 	<ul style="list-style-type: none"> - yes – by visiting - yes – by using hairdressing skills - yes, accommodate visitors - yes, by building and maintaining swimming pools
Q4 - Do you wish to participate?	<ul style="list-style-type: none"> - n/a - yes 	<ul style="list-style-type: none"> - yes by knitting - yes, but cannot because of disability on arm 	<ul style="list-style-type: none"> - yes - wish to take visitors to Botsalano & Manyane Game Reserve 	<ul style="list-style-type: none"> - n/a - no because of crime in the area 	<ul style="list-style-type: none"> - i am already participating - n/a 	<ul style="list-style-type: none"> - n/a - yes 	<ul style="list-style-type: none"> - n/a

<p>Q5 - How would you wish to participate?</p>	<ul style="list-style-type: none"> - n/a - by visiting and selling products 	<ul style="list-style-type: none"> - by making clothes (sew) - do not know - n/a 	<ul style="list-style-type: none"> - wish to take crèche kids to a park for fun - take visitors to museum & cookes lake, - give accommodation to women only – crime rife - would like to be skilled on handcrafting - used to recycle waste, knit mats using plastic, blankets using wool, etc 	<ul style="list-style-type: none"> - by sewing, knitting, recycling, making plastic mats 	<ul style="list-style-type: none"> - need skills in tourism guiding - n/a - too old to participate by crocheting, knitting, sewing, making beads & <i>moseme</i> 	<ul style="list-style-type: none"> - n/a - would like to participate in sports like soccer - by accommodating visitors & visiting other places 	<ul style="list-style-type: none"> - n/a
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<p>Q6 - What tourism resources do you have in your area?</p>	<ul style="list-style-type: none"> - waste which we reduce, reuse and recycle - domestic animals – cows, sheep, goats, pigs, - human-made dam for animals, handcrafts, vegetable garden 	<ul style="list-style-type: none"> - golf course - primary, middle and high schools - do not know - none in the area 	<ul style="list-style-type: none"> - different types of trees, wild animals, farms, Molopo river - do not know - domestic and wild animals, museum Molopo River, lotlamoreng & modimola dams, museum diamond mine – stopped around 1996/7, currently concrete, cement, bricks, soil, sand 	<ul style="list-style-type: none"> - natural – domestic animals, river - handmade – pottery, calabashes, cups, plates - sports grounds 	<ul style="list-style-type: none"> - there are handcrafts and artifacts which the elderly can explain their origin - use lotlamoreng for fishing, cultural festivals, swimming & as a park molopo river, dam, - tribal meeting place made of stones, - water wells - dikoma, setumo & Lotlamoreng dams 	<ul style="list-style-type: none"> - don't know - there are none - Tontonyane dam for fishing, swimming, leisure 	<ul style="list-style-type: none"> - domestic animals, trees, - cookes lake, wild animals
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<p>Q7 - What can you identify as cultural practices to sell to visitors?</p>	<p>artifacts – beadwork, handbags, shoes, <i>kika</i>, <i>leselo</i>, <i>mothothlo</i>, <i>moseme</i>, traditional attire, dance group, cultural festivals, vegetables – ‘<i>merogo</i>’ e.g. dried spinach</p>	<p>none no no</p>	<p>cultural dance groups, annual thanksgiving for ancestors (<i>sedimo</i>) – not allowed to send out invitations, but the idea is for all to welcome scouts & cultural dance groups (youth) cultural dance groups, cultural food mmabana – cultural activities e.g drama used to have drama, dance, games, sports in the area – thinks that the person who pioneered this passed on</p>	<p>- cultural dance groups, initiation schools,</p>	<p>- traditional dancers - mmabana & Ra-Tshidi hall used for cultural activities <i>(was referred to the vision & mission of Barolong boora tshidi (2010 calendar))</i> - cultural parties during weddings & three months after a baby is born - <i>dikoma</i> - lotlamoreng dam & cultural village – rondawels, artefacts</p>	<p>- None - Cultural dance group</p>	<p>- art – drawings, - cultural dance groups - none - Molopo river via Aslaagte & Cookes Lake - beadworks</p>
