



**THE ROLE OF TOUR OPERATORS IN PROMOTING TOWNSHIP TOURISM: A
CASE STUDY OF INANDA IN KWAZULU-NATAL**

by

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BTech: (Tourism), Durban University of Technology, 2014

(20601294)

This thesis was submitted in completion of the requirements for a Master's Degree in Management Sciences: Tourism and Hospitality Management, in the Faculty of Management Sciences, Durban University of Technology.

June 2018

APPROVED FOR FINAL SUBMISSION

05/06/2018

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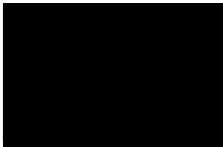
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DECLARATION

I, Sandile Henry Myeni, would like to proclaim that the work presented in this dissertation is my own work and findings, except where specified. All sources used have been accordingly acknowledged and referenced.

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Myeni S.H Date



05/06/2018

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Chili N. S Date

DEDICATION

I am dedicating this work to my beloved mother for trusting in me from day one to date and spending her entire time and resources in ensuring that I complete my studies.

ACKNOWLEDGEMENTS

Firstly, I would like to praise the Almighty God for giving me the courage, wisdom and strength to pursue my studies thus far. Indeed, he is the true provider.

My sincere appreciation goes to my supervisor, Dr Chili for his great and enthusiastic support and guidance during the whole process of dissertation completion.

I would like to thank Dr Richard Steele for his tremendous effort in ensuring that professionalism is adhered in this document.

To Inanda tour operators, your contribution towards completion of my dissertation was tremendous. Your valuable information, time and thoughts made this work a success. Without their invaluable contribution, this study would not have been efficacious.

To Dr Sachin Suknunan, the statistician for his valuable input.

To my women, Nonsikelelo Cele, for her unconditional support during this study.

Lastly, my heartfelt thanks go to the following: My family and friends for their support and valuable ideas.

ABSTRACT

The aim of the study was to explore the tour operator's role in promoting township tourism at Inanda in KwaZulu-Natal (KZN). Township tourism has enormous potential and ever-growing economic opportunities for local entrepreneurs to enter into the tour operating business. With necessary support this can contribute immensely in overcoming the legacy of social and economic exclusion which for the decades has characterised township life.

It is a fact that the growth of township tourism has produced significant social transformation in the ancillary areas of the tourism industry in the tourism destinations, despite the fact that connections between these areas and tour operators are weak. This situation is no longer considered as being a sustainable way to travel and do business. This study takes the view that the tour operator's business does not only entail picking up and dropping off tourists at their booked accommodation.

The objectives of the study were to identify the promotional strategies that tour operators employ in promoting small tourism enterprises in townships; to identify effective strategies used by tour operator when promoting township tourism; to explore the barriers faced by tour operators preventing them from contributing effectively to the promoting of township tourism; and to identify and disclose all the small tourism enterprises that benefit through the role that is played by tour operators in township tourism and to recommend changes needed to advance the promotion of township tourism in Inanda.

This research explored and investigated the role played by tour operators and the challenges they may come across in growing their small businesses. A qualitative research methodology was utilised to collect the primary data for this study. Data collection was conducted through interviews. The sample size for the study was seven tour operators within Inanda township.

The outcomes from the literature and primary study discovered some interesting findings related to the objectives and of the research questions. The most important finding in the literature review was that tour operators need to deliver the best possible service as tourists are important for the destination's economy (Tour Operators Initiative [TOI], 2008: 108).

The findings of the study indicate that there is direct contact between tour operators and clients during tours thus personal one-on-one safety is of critical importance (Moutinho, 2011: 161). Another finding is that there is little or no support from government for local tour operators. This hinders them from accessing information that would enable them to understand the tourism business holistically.

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LIST OF ACRONYMS

- ANC** = African National Congress
- CTO** = Community Tourism Organisation
- DEDT** = Department of Economic Development and Tourism
- DMO** = Destination Management Organisation
- DTI** = Department of Trade and Industry
- GDP** = Gross Domestic Product
- GDS** = Global Distribution System
- GGP** = Gross Geographic Product
- INK** = Inanda, Ntuzuma, Kwamashu
- IFP** = Inkatha Freedom Party
- KZNTA** = KwaZulu-Natal Tourism Authority
- KZN** = KwaZulu-Natal
- MICE** = Meetings, Incentives, Conferences and Events
- MTSF** = Medium-Term Strategic Framework
- NDT** = National Department of Tourism
- SATSA** = South African Tourism Services Association
- SATS** = South African Tourism Strategy
- SAT** = South African Tourism
- SMME** = Small Medium and Micro Enterprises
- TKZN** = Tourism KwaZulu-Natal
- TOI** = Tour Operators Initiative
- UNEP** = United Nations Environment Programme
- UNWTO** = United Nations World Tourism Organisation

CHAPTER 1: BACKGROUND TO THE STUDY

1.1 Overview

The case study used in this research study sought to shed light on how tour operators in KwaZulu-Natal (KZN) can assist in promoting township tourism in Inanda. This chapter introduces the study by briefly describing the background to township tourism and promotion of small enterprises, the role of tour operators in the promotion of tourism and small enterprises in townships, the problem statement, research questions, aim and objectives of the study, as well as the research methodology, definition of key concepts and the structure of the dissertation.

1.2 Background to township tourism and promotion of small enterprises

Township tourism plays a crucial role in the development of small enterprises in townships. Townships can be tourism attractions with a focus on culture and heritage, areas for tourism that are not adequately explored. There are great economic opportunities related to township tours which have not been given adequate attention (Vos, 2017: 07).

Tour operators play a vital role in the promoting small enterprises in townships. However, their success and sustainability are largely dependent upon the strategy that Tourism KwaZulu-Natal (TKZN) used in promoting tourism through small businesses.

Township tourism generally involves taking tourists to areas of previously neglected people to understand how they live. This includes trips showcase the figurative struggle sites related to apartheid (Rogerson, 2007: 57). Ramchander (2004: 79) states that urban townships are important in South Africa because of their links to apartheid social isolation, which makes them different from other disadvantaged and slum areas of the world. Vos (2017: 07) indicates that accessibility to townships has improved and the creation of several opportunities for black South Africans have been enabled by the developing tourism sector. This is supported by Chilli and Mabaso (2016: 202) who state that the growth of township tourism can provide the framework for possible opportunities for local small business enterprises to venture into business. Tourism activity has traditionally been in the realm of established white South African entrepreneurs.

According to Rogerson (2004), many challenges are being faced by small business

enterprises that initially organised township tourism in the form of strong competition presented by well-established, predominantly white owned, tour operators that had been in the business for decades. Among other challenges are limited skills and access to finance and a weak product base, thus making it difficult for them to survive the tourism business. For a long time, there's been a stigma around South Africa's townships thus this study attempts to shed light on how township tourism can be promoted using tour operators to overcome the stereotypes of township life. This is viewed as an important segment of the tourism landscape that requires innovation and a transformed approach to encourage direct participation of historically disadvantaged communities (Rolfes and Weiner 2008). This study sought to shed some light on how tour operators in KZN can assist with promoting township tourism in iNanda.

According to Pirie (2007: 237), township tourism is “a spatially noticeable means of expressing pro-poor tourism which has become a crucial mark of tourism understanding, commonness and social conscience”. Interest group heritage tourism, of which town tourism is an aspect, has been known as “atrocious tourism” (Ashworth, 2004), “ethno tourism” (Pirie, 2007), “justice tourism” (Scheyvens, 2002) and “thanatourism” or “dark tourism” (Ashworth, 2004), among others.

According to United Nations World Tourism Organisation (UNWTO) estimations, at least a third of international trips comprise some form of township tourism (trips include visiting museums, and ancient places

Township tourism products mainly attract educated and culturally sensitive tourists who wish to understand the views of the hosting community and its setting (Tourism KwaZulu-Natal [TKZN], 2008). There has been a rise in the importance of township tourism as a “promoter for social change and healing in South Africa” (Goudie 2004, cited by Ramchander, 2004: 5).

Tourism is getting more recognition for its economic potential and its possible impact on the reduction of poverty (UNWTO, 2005; Spenceley, 2008). Sharpley and Telfer (2013), nevertheless, argue that neglected communities do not necessarily benefit from the subsidies of tourism. Therefore, it is critical to investigate strategies in which township tourism can create opportunities for small tourism enterprises and promote the economic empowerment of local people (Scheyvens, 2002: 10).

In South Africa, township tourism began in 1994, with its main target being foreign

visitors (Ashworth, 2004; Rogerson, 2004). Large urban areas are currently the main destinations of township tourism as they are the most frequented by international visitors. Cultural and heritage attractions, local cuisine, historical insights and local arts and crafts are the main components of township tourism commodities. Rogerson (2004: 12) believes that township tourism has contributed immensely to the redefinition of South African heritage tourism, which was formerly shaped according to white heritage. There is agreement on the contribution of township tourism to the local economy of marginalised areas, and such tourism is being marketed as a responsible choice by tour operators supplying township excursions (Ramchander, 2004: 24).

Townships across South Africa share similarities in their historical, geographical and socio-economic arrangements. There is a stereotype that such townships are home to the poor and criminal masterminds of communities and are filled with high degrees of political strife. There is deep-rooted belief that townships are not safe to visit and to do so might be harmful for individuals (Ramchander, 2004).

According to Booyens (2010: 172), the promotion of township tourism and development is faced with several problematic and ethical issues. Pirie (2007: 07) says that tourists are frequently taken to township areas on artificial journeys, which are often characterised by very minimal interaction with the local inhabitants. The continuous fight between market feasibility and accurate representations of local cultures is a major driving force in tourists being offered pseudo-trips, which do not show historical or current realities (Ramchander, 2004: 78). There is a critical question regarding whether township tourism will offer real and easy to access opportunities for the economic empowerment of residents (Scheyvens, 2002; Ramchander, 2004; Nemasetoni and Rogerson, 2005). Locals do not normally have enough money to pay for such opportunities such as marketing authorities, tour operators, tour guides, local businesses, and bed and breakfast (Rogerson, 2004; Nemasetoni and Rogerson, 2005).

Nemasetoni and Rogerson (2005: 215) highlight limited access to markets, inadequate marketing money and no support from well-known enterprises as some of the challenges faced by emerging entrepreneurs. In addition, most black tour operators are becoming marginalised by the dominance of large companies in the tourism operating industry, thus the study's aim was to investigate the role of tour operators in the growing township tourism industry.

Dawyer, Edwards, Mistilis and Scott (2009: 106) stated that the improvement of global tourism has allowed increased global economy participation of developing countries. Further, the same author identified international tourism development as a significant tool in economic growth promotion, poverty reduction and, thus a way for advancing food security. Akama and Kieti (2007) also highlighted the importance of relationships of township tourism with other local economic sectors such as agriculture and small enterprises in maximising the overall effect of the former. These relationships are believed to then promote the multiplier effect, which contributes to augmented retention and formation of employment chances for local people.

Contributions to a variety of economic sectors is not the sole aim of the township tourism sector; it also requires a lot of workers thus the sector has the ability to create jobs. A 2008 estimation by the South African Tourism (SAT) (2011: 10) showed that a total of 599 412 people or nearly 4.4% of total employment was a result of the jobs directly offered by the township tourism sector, and that local trips contributed 52% of total township tourism growth.

The SAT Marketing Tourism Growth Strategy for South Africa (SAT Strategy, 2011–2013) (South African Tourism [SAT], 2011: 12) highlighted 76.5 million as the potential number of tourists that can be attracted from 11 target markets over time. 28 million was estimated as the size of the target segments within each of these 11 markets.

With the township tourism sector, it is possible to create employment opportunities with minimal capital investment. Approximately R1 million of township tourism spent increases and sustains 11 annual direct and indirect employment opportunities (SAT, 2011: 14). Township tourism is capable of empowering and capacitating communities while creating jobs. According to the KwaZulu-Natal Tourism Authority (KZNTA) (2013 8), the objective of promoting tourism to small businesses loses focus regarding tour operators according to research conducted by TKZN and this point is cited under trade marketing and tour operators in KZN. According to the Department of Economic Development and Tourism (DEDT) (2010: 6), in KZN outstripped gold as the leading generator of foreign exchange earnings in South Africa in 2003, generating R53 billion and driving foreign direct spend into the country. This study is, therefore, an attempt to shed light on how tour operators can help to promote town tourism in Inanda in KZN.

Several townships are found on the borders of all main cities of the nine provinces of South Africa, but for this study, one township will be studied, namely, Inanda Township (see Figure 2.1).

Inanda, an African township on the north-eastern periphery of the eThekweni Municipality, was once a rural area with a variety of cultures and a mixed population, where some of South Africa's most iconic leaders found fertile ground and left lasting legacies (Marschall, 2013). The place has a rich history since most of the prominent figures who are today's heroes of the struggle have their traces in the area, including John Langalibalele Dube, J. B. Champion, Pixley Seme, Isiah Shembe and Mahatma Gandhi, to mention a few.

According to INK Tourism (INK is made up of the first letters for the three townships included in this area which are Inanda, Ntuzuma, KwaMashu) (INK Tourism 2006: 56) this area has the biggest township population in the province and is one of the oldest black settlements in a metropolitan region. It is the most representative place in terms of cultural and tribal diversity in the country including some groups from the neighbouring countries like Mozambique, Lesotho and Swaziland. According to Ngceshu (2010: 78) the rich history of Inanda Township is not documented but is available through oral history passed to generations by landowners who are the descendants of the first arrivals in the area. The next section discusses the role of tour operators in the promotion of tourism and small enterprises in townships.

1.3 The role of tour operators in the promotion of tourism and small enterprises in townships

The tourism industry contains a mixture of small medium and micro enterprises (SMMEs), which involve tour operators, guest houses, bed and breakfasts, travel agents, ground operators, restaurants and so on. Small tourism businesses are recognised as important elements of tourism economies, including those of developing Africa (Nemasetoni and Rogerson 2005: 196). For this study one small tour operator firm will be studied.

Small tourism enterprises are commonly found in South African townships. Many of these businesses are owned and operated by a single person and provide various products and services (Charman 2017: 14). Most businesses in townships are very

small, as they have fewer than 10 paid employees and a turnover of less than R1 million per annum. Most of them are formal because they are registered for value-added tax and taxes and they operate on formal premises (Njiro, Mazwai and Urban, 2010: 3).

Small tourism enterprises attract great interest from policy makers in developing countries due to policy makers' view of their potential contribution to local economic development (Meyer, D.F. and Meyer, N. 2015). However, there is also knowledge that the significance of small tourism firms for economic development is restrained by "the dominant power of international hotel chains and packages holiday providers in tourism global production networks" (Sarinnen, 2011: 201). Further, some interpreters have discovered that SMMEs are represented in some policy discourses as backward, undynamic and preventing innovation and expansion (Thomas 2013 1). Therefore, this study investigates the role of tour operators in promoting township tourism using a case study of Inanda in KwaZulu-Natal.

1.4 Problem statement

Township tourism in South Africa has come to be regarded as an appropriate tool for growing the local economy through development of small firms (Booyens, 2010: 02). Jürgens, Rule and Bahr (2013: 256) state that the year 2011 marked 20 years since the scrapping of apartheid legislation in South African townships, yet there is still a challenge for black tour operators to run their business successfully.

According to Jürgens, Rule and Bahr (2013: 257), townships are motivating new tourist development in South Africa, mainly because of cultural attractions. Cultural tourists are mostly encouraged by a specific desire to explore local cultures when choosing to visit a particular destination (Merwe, 2016: 116). Cultural tourism in South Africa is still in an early stages though, political changes post-apartheid has motivated augmented awareness in the fascinating mix of cultures found in townships (Ramchander, 2004 76). The UNTWO (TKZN, 2008) stated that township tourism is increasing and growing faster in popularity than other types of tourism segments, and undoubtedly faster than the global tourism growth rate.

According to Chao et al. (2008), small businesses contribute considerably to economic activity in all countries and may be used as another mode for job creation in developing

economies. According to TKZN's Strategy (2010-2014), institutions like TKZN, in terms of best practice, are changing from destination-marketing organisations to destination-management organisations. These changes require that TKZN take a balanced approach in promoting township tourism in the province.

A number of studies, reports and laws have acknowledged the existence and the need for the further advancing township tourism throughout South Africa. Both the White Paper on the Development and Promotion of Tourism in South Africa (Department of Environmental Affairs and Tourism [DEAT], 1996) and the KwaZulu-Natal Tourism White Paper applaud the role which township tourism promotion can play in terms of community upliftment and in transformation through the strengthening of township tourism products, routes and other options. It is therefore within this context that black tour operators contribute to the promotion of township tourism as a destination. However, their success and sustainability are mainly dependent on the strategy that TKZN uses to promote township tourism through small businesses.

The main research problem may be summarised as the need to identify and understand the promotional strategies employed by TKZN to enhance Inanda township as a tourist destination through the effective use of tour operators. The other research problem was to establish challenges faced by iNanda tour operators to run their businesses successfully.

1.5 Research questions

To achieve the below cited objectives of investigating the role of tour operators in promoting township tourism for the development of small enterprises, the study particularly addresses the following research questions:

- What are the strategies used by tour operators to promote small tourism enterprises in the township of Inanda?
- How do tour operators ensure the effectiveness of their strategies when promoting small tourism enterprises in the township?
- What are the challenges faced by tour operators in promoting township tourism at Inanda?
- How do tour operators address the challenges they face regarding the promotion of small businesses in the township of Inanda?

1.6 Aims and objectives

The aim and objectives of the study were to investigate the role of tour operators in promoting township tourism. The accomplishment of the objectives gave rise to possible solutions to the challenges that face tour operators in Inanda Township.

1.6.1 Aim

The aim of the study was to examine and explore the role of tour operators in promoting township tourism and the development of the small enterprises in Inanda in Durban KZN.

1.6.2 Objectives

- To identify the promotional strategies that tour operators employ in promoting small tourism enterprises in townships.
- To identify effective strategies used by tour operators when promoting township tourism.
- To explore the challenges encountered by tour operators which prevent them from contributing effectively to the promotion of township tourism; and
- To identify and disclose all the small tourism enterprises that benefit through the role played by tour operators in the township.

1.7 Research methodology

The procedure and method of research need to be clear in order to select dependable instruments of data collection, investigation and analysis. These methods are necessary for verifying the process and reliability of study results. Existing knowledge resources were used as corresponding sources to fortify the validity of the study. Research methodology involves the choosing of the sample, tools for data collection and processes and the techniques of information gathering and the process of data interpretation (Peersman, 2014: 04).

The research methodology of this study employed a qualitative research approach because of this methodology's capacity to provide insight into and interpretation of the research topic, so there was no need to start with a hypothesis (Noor, 2008: 1602). The interview questions were designed with the aim of obtaining a deeper

understanding of the role of tour operators in promoting township tourism, so there were no closed ended questions.

According to Bryman and Ben (2007: 176), a population in qualitative research is the universe of units from which the sample is selected. A sample size of seven tour operators who are based at Inanda township was drawn from a target population of 116 tour operators who are registered in the TKZN database.

Purposive sampling was used to select respondents because this enabled the researcher to identify participants who were likely to provide data that was detailed and relevant to the research questions. The collected information was captured and analysed, with individual themes being identified and analysed. The major data preparation techniques included data-capturing, data-editing, and data-coding (McDaniel and Gates, 2010: 12).

1.8 Definition of key concepts

The definition of key concepts will help the reader to gain an appropriate understanding of the study. The concepts will also help in limiting the study to only the relevant issues and avoid abstruseness.

1.8.1 Tourism

Tourism is considered to be a key source that provides material benefits for the poor and can bring cultural self-importance, a sense of possession and control (Benavides and Perz-Ducy, 2001: 13). Tourism is considered to have a beneficial impact on employment, economic progress and foreign exchange contributions.

Tourism is a service industry which is offered by small and medium sized organisations and directed by the tourist industry, with help from government and the international community.

The World Tourism Organisation (WTO) (2002: 16) identifies and classifies tourists as individuals who are "travelling to and staying in places outside their traditional environment for not more than one consecutive year for vacation, business and other purposes not related to the exercise of an activity remunerated from within the place visited". Tourism can then be defined as a service industry that offers services to

tourists. These services mostly consist of provision of transport, lodging and offering goods and human resources in order to satisfy the requirements of tourists.