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<p>Q8 - Does the government ask you to participate in tourism?</p>	<p>- Yes, NW Parks & Tourism Board invited us to exhibit at Mmabatho Palms in Feb 2010, Dept. of Economic Dev. & Tourism – mega expo, Dept. of Environmental Affairs & Tourism – waste workshop in Rustenburg, SA Handmade – Midrand, Gallagher Estate - don't know</p>	<p>- no</p>	<p>- no, only hear from radio adverts - yes, informs us via loud hailing - no, unless maybe on radio which she does not listen to - yes, two months ago to teach beadwork, only 2 people participated, the rest refused</p>	<p>- yes, invited to Taung for annual cultural calabash event and at mega expo - no</p>	<p>- <i>Bogosi</i> should engage the relevant govt departments e.g. dept of sports, arts & culture - yes at Ra-Tshidi hall - yes, indirectly – represented by mme - govt tells the chief to tell the community, - not aware - yes, hear on radio</p>	<p>- Not aware - No - no yet</p>	<p>- no - not aware - funded & taught beadwork by Helping Hands organisation for the past 3years, the 4th year (2010) we were left on our own, but could not afford to distribute our products (project currently not functional)</p>
<p>Q9 - Do you market your products? OR Do those who own products, market them?</p>	<p>- Yes, by selling recycled products, brochures, business cards, word-of-mouth, email, sell at mega city and outside Mafikeng. - sell products at Johannesburg, Germans made an order of our products to give their families & friends as gifts - have stall at mega city, hartebees & Jhb</p>	<p>- no products to market, but others sell cakes, crisps, flavoured ice cubes, etc - don't have products to sell</p>	<p>- no - house-to-house in village, at pensioner' paypoints & at schools</p>	<p>- sell products in town and in village pensioner' paypoints. - not aware of others.</p>	<p>- not very effectively. we need to look into this. - don't have product - no, mme borrows them for displays (don't know where) & brings them back without any orders placed - traditional wear, sell in town & at shopping malls / complexes - community used to make use of the stadt's old clinic for handcrafting</p>	<p>- No products to market</p>	<p>- no - others at schools and homes - Helping Hands did all the marketing of our products</p>

<p>Q10 - How do you (or others) make people aware of your (their) products?</p>	<ul style="list-style-type: none"> - use brochures, business cards, house-to-house visits, phone, word of mouth, website. - we are seen at exhibitions in the country – Klerksdorp, Jhb, Rustenburg, 	<ul style="list-style-type: none"> - through word of mouth n/a 	<ul style="list-style-type: none"> - those who own and sell products sell door-to-door / know through word of mouth, school groups 	<ul style="list-style-type: none"> - use business cards, - don't know 	<ul style="list-style-type: none"> - we don't do enough marketing - word of mouth, door-to-door & on pensioners' pay day, in town, shopping malls / complexes - community knew where to find the different products – at the old stad clinic 	<ul style="list-style-type: none"> - No products 	<ul style="list-style-type: none"> - some sell from their homes & at schools - we just make the different types of beads for Helping Hands to sell in and outside Mahikeng
<p>Q11 - Do you ever see tourists from other places? If yes, where do they come from?</p>	<ul style="list-style-type: none"> - Yes, from Botswana & Johannesburg. - no (1). 	<ul style="list-style-type: none"> - have not seen visitors - yes, saw white people in the area, but long time ago - yes 	<ul style="list-style-type: none"> - yes from England, Zimbabwe & Bangladesh – come to the area to sell and go back - have not seen any - saw a group of Chinese in the area carrying cameras 	<ul style="list-style-type: none"> - Yes, from Mogwase and Rustenburg 	<ul style="list-style-type: none"> - yes, from foreign countries and locals wanting to know about heritage sites and notable figures like Sol Plaatjie and Dr S. M. Molema - yes, from all over the world to see Maratiwa House, the Kgotla & Methodist Church - Yes, different groups visiting the Kgotla - Yes, from Britain to learn about the history of the Anglo Boer War - not recently 	<ul style="list-style-type: none"> - Not in the village, only in town - No - Yes from Botswana & Jhb to sell their products 	<ul style="list-style-type: none"> - don't know if they are visitors or locals - yes from Botswana - yes from America – Helping Hands - yes, they visit the community project (beadwork)

<p>Q12 - How do you celebrate heritage day in your area?</p>	<ul style="list-style-type: none"> - Get invitations from councillor to cultural festival – cultural dance & a Setswana meal (tripe, pap, vegetables, ginger beer). - invited to convention centre for traditional event – zindala zombini - don't know - go to mmabana to watch different cultural dance groups perform 	<ul style="list-style-type: none"> - do not celebrate because there is nothing to do - unaware 	<ul style="list-style-type: none"> - the day is used as an educational and cultural event for the youth organised by Lomanyane Police and tribal authority with different themes every year – e.g. drug abuse, hiv/aids, rape - no event on the day - 2 years back at cookes lake - wore traditional attire. - go to cookes lake or mmabana - go to church 	<ul style="list-style-type: none"> - don't know 	<ul style="list-style-type: none"> - Bogosi invite traditional dancers relating our history to the community - unaware of this day - only the chief and his assistants celebrate - see tent at Kgotla & know there is an event - cultural festival at Montshioa cultural village and mmabana 	<ul style="list-style-type: none"> - Do not celebrate - Have not heard of heritage day - Cultural day at Ra-Tshidi hall – eat African food & some wear traditional attire 	<ul style="list-style-type: none"> - not aware of it - govt organise buses to take us to Ra-Tshidi Hall for cultural festivals - a bus took us to one of the villages for a cultural festival - i am from Lesotho and only celebrate Lesotho independence day on the 12th march – i wear my traditional sotho blanket, hat & gumboots
<p>Q13 - How do you celebrate world tourism day in your area?</p>	<ul style="list-style-type: none"> - Unaware of World Tourism Day <i>(all)</i> 	<ul style="list-style-type: none"> - not aware <i>(all)</i> 	<ul style="list-style-type: none"> - unaware of the day - heard of it, but do not know the date - aware, but do not celebrate 	<ul style="list-style-type: none"> - not aware <i>(all)</i> 	<ul style="list-style-type: none"> - unaware / don't know <i>(all)</i> 	<ul style="list-style-type: none"> - Not aware of it - Haven't have of this day - Don't know it <i>(all)</i> 	<ul style="list-style-type: none"> - unaware of it - heard of it, but don't know when - never heard of it

<p>Q14 - What unique product(s) does your village have?</p>	<ul style="list-style-type: none"> - Vegetables, domestic animals, artifacts, traditional attire, etc. - the respect of the Batswana people. - a recreational hall. - do not know. - vegetables because we can share with those in need e.g. for funerals, the rest is sold to the community 	<ul style="list-style-type: none"> - there is none - do not know - have water supply to urban areas in mahikeng. - soil supply to make tar roads 	<ul style="list-style-type: none"> - only school for slow learners (Retlametswe), but no clinic, no community hall - open cast (old diamond mine) – now a mine for sand, soil, concrete, brick making mine, but does not currently produce anything. since 1996 	<ul style="list-style-type: none"> - domestic animals - artefacts 	<ul style="list-style-type: none"> - the village – the first and oldest village in mahikeng - the Kgotla and display of artifacts big rocks, Molopo river, old houses, - agricultural land water wells, dams, rivers, statues, trees, - statues & mahika 	<ul style="list-style-type: none"> - None 	<ul style="list-style-type: none"> - don't have - warm reception from the local people (<i>originate from Lesotho</i>)
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<p>Q15 - Does the local government inform you of any tourism developments in the area?</p>	<ul style="list-style-type: none"> - yes, through community meetings called by headmen - no 	<ul style="list-style-type: none"> - through community meetings - no 	<ul style="list-style-type: none"> - no unless lodged as a complaint with tribal authority - yes for school building and invited to the school opening function - no - yes, recycling (plastics, wool, cloth) 	<ul style="list-style-type: none"> - don't know 	<ul style="list-style-type: none"> - rarely - no, govt informs the chief to inform the community - the chief does not initiate any developments, waits for govt - the chief does not share information with everyone - some know of events when they see a tent in the village /hear through the grapevine - yes, we were informed about the 2010 FIFA World Cup - have not seen any new developments - no, govt builds without our knowledge 	<ul style="list-style-type: none"> - don't know, I don't go to community meetings - no - yes at meeting – called by loud hailers 	<ul style="list-style-type: none"> - not informed - yes though community meetings - no comment
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<p>Q16 - How do you benefit from the tourism resources in your area?</p>	<ul style="list-style-type: none"> - market by selling, - through exhibitions 	<ul style="list-style-type: none"> - do not know - do not benefit 	<ul style="list-style-type: none"> - no benefits - benefit indirectly - have tar roads from the mining resources - do not benefits - do not know 	<ul style="list-style-type: none"> - don't know 	<ul style="list-style-type: none"> - none – revenue on tourism industry goes to government - the community can only benefit when they are physically involved - we can benefit from farming, we just need rain - the chief benefits from tourism resources & decides how to use the royalties - we have a community hall and only product owners benefit from it 	<ul style="list-style-type: none"> - there are no tourism resources in the area - we do not - the tontonyane dam attracts visitors 	<ul style="list-style-type: none"> - no benefits - i know we can benefit, but can't think of an example