McIntosh, Goeldner and Ritchie (2002: 22) define tourism as a combination of activities, services and industries that provide a travel experience, including: transportation, lodging, hospitality, entertainment, amenities and other services to individuals or groups that are travelling away from home. This definition clearly indicates that tourism offers a wide range of services and has great opportunities for community participation.

1.8.2 Tour operator

A tour operator is a person or a company who purchases the various items that make up an inclusive holiday in bulk, and combines them to produce package holidays, selling the final product to the public, either directly or through travel agencies (Yale, 2004: 1).

1.8.3 Township Tourism

According to Nemcova (2007), the South African definition of township is of a place lived in mainly by black and coloured people. These areas are found on the periphery of cities or towns (where they are far from the town centre and are characterised by appalling residential conditions) and are not considered towns or cities themselves. Ross (1999) provides further clarity by arguing that such areas were formed in the nineteenth century because of apartheid; blacks were pushed out of their own places in closed contact with whites and were thus compelled to stay in isolated managed townships on the borders of the town.

1.8.4 Promotion

According to Pomeroy, Noble and Johnson (2011: 962), promotion is the art of reminding, persuading and informing customers about the company's brands or products. Bujdoso et al. (2013: 37) state that tourism is a form of service that relies on a promotion and marketing mix, with promotion being the essential key in this industry.

1.9 Structure of the study

This study is presented in six chapters. **Chapter 1** presents an introduction of the study, background to township tourism and promotion of small enterprises, the role of tour operators in the promotion of tourism and small enterprises in townships, problem statement, research questions, aim and objectives of the study, research methodology, and definition of key concepts.

Chapter 2 outlines the spatial setting of Inanda township paying special attention to the historical background of the study area, and general background regarding the tourism sector.

Chapter 3 is an analysis and review of relevant and necessary literature. This chapter starts by discussing the South African tourism sector and slum tourism and township tourism. The chapter also discusses the factors necessary for successful township tourism small enterprises, the tour operator industry, challenges faced by tour operators and SMMEs in South Africa. Measures in order to eradicate the challenges are presented and discussed.

Chapter 4 outlines the methodology used for data collection for this dissertation. Limitations of the study are explained.

Chapter 5 presents the outcomes of the field work conducted. It sets out analysis of the results and interpretation of data gathered from the semi-structured interviews. In this chapter, the findings are discussed, interpreted and then justified in relation to the literature review. A detailed study presentation of the statistics used, word clouds, cluster analysis, tree maps and word tree are offered.

Chapter 6 presents analysis and discussion of the results of this study in relation to the research questions and the literature review. The chapter presents the implications of the results and recommends strategies that can be implemented to improve the challenges faced by tour operators within Inanda township.

1.10 Summary of chapter

This chapter sets the conceptual and contextual background that underpins the study, highlighting its importance. It describes the aim, objectives and the significance of the

study that guided this research. An outline of the chapters is also provided. The next chapter presents the study area.

CHAPTER 2: SPATIAL SETTING OF THE STUDY AREA

21 Introduction

Due to the lack of scholarly research on the history of this area, the researcher had to rely heavily on conceptual and secondary data as well on internet sources, except for the empirical data that was solicited during the open-ended interviews. The significance of the physical setting in this research is not only to give the overall representation of the physical appearance of the area, but also to familiarise the readers with spatial elements and services that are offered in the study area. The researcher is of the view that once this chapter has been read, readers will be able to understand the basic reasons that prompted him to undertake this research study.

22 Physical location

iNanda is a township situated 24 km inland from Durban (see Figure 2.1) and forms part of eThekweni Municipality and the Greater Durban Metropolitan Municipality (Burton, 2000). This township is occupied primarily by Zulu-speaking Black Africans. Inanda is known as the home of John Langalibalele Dube, the first president of the African National Congress (ANC), as a residence and base of operations for Mahatma Gandhi, and as the birthplace of the syncretistic Nazareth Baptist Church (Mugenda et al., 1999: 89). Inanda is adjacent to Ntuzuma Township and is in the north of Kwa Mashu Township. Mugenda et al. (1999) further describe this township as located on the peri-urban fringe, away from economic as well as employment opportunities, with the closest economic and industrial area being Phoenix, approximately 10km away. Inanda occupies a wide area and is split into smaller townships (villages), including Inanda Newtown A, B, and C; Inanda Glebe; Amaoti; and Emachobeni (see Figure 2.2). The area of Dube Village has been developed as a tourist attraction because of its rich historical linkage to John Langalibalele Dube. Figure 2.3 shows the Inanda Heritage Route which links these historical sites.

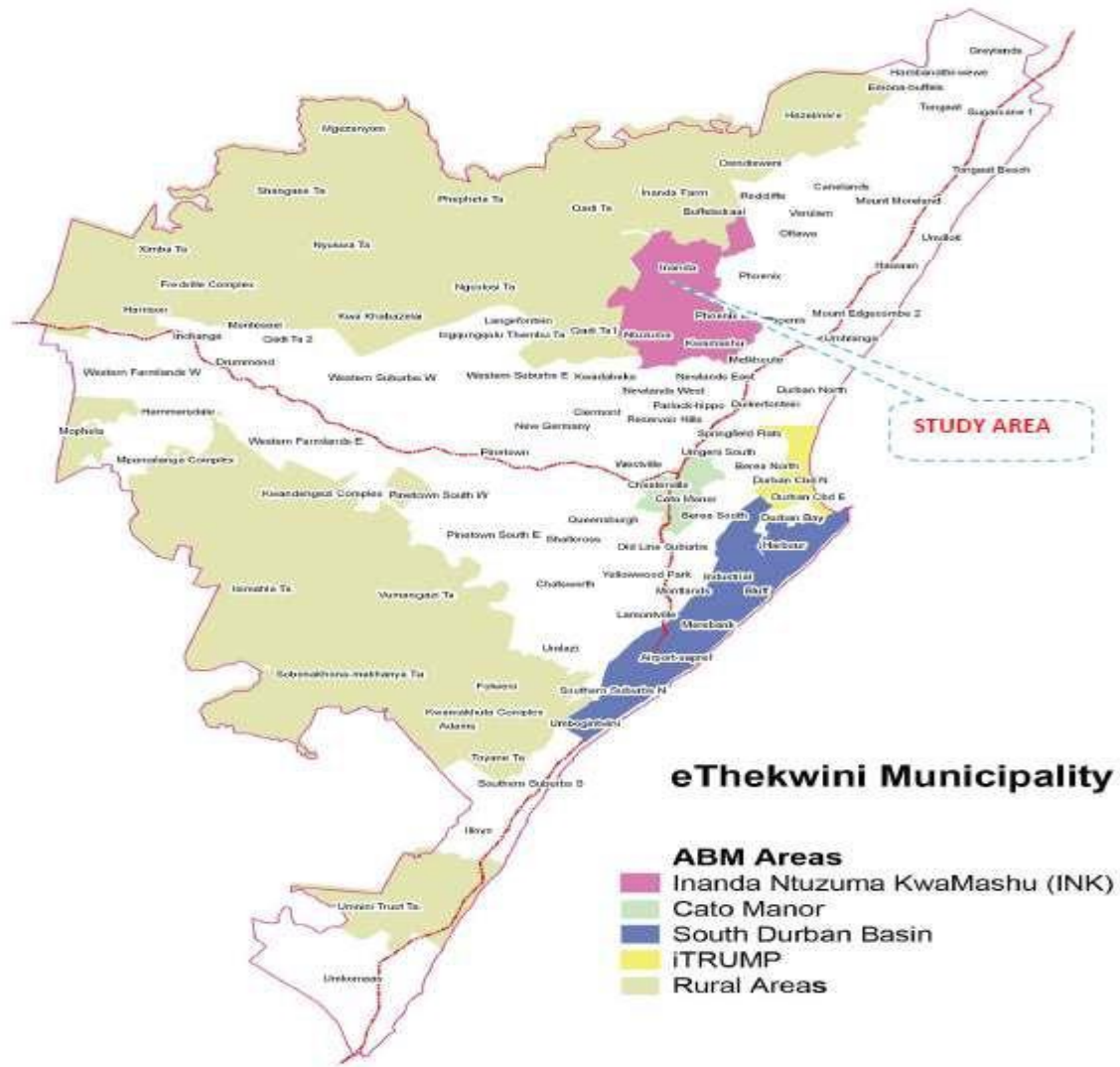
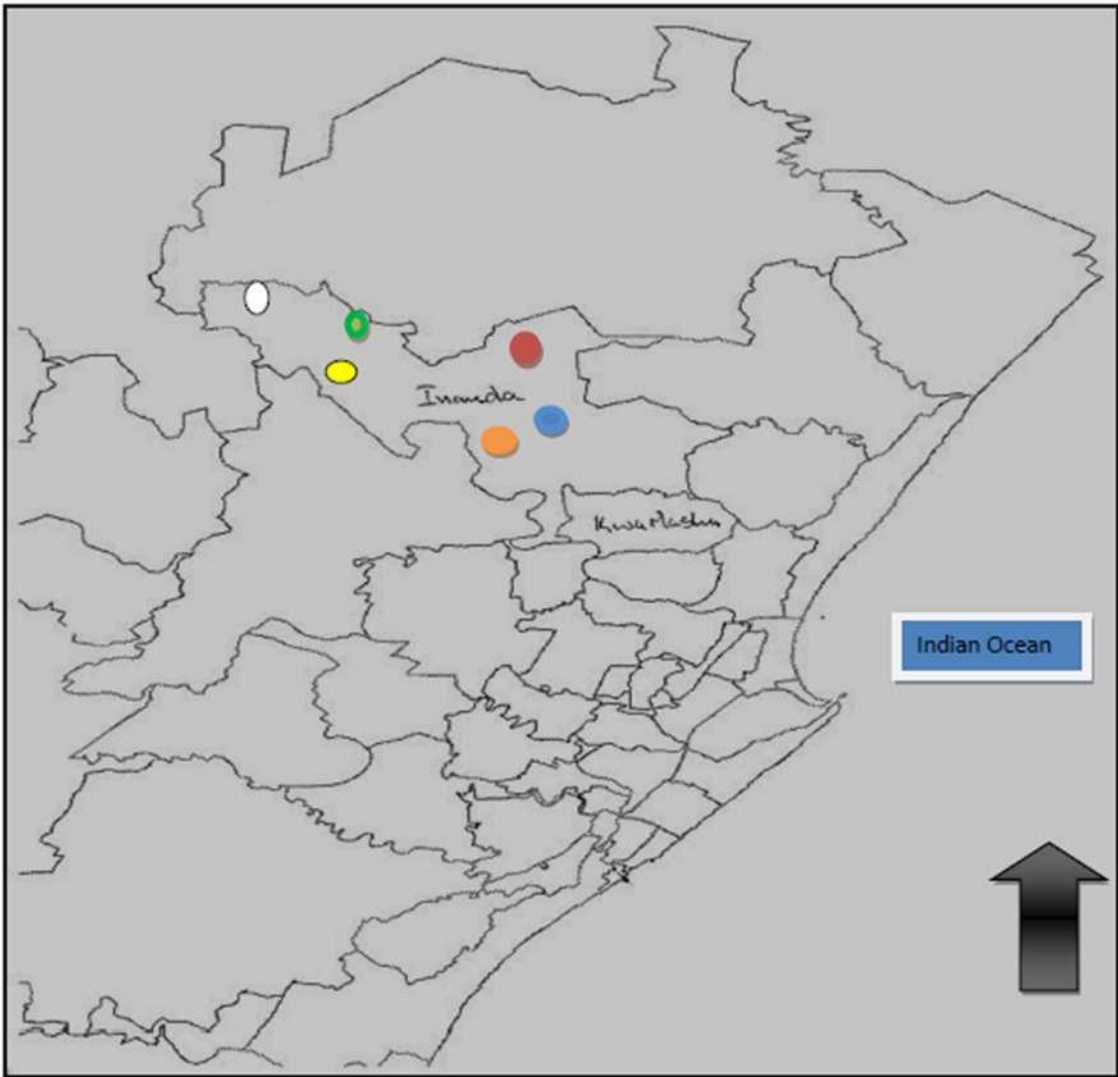


Figure 2.1: Map: Locality map of Inanda Township
 Source: eThekweni municipality GIS, 2010



Legend





					
Newtown A	Newtown B	Newtown C	Glebe	Amaoti	Emachobeni

Figure 2.2: The Different Sections of Inanda Township

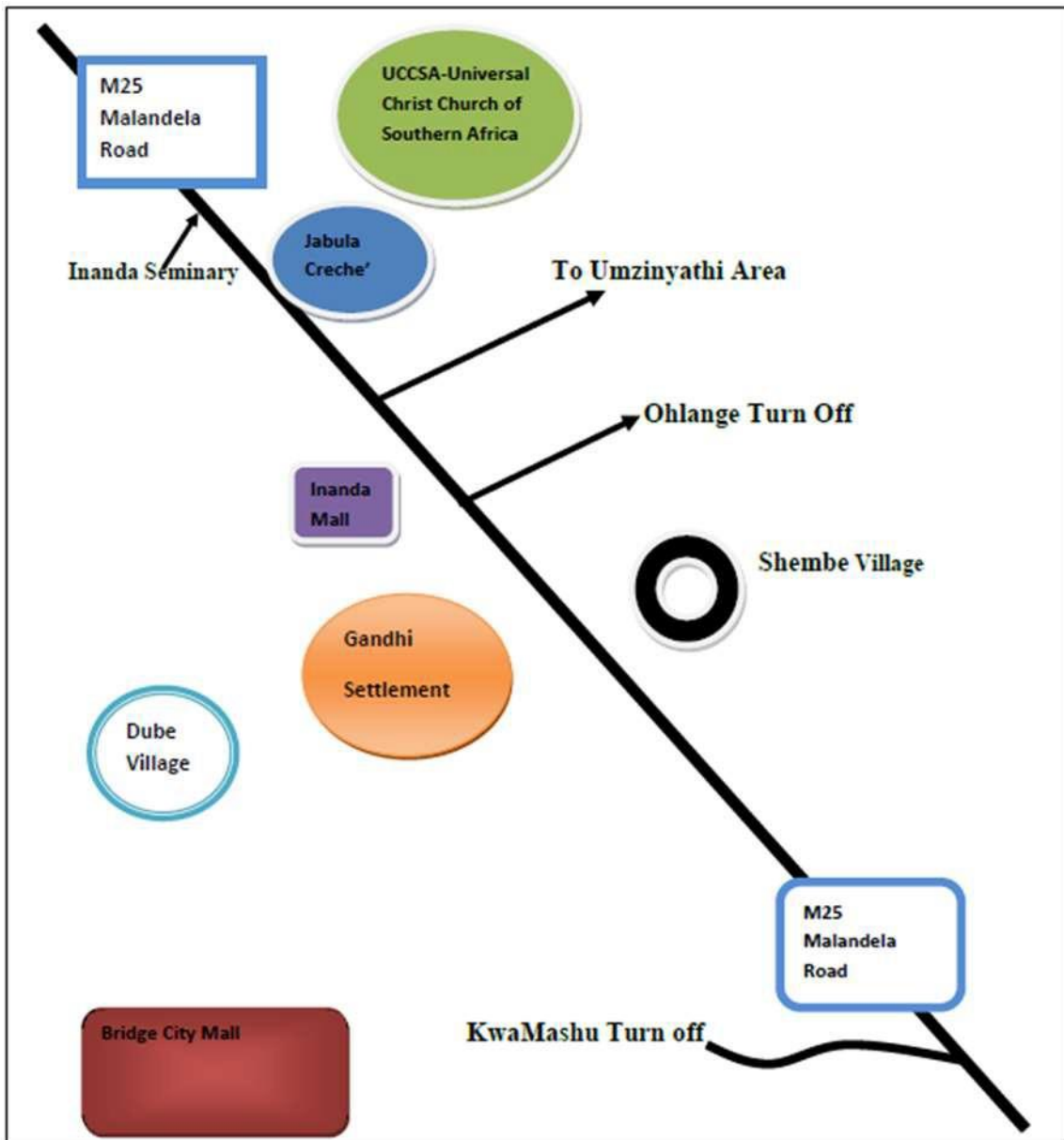


Figure 2.3: Schematic of the Inanda Heritage Route

23 Historical perspective

2.3.1 Early developments in Inanda

Inanda was established in the 1800s as a reserve for African people (Hemson, 1996: 59). A sizeable local Indian population resided in the area until 1936 when it was designated a Released Area for exclusive occupation by Africans (Papini, 1992). Historic literature such as Papini (1992) and Dey (1993), verify that in the 1830s KwaZulu-Natal was once a Boer Republic known as Natalia, in which several Boers

developed farms, such as Inanda, for themselves. These were mostly uncontrolled when the British took control of Natal in 1843 and they were taken by the land speculators. Around the turn of the 20th century, several wealthier Christians from Inanda mission, with the Dubes and Gumedes, bought land from these speculators thus resulting in many ex-indentured Indian agriculturalists being able to buy land there (Dey, 1993). According to Bramwell et al. (1993: 78-88), most families living in Inanda were second and third generation offspring of the indentured workers who were transported to the then Natal Colony from 1860 to work on sugar estates. Some small-holdings and larger farming and business enterprises belonged to the enterprising families who purchased them after the successful completion of their indentures (Bramwell et al., 1993). There was a lot of uncertainty until the late 1950s, when the apartheid government, which had been in power for ten years, turned its attention to urban Africans. New townships were built around Durban as a measure of introducing tight controls over entry to urban areas (Tichmann, 1998).

Papini (1992) states that when the main and most significant informal shanty town in Durban, Cato Manor, was demolished, some residents were moved to KwaMashu township but others with no employment had to leave the city altogether and were required to move further out to places like Inanda. Landowners in Inanda started renting out their lands to shacks and this is how they started getting a steady form of income compared to those that were crop farming, hence they became known as shack farmers and this was the beginning of urbanisation in Inanda (Papini, 1992: 79-82). Papini (1992) states that from the late 1970s Inanda saw a massive arrival of people from the drought suffering rural areas. In the 1980s, Inanda transformed from being a moderately quiet shanty town to a tremendously dense settlement characterised by high levels of joblessness. From 1985 onwards, Inanda was caught up in a spiral of violence writes Hemson (1996). First, the remaining Indian population of the area was chased out, and then there was politically motivated violence between the ANC and the Inkatha Freedom Party (IFP), particularly in lower Inanda. Speaking to the Sowetan Newspaper, the then Minister of Police said “the situation in Inanda Township has calmed down intensely, however, outbreaks of violence currently still remain owing to political factionalism” (Memela, 2012).

According to Mugenda et al. (1999), at the start of the 20th century Inanda remained a place that was categorised by connections, discussions and the exchange of ideas

in a dynamic spirit of multiculturalism and mutual humanity. It was in Inanda township, in a marginalised space, that a number of extraordinary leaders sowed the seeds that would, in direct and indirect ways, lead to the independent state of India and a democratic South Africa (Mugenda et al., 1999). They were Mahatma Gandhi, John Dube and Isaiah Shembe. The history of Inanda is referred to by different scholars such as Marschall (2008) and Hennig (2010) as a story of unity in diversity. Furthermore, these scholars allude to the fact that this is the motto on our South African national coat of arms and the essence of our constitution and it is for this reason that Inanda is sometimes referred to as the Cradle of Democracy. The lives and legacy of the respective founders of these sites (or 'nodes' on the Inanda Heritage Route), form the structure of the heritage clarification framework and these include Dube's Ohlange Institute, Gandhi's Ashram at Phoenix and Shembe the Nazareth Baptist Church, as discussed below.