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<p>Q17 - What is the role of the tribal authority and local government in the development of the destination's tourism?</p>	<ul style="list-style-type: none"> - Tribal Authority – land, water, proof of residence, electricity - Government – water, funding and sponsorships – free transport, meals, accommodation, assist in infrastructure e.g. fixing electricity and water pumps 	<ul style="list-style-type: none"> - tribal – meetings - govt – water, roads, electricity, RDP houses, waste collection on Wednesday s 	<ul style="list-style-type: none"> - nothing - waste collection on Fridays & proof of residence - community meetings and new school development - govt provided a fenced cemetery for the community following community request - do not know - water tanks for some households 	<ul style="list-style-type: none"> - tribal authority gave us permission to use community hall to make and sell our products - NDA built us premises and bought us a bakkie. 	<ul style="list-style-type: none"> - tribal authority have documented their historical and heritage sites and always welcome tourists - their role is to give community information about tourism developments - don't know - govt – pensions & grants 	<ul style="list-style-type: none"> - don't know, don't go to community meetings - don't help us with anything, except when they want us to vote - tribal – informed at meetings, Govt – busses take the community to Ra-Tshidi hall, stadium, etc for special events / celebrations, build RDP houses, roads 	<ul style="list-style-type: none"> - tribal authority talk to govt to give community ID docs, water, electricity, waste collection, etc - govt put billboards (<i>posters</i>) at water tanks & tuck shop for free transport to take community to different function e.g. imbizo (<i>ottoshoop</i>) - tribal authority can solve community problems, govt help with grants & RDP houses
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<p>Q18 - How can Mahikeng be marketed as a tourism destination?</p>	<ul style="list-style-type: none"> - by cleaning Mahikeng and removing hawkers in town. We are willing to help the government to clean Mahikeng. - by hosting exhibitions every month. - Maikeng is fine as is. - increase shopping malls - build recreational parks because crime is high 	<ul style="list-style-type: none"> - do not know - reduce unemployment and poverty, need parks - need business developments in the area. the youth abuse alcohol & one cannot expect much from them <i>(observation –drunk teenager had been drinking with the elderly participant)</i> - teach others culture of batswana ‘dingwao’, digankure, bojale, bogwera, dinaane, food. - need street slights (appollo lights) 	<ul style="list-style-type: none"> - community should be educated i.t.o tourism to spread the word to others in other places - need libraries, halls, sports grounds, dancing instructions, close or limit taverns in the area - need cultural hotel with thatch roof, wooden furniture, cook outside with 3-foot pots (similar to kgalagadi hotel) - domestic animals roaming around can attract tourists - need centres with cinema, need flea markets like at Bruma Lake, - need recreational park & place for indigenous games, - teach community about handcraft. - encourage community to practice and respect their culture 	<ul style="list-style-type: none"> - maintain roads, build stadium. - develop youth e.g. form cultural dance groups 	<ul style="list-style-type: none"> - relate history of mahikeng verbally & in writing. elect a person in charge for developing the community through different skills at a community centre for tourists to easily access cultural products & see how they are made e.g. old unused houses in the village can be renovated & converted into a craft centre for the community - build a big house with cultural products to cater for tourists. - use Lotlamoreng dam for festivals, games - holidays. need park / playground for kids. - need a clean destination and stop crime. - maintain heritage sites, becoss they are not up to standard 	<ul style="list-style-type: none"> - don't know - need police station, primary school and a clinic - need flea markets, circus, clinic, police station because of crime in the area, tree maintenance along the roads, - need officès to report faulty electricity, water pumps, etc 	<ul style="list-style-type: none"> - by making the community happy - need mines and factories - we need handcrafting skills - we can use lotlamoreng dam as cultural village to attract tourists
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