2.3.1.1 Ohlange Institute

Hemson (1996) states that Inanda is an IsiZulu word meaning a 'Pleasant Place' and is well known as the burial site of John Langalibalele Dube, a politician and the first president of the ANC. Research from Marschall (2013) shows that in the mid-nineteenth century, Inanda was once a rural area to which the Qadi clan moved from the Thukela valley. Shortly afterwards, the arrival of American missionaries (Rev. Daniel Lindley and his wife Lucy) injected new impetus with the establishment of a mission station and the Inanda Seminary in 1869, the first secondary school for African girls in Southern Africa (Hughes, 1990). Through contact with the Inanda Seminary, John Langalibalele Dube, son of the Qadi chief, was sent to study in the United States. Ohlange Institute, the country's first industrial school for African boys, was established upon the return of John Dube in 1901 (Marable, 1980). Apart from being a religious leader, Dube became increasingly politically active, culminating in his co-founding of the ANC. It was for this reason that Nelson Mandela chose to cast his vote at Ohlange in the first democratic elections on 27 April 1994 (Marschall, 2013 Hemson, 1996).

2.3.1.2 Ashram – Phoenix Settlement

Almost at the same time, in 1904, the first ashram, the Phoenix Settlement, was established by Mahatma Gandhi (1869–1948) on a farm close to the grounds of the Ohlange Institute. An ashram is an Indian centre for spiritual instruction and meditation

(Marschall, 2008: 15). Following his legal training in London, Gandhi spent his formative period in South Africa from 1893 to 1914, and it was at Phoenix, today preserved in truncated form, that he developed his philosophy of satyagraha or non-violent resistance (Marschall, 2008; Tichmann, 1998).

2.3.1.3 Shembe the Nazareth Baptist Church

Six years later, in 1910, Prophet Isaiah Shembe, founder of the Nazareth Baptist Church, which, according to Anderson (2000) and Osthuizen (1996), is one of the most important African Initiated Churches in South Africa, settled on the land between Phoenix and Ohlange. This area is today known as Ekuphakameni and has become known as the religious centre of the Shembe Church, attracting thousands of pilgrims from all over the country for their annual festivals. When the church split over a succession battle in the late 1970s, Ebuhleni, a flat hilltop area near the uMzinyathi waterfall, was established by Amos Shembe as headquarters for what is now the church's majority faction (Papini, 1992).

2.3.1.4 The significance of the historical perspective

The two Shembe sites, the Inanda Seminary, the Ohlange Institute and the Phoenix Settlement now constitute the five principle nodes of the Inanda Heritage Route (Marschall, 2008) (See Figure 2.4). The Inanda Seminary's current alumni include the former Deputy President of South Africa and currently speaker of the National Assembly of South Africa, Baleke Mbete, Nozizwe Madlala-Routledge who was Deputy Minister of Defence from 1999 to April 2004 and Deputy Minister of Health from April 2004 to August 2007, the late Manto Tshabalala-Msimang who was Deputy Minister of Justice from 1996 to 1999 and Minister of Health from 1999 to 2008 and many other distinguished South Africans (Marschall, 2012).



Figure 2.4: The five principle nodes of the Inanda Heritage Route
 Source: Marschall (2008)

24 Rationale of the study area

These historical nodes are of vital importance to this research, because they hold value in the history of South Africa. The Inanda Heritage Route exists today because of all the events of the past which now attract tourists from all over the world. The first serious attempts at promoting tourism in Inanda was marked by the reconstruction of the principle buildings on the apex of the Phoenix Settlement in 1999, officially unveiled by President Thabo Mbeki on 27 February 2000 (Henning, 2010). The Inanda Heritage Routes' Development is seen as a crucial mechanism for diversifying the local economy, while simultaneously enhancing social cohesion and community pride. Inanda township is of great importance in the history of Durban and South Africa as there are many historical and significant events that took place there which have had global significance and influence and which make Inanda a lively and exciting hub of

cultural and spiritual activity nowadays as well. An example of an historical and significant event is that Inanda is where John Langalibalele Dube, founding father of the ANC, was born and buried.

It is envisaged that the findings of this study will shed light on the important role of tour operators in promoting township tourism. The findings from this research will contribute to the knowledge of the promotional strategies that tour operators employ in promoting small tourism enterprises in townships, and identify effective strategies used by tour operator when promoting township tourism, particularly in Inanda. The findings of this study will be circulated among all tour operators to enhance their business performance by providing better quality services to tourists. It is envisaged that the findings will create a greater awareness of specific tourist demands, likes and behaviours. The information arising may help other tourist organisations to understand the importance of their businesses in a flourishing tourist destination. It is also anticipated that the findings of the study will enhance the information that exists in the tourism sector on tour operators which, at present, is minimal. The findings of this study will also extend the body of knowledge regarding the factors necessary for successful township tourism enterprises, and the challenges faced by tour operators which deter them from contributing effectively to the promotion of township tourism in KwaZulu-Natal. Broader and deeper understanding of challenges faced by tour operators may support tourism policy makers to initiate proper strategies to overcome those challenges.

The research suggests that Inanda township has a potential to attract a number of visitors due to its rich history and it being a world-renowned heritage site. The findings of this study can lead to more research specifically on how to improve marketing strategies used by tour operators in townships.

Ultimately, it is anticipated that the research study will help to create a level of tourism understanding and awareness among tourism stakeholders and tourism authorities in particular. Such understanding can lead to enhanced township tourism and benefit small tourism enterprises.

25 Demographic characteristics of Inanda township

The demographic characteristics of Inanda township are as follows:

2.5.1 Population

The population of Inanda township is almost exclusively African, accounting for approximately 99% of the population which numbers 266 915, an increase of 14.6% since 1996 when the population was 240 470 (Statistics South Africa, 2001) (Table 2.1). The census results for 2011 were consulted but did not give clear results for Inanda township. In comparison the averages for South Africa and the eThekweni Municipalities were only 10.46% and 12.52% respectively (Statistics South Africa, 2011).

Table 2.1: Growth of the population in Inanda

Township	Population (1996)	Population (2001)	% increase
Inanda	240 470	266 915 11.0	11.0

Source: Statistics South Africa (2011)

2.5.2 Age profile

The age profile of Inanda tends to be very young, with 30% of the population below the age of 14 and about 41% of the population between the ages of 15 and 34. (eThekweni Municipality, (Table 2.2).

Table 2.2: Age profile of the Inanda township population, 2001

Age category	% of population
0 - 14	30.0
15 - 34	41.7
35 - 64	25.6
65 - older	2.7
Total	100.0

Source: Statistics South Africa (2001)

2.5.3 Employment and income levels

The unemployment level in Inanda is very high as census statistics (Statistics South Africa, 2001) places it at 56%, significantly higher than the national average. Unemployment percentages by area are 57% for Inanda, 50% for Ntuzuma and 60% for KwaMashu (Statistics South Africa, 2001). Thus, employment represents

a very pressing development need for this area; of those who are unemployed an overwhelming number (64%) cited being unable to find work as their main reason for not working highlighting the scarcity of employment opportunities within and around the Inanda, Ntuzuma and KwaMashu area (Patterson, 2008). Inanda is also largely residential and therefore most employed people travel to surrounding areas to get to their places of work such as Phoenix and the Gateway Shopping Mall.

2.5.4 Economic profile of Inanda township

The Inanda area, also known as INK, has a small economic base primarily because it is largely residential with economic and industrial activity taking place in surrounding areas (Patterson, 2008). According to Patterson (2008), 95% of the residents in INK who are employed travel outside of the INK area to their place of employment. Poorly developed urban infrastructure, low skills levels and a shortage of entrepreneurs all contribute to a lack of business development, hence this section serves to highlight the main findings from the consultative process, the situational analysis and other analysis tools utilised in the study, and to offer a summary of the problems and objectives of this project of the Inanda Heritage Route.

Inanda Township generally suffers from low levels of economic activity, widespread poverty and high unemployment (Pollock, 2007). To address these issues authors such as Pollock (2007) and Turok (2008) suggest that it is imperative that the exact nature of the problems and contributing factors towards this are identified and fully understood. They argue that in South Africa there is a dual economy which is two concurrent economies operating parallel to each other. The first economy is competitive and integrated into the global economy; it is the principle contributor to Gross Domestic Product (GDP) and is well developed (Turok, 2008). In contrast, the second economy is isolated and underdeveloped and is not growth orientated. This dual economy has been accentuated and exacerbated by apartheid planning

The Inanda area and the Community Based Tourism economic activities generally fall into the second economy and are thus excluded from many benefits of the first economy, although there is however leakage into the formal economy, with residents spending their disposable income on things like groceries, appliances and entertainment outside of Inanda township (Rivett-Carnac, 2009). However, this often only serves to further marginalise Inanda's economy, therefore, Inanda requires

initiatives to integrate its economy into the broader eThekweni economy. This is necessary for the growth and development of both economies as well as to improve the social and economic quality of life for Inanda residents.

Marschall (2012) states that the Inanda township transport facilities are not geared to suit the needs of a low-income population who are reliant on walking or public transport to get to their places of employment. Little attention has been paid to providing pedestrian pavements. Further, while some areas are served on a regular basis by bus and taxi, others suffer greatly from problems of accessibility, and in this respect Ntuzuma and KwaMashu are better off than Inanda (Marschall, 2012).

2.6 Summary of chapter

This chapter has discussed the location of the study area and has highlighted its geographic position to the city of Durban. The historical perspective and significance of Inanda was also discussed because the historical events of Inanda hold value in the history of our country. The Inanda Heritage Route exists today because of all the events of the past which now attract tourists from all over the world. The main tourism nodes of the Inanda Heritage Route were also discussed emphasising their historical significance. Finally, this chapter discussed the demographics of the Inanda township, which included the population and age profile. The next chapter discusses the literature review.

CHAPTER 3: LITERATURE REVIEW

3.1 Introduction

The prior chapter presented the special setting of the study, emphasising the problem statement, with the purpose of giving the focal point of the study background. The theoretical background of the study was further elucidated to familiarise the reader with the concepts relating to the promotion township tourism.

3.2 Conceptual framework

This section seeks to highlight and provide an analysis of the subtopics that are discussed in the literature review as the vital key content of the study. It consists of the background of South African tourism, township tourism, the tour operator industry, the challenges faced by tour operators and how they address those challenges, promotional strategies and how effective are those strategies. The conceptual framework for this specific study is presented in Figure 3.1 as a summary of the literature and is in line with the set objectives.

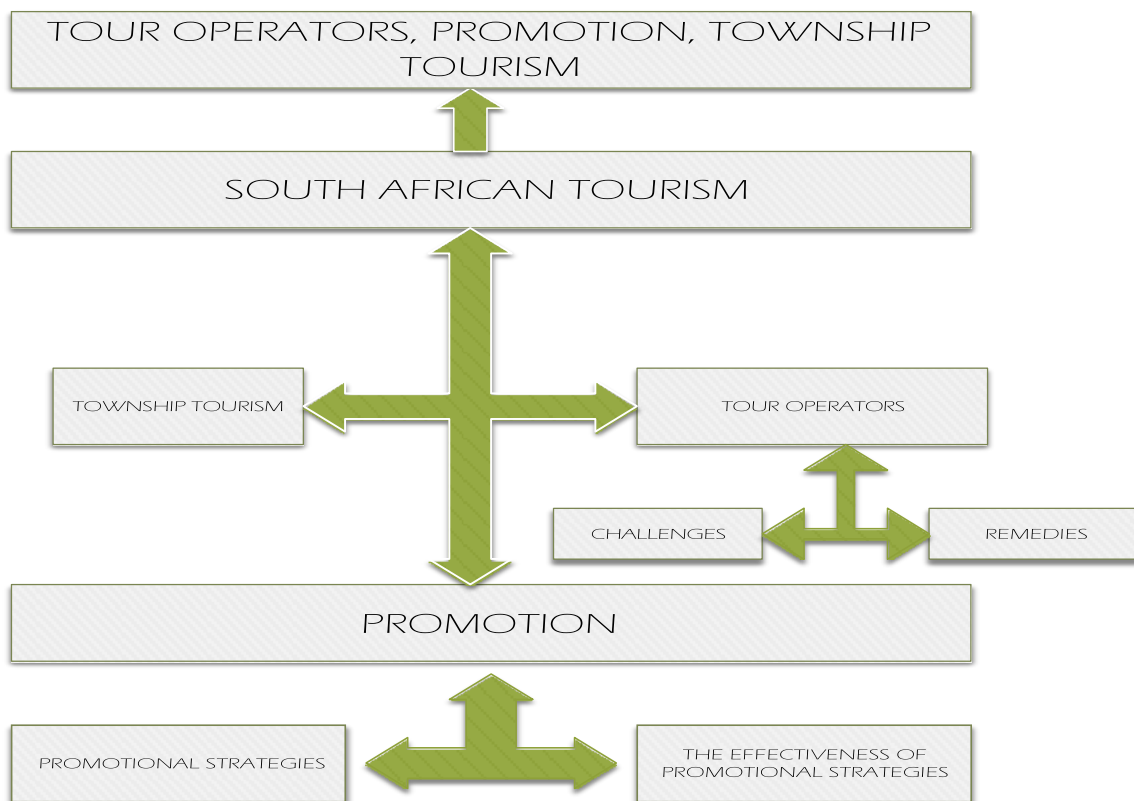


Figure 3.1: Conceptual framework (review framework)

Source: Author 2018

3.3 The South African tourism sector

The South African tourism industry is made up of suppliers and customers. There are also major players called middle-people who act as customers and they buy the products from the ones supplying them, for example tour operators, airlines and accommodation places. The middle person then sells the products to the final consumers (Cooper, 2012).

Tourism service providers work together to provide goods and services that affect the way the tourism sector functions (Nkonoki, 2012). The tourism industry is one of the main sources of income for individuals and foreign currency for the government. Tour operators act as the major organisers and links between clientele and the tourism service providers (Kumar, 2016: 19). The tour operators can work as a team or as individuals when supplying the required packages. Certain of the tourism intermediaries deal with providing the tourism industry with specialised services at the destination. The tourism intermediaries like tour operators deal with a number of

products and offerings provided in the tourism industry including hotels, meals and drinks, points of interest and enjoyment and so on.

Tourism is a vital component of economic development policies in developed and developing countries like South Africa, especially in the city of Durban, with policy makers being inspired to develop and promote tourism facilities due to their high expectations of foreign exchange, which results in economic growth and job creation (Chang and Huang, 2004; Allen and Brennan, 2004; Rogerson and Visser, 2006). Many countries depend broadly on income generated through tourism activities. South Africa is a major tourism destination in Africa (University of Navarra, 2011: 4686). According to South African Tourism (2011: 15) since the end of apartheid in 1994, South African tourism's place on the world list has shifted from the 52nd to the 17th most visited tourism destination in 2005. The most popular tourism places are Western Cape, KwaZulu-Natal (KZN) and Gauteng. Although KZN province is not famous like the Western Cape, it has a lot more to give and has room for growth.

Since the country's first free elections in 1994, South Africa's tourism industry has seen a higher growth rate. The number of foreign visitor arrivals increased from 6.6 million in 2010 to over 6.8 million in 2011 (Statistics South Africa 2011: 2). Foreign tourists visiting the country between the period January to October 2010 were 6 823 517 and 6 651 407, in 2010. South Africa has the largest numbers of foreign visitors on the African continent. Research indicates that total arrivals in Africa increased by 7.2% and domestic tourists decreased by 81.7%. The overall total foreign visitor arrivals increased by 2.6% (Statistics South Africa 2011: 5).

The tourism industry does not only aid the country's economy but also provides employment since it requires a lot of workers. According to South African Tourism (2011: 10) in 2008, a total of 599 412 people or approximately 4.4% of total employment was mostly linked with the tourism sector, and that domestic tourism accounts for 52% of total tourism consumption.

The South African and provincial tourism authorities are the main players in promoting tourism in the country (Statistics South Africa 2011: 2). In the last 10 years South Africa has increased its tourism capacity by expanding the number of guest houses, hotels, lodges, game farms, and the number of airlines and buses operating the country (Saayman and Saayman 2008: 35). Tourism is considered by the authorities of South

Africa as one of the country's developing sectors. It constitutes about 7% of employment in this country. The tourism industry is also identified as the fastest developing sectors throughout the world and continues to create employment possibilities (Tassiopoulos, 2010: 328). The objective of promoting tourism to small businesses is lose focus when it comes to tour operators according to the research done by TKZN. The Department of Economic Development and Tourism (DEDT) (2010: 6) in KZN outstripped gold as the leading generator of foreign exchange earnings in South Africa in 2003, generating R53 billion and driving foreign direct spend into the country as mentioned earlier.

Tourism is defined as activities an individual can participate in for the purposes of business, leisure, the environment and several other purposes (Statistics South Africa, 2011: 3). According to Holloway (2002: 2), tourism is a temporary relocation by people outside their normal place of work and residence, together with the activities undertaken during their stay at those destinations and the facilities created to cater for visiting tourists.

Bennett, Jooste and Strydom (2005: 5) defined tourism by stipulating that it involves the following elements:

- Activities concerned solely with aspects of daily life outside the normal routines of work and social commitments;
- Travel and transportation to and from the destination;
- Activities engaged in during the stay at the destination; and
- Facilities provided to cater for the needs of tourists.

According to Moutinho (2011: 3), tourism is essentially a social phenomenon and, although, as with all sectors, it is influenced by the society in which it exists, tourism is unusual in that it involves a large-scale, if temporary, transfer of individuals between different societies. This can create social change of both a temporary and a long-term nature, as stated by Moutinho (2011: 3).

Further, Moutinho (2011: 5) identified South Africa as a state with a vibrant and thriving travel and tourism sector which may be subdivided as follows:

- **The Transport Sector:** which is focused on transporting of tourists (both domestic and international) in and around the country via different modes of transport.

This sub-sector may be further divided into:

- -Travel Agents;
- -Tour Operators; and
- -Tour Guides.
- **The Hospitality Sector:** where businesses are concerned with the provision of accommodation, food and beverages to visitors.
- **Meetings, Incentives, Conferences and Events (MICE)** which is concerned with arranging and/or hosting events such as exhibitions, often collaborating with the hospitality sector and business tourism events.
- **Tourist Attractions** are places or shows that are popular with tourists; these range from World Heritage Sites to museums, township tourism, art galleries, exhibitions, fairs, beaches and so on.

3.4 The tourism sector in KwaZulu-Natal

The KZN Provincial Tourism Strategy (2011: 4) positioned KZN in the global and national tourism markets. South Africa entered an era which included the hosting of the 2010 FIFA World Cup and the establishment of the new international airport in the province. The KZN Provincial Tourism Strategy, (2011: 4) set out TKZN's approach in dealing with tourism development, marketing imperatives and the related investment required in the province. The strategy was developed in the context of a growing tourism market, current significant investment in tourism, and other developments, such as King Shaka Airport and the Dube Trade Port.

Gauteng, the Western Cape and KZN were identified as the most popular destinations for international tourists (SAT, 2011: 15). However, according to SAT (2011: 15), KZN is not as popular as Cape Town but the former has more to offer and has the potential to grow.

Between 2010 and 2011, the KZN tourism sector contributed a total of about R18 billion towards the Gross Geographic Product (GGP), which constituted about 10% of the provincial economy. The KZN province currently attracts about 1.3 million foreign visitors and 11.6 million domestic tourism trips on an annual basis compared with the more popular Cape Town (TKZN Strategy, 2010-2014: 5). Tour operators benefit from

the tourists that are visiting KZN province, and they boost small businesses. TKZN's strategy stated that the province has wonderful natural tourism attractions and is thus well positioned to take advantage of the continued growth in international and domestic tourism.

KwaZulu-Natal, with its unique blend of sophistication, cultural diversity and excitement (South African Information Desk, 2010: 14) is considered South Africa's domestic tourism leader. The wide range of its 'must-see, must-do' lists for discerning travellers places it as a highly popular tourist site for visitors from throughout continental Africa.

The key role player in marketing South Africa as a tourist destination is Tourism South Africa; their efforts being supplemented by provincial tourism authorities (Statistics South Africa, 2011: 2). In KZN, TKZN is the provincial destination management organisation (DMO) charged with the responsibility of regional marketing under the brand "Zulu Kingdom" (KZNTA, 2010: 5).

TKZN (2013) indicated that KZN is known as the Zulu Kingdom – a place where a person learns about Zulu culture – and has a variety of experiences to offer both domestic and international tourists. TKZN is the provincial tourism authority under the provincial government of KwaZulu-Natal. It has the same types of responsibilities as

Department of Trade and Industry (DTI), the distinction being that TKZN is responsible for planning, managing, developing, marketing and promoting KwaZulu-Natal tourism (TKZN, 2013). KZN is a unique destination where one can experience a traditional and modern lifestyle, including the big five, a marine paradise, the Indian ocean, history, culture, Phezulu safari park, the battlefields of the Anglo-Zulu war and the Drakensberg mountains (Maharaj et al., 2006; TKZN, 2013; Economic Development and Growth eThekweni, 2014; DTI, 2013).

3.5 Tourism KwaZulu-Natal Authority

According to Trunfio, Petruzzellis and Nigro (2018: 426), apart from being intermediaries whose main function is in distribution, tour operators also participate in influencing and channelling demand towards destinations, stimulating the need for tourism, influencing the primary choice of destinations and providing the means to satisfy it. Presently, tour operators play a significant role in the creation of the images

of destinations. Without tour operators, destinations would not successfully fulfil their purpose (Cavlek, 2002: 478). Thus, when tour operators promote township tourism as destinations small enterprises there will be promoted as well.

The KwaZulu-Natal Tourism Authority (KZNTA), which previously operated under the name Tourism KwaZulu-Natal (TKZN), is responsible for the development, promotion and marketing of tourism into and within the province. KZNTA's statement of intent and direction is drawn from the mandate vested in the organisation by the KwaZulu-Natal Tourism Act, 1996 (as amended, including No. 2 of 2002) (TKZN Strategy, 2010-2014).

Prior to 1994, tourism marketing was a function of national government, but the establishment of a democratic national government allowed the redistribution of such responsibilities to the provinces. The provinces are now responsible for both domestic and international tourism product development and their subsequent marketing within their regions. At the national level, the Department of Economic Development and Tourism utilised South African Tourism as its marketing arm with its role to market the country to international markets (TKZN Strategy, 2010-2014).

According to the TKZN Strategy (2010-2014: 5-6), it is the vision of TKZN to position the province of KwaZulu-Natal as Africa's leading tourism destination, both nationally and internationally. The mission of this organisation is to initiate, facilitate, co-ordinate and implement strategic tourism marketing, and demand-driven tourism development programmes. This will help in growing the tourism sector and will serve to achieve the following:

- The transformation of the tourism sector within the province; and
- Economic benefits to all stakeholders and the province.

TKZN was the first DMO in Africa to be accredited as UNWTO's best DMO, and to receive the prestigious UNWTO Ulysses Award for Innovation in Tourism Governance (TKZN Newsletter, 2010: 12). TKZN received this award because of its Knowledge Management Programme. TKZN is an associate member of the UNWTO and a member of its Destination Council (TKZN Newsletter, 2010: 12).

TKZN (2013) argued that the economic success of tourism is the responsibility of all involved stakeholders. The tourism authorities alone cannot achieve the tourism

objectives – all parties must be involved. Teamwork is essential because the tourism industry is a system made up of many parts, which means the tourism authorities cannot work effectively in the absence of private and public stakeholders (TKZN, 2013).

3.6 The Durban tourism industry

Durban is among the biggest cities in South Africa and has a high influx of tourists, especially domestic tourists who even prefer to go the townships. There are always factors that influence people to decide to visit a certain place, which in Durban's case, are often the warm weather or to experience the Zulu culture (TKZN, 2014; DT, 2015). Durban has the dominant share of the domestic tourist market in South Africa, with millions of tourists from outside or within the province travelling to one or more destinations within Durban. The core external source market is tourists from Gauteng, who normally spend most of their holidays in the coastal resorts (TKZN, 2014).

In 2014, the eThekweni Municipality announced the achievements of KwaZulu-Natal, which included Durban winning the 2012 business tourism destination of the year due to its high standard of MICE facilities, its infrastructure and the unique experiences it offers. Durban has held several big events, including the United Nations Climate Congress (COP17) at the International Convention Centre (ICC) and other places around town, which accommodated 50 to 100 delegates (eThekweni municipality, 2014). According to Moodley (2006) KZN is a multi-cultural province because it includes a large population of Indian people so there are many Indian restaurants, and there are markets that sell a variety of Indian goods such as food, spices, accessories and clothes. Moodley (2006) stated that Durban does not really use its resources to develop and market the strong Zulu and Indian cultures, heritage and sports, which are its unique tourism strengths that could sustain domestic tourism.

3.7 Slum tourism and township tourism

The aim of this study was to investigate the role of tour operators in promoting township tourism. It is in this context of township tourism that definitions of townships, slum tourism and township tourism become relevant. These are therefore discussed below.

The contribution of tourism towards country-wide income at a macro-economic level is considered immensely vital to the GDP of a country. Tribe (2005) is of the view that the major economic effects of tourism are: expenditure and income generation, employment advent and foreign currency earnings.

Attitudes towards tourism and the developmental function of tourism are diminishing in certain circles, although some authors like Simpson (2001), appreciate the massive role that tourism plays in developing African communities. Simpson (2011) believes that tourism presents certain advantages and reduces the inequalities between the rich and the poor. The economic significance of tourism relies upon the level of economic improvement within a country. High income countries have increased opportunities for considerable expenditure on entertainment pursuits, while the resources of low-income economies are commonly used to satisfy basic wishes (Tribe, 2005).

According to Binns and Nel (2002), the combined elements of natural beauty, local entrepreneurship and already established community businesses should propel tourism improvement and, ultimately local economic development in small towns. Tourism is regarded as a tool aimed at contributing to alleviating poverty and stimulating employment creation, especially in rural areas with few financial improvement opportunities (Binns and Nel, 2002). In support of these views and the role played by tourism in development, there has been an emergence of a variety of forms of tourism in South Africa, especially in previously disadvantaged areas. One of those is what is termed township tourism.

Township tourism is discussed below. However, it is significant to first create a link between township tourism and slum tourism.

3.7.1 *Slum tourism*

Slum tourism is one of the quickest-growing niche tourism segments in the world. A slum, as described by the United Nations, is “a run-down area of a city characterised by substandard housing and squalor and lacking in tenure security” (Ma, 2010: 2). Slum tourism is the formation of organised tours by tour operators in these areas. Slum tourism falls under the umbrella of poverty tourism where tourists travel to less developed areas to view people living in poverty. It is referred to as “favela tourism” in

Brazil, “township tourism” in Africa, and is simply known as “slum tourism” in India (Delic, 2008: 1).

In Ma’s 2010 study he further states that slum tourism tour operators help to fulfil tourists’ curiosities by providing a glimpse of lifestyles from the inside. Typically, small groups are taken on 1/2 day tours for a small price, led by guides who allow travellers to walk through the homes and small enterprises in the slums.

The developments leading to slum tourism are described by Weiner (2009) as a phenomenon that is catching on. Slum tourism is regarded by Weiner (2009) as a guide journey through the slums of Mexico and Africa. The author further argues that this has spiralled from the favelas of Rio de Janeiro to the townships of Johannesburg to the garbage dumps of Mexico, with travellers forsaking, at least for a while, beaches and museums for crowded, dirty and in many ways, shocking slums.

Capitalist development has experienced a lot of changes in the past years. The period known as Fordism (taking its title from Henry Ford’s assembly lines manufacturing industrially produced cars) showed the importance of capitalists’ economies at some stage in the twentieth century. The tourism industry, a very important component of the world capitalist order, has not been immune to these adjustments (Mowforth and Munt, 2003; Torres, 2002).

Conti and Perelli, 2005 created the term ‘post-Fordism’ which came up with a varied range of highly distinguished tourism products like ecotourism, cultural tourism, rural tourism, agro-tourism and, in the mid-1990s, slum tourism. The emergence of slum tourism was a result of globalisation of developing countries and, consequently, tourists starting visiting the most deprived parts of towns. The visits included guided tours in these disadvantaged areas (Rolfes and Weiner 2008). A slum is a run-down area of a city characterised by poor housing, squalor and lacking of tenure security (Ma, 2010; Torres, 2002). Slum tourism was started so that people not exposed to these conditions and are curious about these areas would be able to see and share the experiences of these areas.

The principle behind slum tourism is that it organises tours to disadvantaged areas (Frenzel, 2013: 49). Durr (2012) states that slum tourism is a new type of urban tourism and is an encounter between the global North and the global South. The dominant form of this new tourism type “is the touristic valorisation of poverty-stricken urban

areas of the metropolises in so-called developing or emerging nations which are visited primarily by tourists from the Global North” (Frenzel, Koen and Steinbrink, 2012: 1). This type of tourism is grounded upon the product of the guided ‘poverty’ or ‘slum tour’ which started to be popular in the 1990s both in urban areas of Brazil as well as in post-apartheid South Africa.

According to Ma (2010), slum tourism is a very controversial matter. Firstly, tourism services are run by profit-making companies who do not make any contribution towards improving the communities that earn them profits. Secondly, Ma (2010) maintains that since the lives of slum residents are exposed, this can be embarrassing to them. Ramchander (2004) argues that slum tours could open these culturally fragile areas, clearing the way for potentially damaging mass tourism. A loss in cultural practices of the locals of the slum areas, according to Ramchander (2004) could be lost through cultural commercialisation which may be brought up by the need to maximise profit gains associated with an influx of tourists. This may lead to the distortion of what the tourism industry truly represents.

The visit to Rio de Janeiro’s largest favela or shanty town by tourists led by Marcello Armstrong nineteen years ago saw the birth of slum tourism (Rolfes and Weiner 2008). Since then, Armstrong’s company has grown, motivating other companies to follow in his footsteps. It is argued that today, on any given day in Rio, dozens of tourists hop into minivans or onto motorcycles, and venture into places where even Brazil’s police dare not set foot. Although it is argued that the tours themselves are safe, routine security checks are essential as these communities tend to be volatile (Rolfes and Weiner 2008).

There is a lot of criticism surrounding the visits and virtual poverty in slum communities (Rolfes and Weiner 2008). For instance, films depicting slum life such as *City of God* (2002) (Rio de Janeiro), *Slumdog millionaire* (2008) (Mumbai) and *District 9* (2009) (Johannesburg), have received a lot of criticism by international viewers. Such publicity has opened doors for the documentation through film of the establishment of a positive link between media exposure and business growth in these areas by tourism researchers (Ma, 2010).

From one perspective, slum tourism is considered enlightening as it brings to light the reality of poverty and, may thus be considered a precondition for change (Rolfes and

Weiner 2008). Advocates of slum tourism address the creation of opportunities for local entrepreneurs, empowerment and local economic development (Frenzel et al., 2012). For example, in South Africa, proponents highlight the grassroots potential for local development of township tourism. Additionally, advocates portray township tourism as a form of reconciliation through the political and personal narratives which are shared between residents, guides and tourists (Dickson, 2012).

Considerable scholarly attention focuses on pragmatic issues of whether this form of tourism exerts pro-poor influences and therefore contributes to improve the poverty situation in slum areas (Booyens, 2010; Frenzel et al., 2012). As Frenzel (2013: 117) makes clear, “slum tourism promoters, tour operators as well as tourists claim that this form of tourism contributes to development in slums by creating a variety of potential sources of income and other non-material benefits”. To explore this avenue, the benefits derived by tour operators at Inanda township were examined in this study.

Slum tourism is offered on a relatively large scale in South African cities like Johannesburg and Cape Town, Brazil’s Rio de Janeiro, as well as in the Indian metropolises of Calcutta, Mumbai and Delhi, to name some important examples. Therefore, tour operators are responsible for arranging tours for the tourists to see those areas. In South Africa, this has been termed ‘township tourism’ (a term coined by authors such as Ramchander, 2004) which is further described below.

3.7.2 Township tourism

A township in South Africa, according to Nemcova (2007), is a town where black and coloured people were supposed to live. These townships do not necessarily constitute real towns, rather, they form part of towns or cities on the periphery, which are often located far from the city centre and are generally characterised by appalling living conditions. Ross (1999) argues that townships were created in the 19th century when, due to apartheid, black people were driven out of their own areas where they lived in close contact with white people and were forced to settle in separate controlled townships on the outskirts of the city. According to Booyens (2010: 284) township tourism is a niche market attracting a relatively small share of the wider, mass tourism market.

It is Ramchander's (2004) argument that the period between 1997 and 2007 has seen most tourists preferring travel which allows for broadening of the mind and learning. The 1990's, according to Ramchander (2004) saw the emergence of various types of popular tourism that include green, alternative, sustainable, cultural and adventure tourism with each destination marketing its own offering. Cultural tourism in South Africa is a component of special interest tourism that is comprised of various sub-components; township and cultural tourism being some of these sub-components. The birth of township tourism, which is mainly characterised by township tours was the and it has progressed to include other attractions such as accommodation, restaurants and various other leisure activities within townships.

The increase in the number of tourists interested in visiting the townships in South Africa has created opportunities for several businesses, such as tour operators, in the pursuit of the benefits of this buoyant industry (Ramchander, 2004). This view is further supported by Rogerson (2004) who highlighted the dominance of SMEs in the tourism industry in South African and internationally.

According to Chilli and Mabaso (2016: 201) township tourism in South Africa has grown in popularity since 1994 and is considered to be an appropriate strategy for stimulating local economic development. Township tourism is growing faster in popularity than most other tourism segments, and certainly faster than the global tourism growth rate, according to the UNTWO (TKZN, 2008). The apartheid social segregation enforced in South African urban townships during apartheid (and the residue of that today) is a main factor that makes them unique compared to other deprived and slum areas of the world (Ramchander, 2004).

Swartbrooke (2002) indicates that, due to their nature, township tourism promotion programmes should allow for a wider range of visitor experiences so as to include the cultural, heritage and natural characteristics of the region. Rogerson (2004) states that township tourism is about having a special interest and poses an approach to tourism development and management that can ensure the fair and sustainable securing of economic benefits by the local people. This not only confirms the benefits of township tourism but alludes to the fact that township tourism relates to a special interest. According to Baloglu and Mangaloglu (2001: 10) township tourism is promoted by tour operators when they provide information to potential travellers and develop and

promote destination packages. In the destination selection process, tour operators serve as both distribution channels and image creators. Tour operators also represent primary sources of information contributing to the image formation that the travellers base their decision upon (Balosglu and Mangaloglu, 2001: 10).

The present study focused on the role of tour operators in promoting township tourism at Inanda township and aimed to establish effective marketing strategies that can be used by these enterprises to promote townships as tourist destinations. This dissertation ends by providing recommendations on the best practices that could be adopted to tour operators in promoting township tourism. entrepreneur

Having defined township tourism, the next section focuses on literature that provides views on the purpose of visiting townships.

3.7.3 Purpose of visit

According to Statistics South Africa (2011: 6), 93.6% of tourist arrivals in South Africa come primarily for holiday. From the total, 3.1% come for business, 2.4% in transit, and 1.0% come to study. According to Vos (2017) tour operators take visitors to sites of significance to the anti-apartheid movement, as well as of historically oppressed communities. The next paragraph discusses the factors necessary for successful tourism enterprises.

3.7.4 Factors necessary for successful township tourism enterprises

The greater the township tourism demand, the more successful a tour operator's business is because prices escalate for products and more products are sold to many tourists. The more successful the tour operator, the more resources he/she requires to promote and develop his/her business. According to the TKZN Newsletter (2010: 14), this is a reinforcing process if one assumes that greater demand equals greater profit and that no quality is lost.

The TKZN Newsletter (2010: 14) further explained that the more years in the business of tour operating, the more knowledge in the business and better exposure to tourists. Chibba (2011: 1) addressed more than 100 entrepreneurs at the Eastern Cape's Business Connect conference in November and emphasized that if the number of

small businesses in South Africa increases, the country's economy will be saved in the future.

The success of developing township tourism may be measured by optimising the number of tourist enterprises per capita. For a community to develop its township tourism successfully, the following two strategies must be applied (Tassiopoulos, 2010: 329):

- Trying to attract foreign entrepreneurs to create tourist enterprises in the community, and
- Encouraging residents to create township tourism enterprises in the community.

3.8 The tour operator industry

According to Tassiopoulos (2010: 329), a tour operator can package tours and then make use of other entrepreneurs to render a service such as transporting people. Accordingly, tour operators are businesses that provide combined travel services, such as transport, accommodation, catering, entertainment, or sightseeing through travel agencies or directly to final consumers as a single product called a package tour. The components of a package tour may be pre-established or may result from an 'à la carte' approach, where the visitor decides the combination of services he/she wishes to take advantage of (SAT, 2011: 14).

Bennett, Jooste and Strydom (2005: 53) note that a tour operator is an organisation that strictly handles the operation of the tour and the tour wholesaler puts together the products of different suppliers into a tour package, which is sold to the customer through a travel agent.

Country tour wholesalers may be seen as the first step in the entire 'classic' value chain of tourism. It is the responsibility of tour wholesalers to develop tour packages, estimate costs involved, fix logistics, and set prices. Tour wholesalers sell established tour packages to country-tour wholesalers, and, in return, they market their packages to travel agents (SAT, 2011: 15). Tour operators are important for the destination's economy and destinations are important for tour operators; without them, there would not be a tourism product (TOI, 2008: 108). Under the tourism concept, there are different stake holders who play a vital role. Among the stake holders of tourism, tour

operators are also one of the keyplayers towards promotion of tourism activities. The tourism sector is gaining increased importance for the economic development of countries around the world (Devaraja and Deepak, 2017: 169).

Cavlek (2004) has documented the history of tour operation, tracing it from the 1950s in which it emerged as a key component of the global tourism business. The political, economic, technological, and environmental changes after World War II have created a situation where developing countries became aware of their tourism potential and developed countries as generators of mass tourism demand became aware of the attractiveness of the destinations. Tour operations grew very rapidly because of the ability of tour operators to arrange cheap adequate packages for mass consumption in accordance with the development of tour operators in tourism (Cavlek, 2004).

Moutinho (2011: 161) described a tour operator as intermediaries in the tourism distribution system connecting producers and customers to each other. Tour operators handle all the important details of foreign travel, for example, air ticket purchase, lodging arrangements, transfers to and from the airport and the itinerary, allowing the foreignness of the destination to be observed.

The South African Tourism Services Association (SATSA) makes a distinction between tour operators and tour brokers. Tour operators own their own vehicles, whereas tour brokers hire them as needed. Tour operators have direct contact with clients when they take them on tours so a personal one-on-one relationship is established with clients. Further, tour operators provide travel economy and convenience to a significant segment of tourists (Moutinho, 2011: 161).

According to Kumar (2016: 21) the characteristics of tourism products that are sold by the tour operator, as contrasted with other non-tourism products, are as follows:

- Intangibility- which cannot be seen, felt, heard, tasted, or experienced prior to purchase;
- Inseparability- where suppliers and consumers have to both be present when the product is being consumed;
- Variability- products cannot be offered in exactly the same way or same level because no two consumers have exactly the same needs and emotions;
- Perishability- some products such as sport events, festivals, seasonally appearing wildlife, etc. happen only for a short period of time.

- Another problem related to the kinds of services provided is whether, for instance hotels, must maintain the standards similar to the homes of the tourists or whether the design must have a cultural touch of the destination area (Van der Merwe, 2003; Kauffmann, 2008).

Tour operators compete both in terms of the product they sell and the travel images they create (Reimer, 1990). Because of the very important role they have in creating the images of destinations, decisions of individual tourists on where to spend a holiday very often depend on the attitude and practice of tour operators towards a particular destination (Cavlek, 2002). According to Van der Merwe (2003), tour operators utilise various communication methods to promote the image of their destinations:

- Media: this is non-personal comprising newspapers, magazines, television, radio, outdoor advertising and electronic advertising; and
- Interactive marketing: this involves two-way communication, such as email, and personal selling which involves direct contact with the buyer.

The effect of promotions on tourist loyalty differs according to the purchasing pattern of the consumer. Loyalty of first-time consumers may not be affected by price promotions; but specific loyalty policies have to be designed for consumers who have already acquired trips with the same tour operator (Martinez and Guillen, 2006). Tour operators, according to Budeanu (2000), are the central connection link between customers and services providers, possessing the power to influence both. Tour operators do the work of intermediation between the supplier and the consumer. According to Calveras (2006), in the traditional (pre-internet) framework, tour operators diminish transaction costs by: facilitating coordination among the several components of the package tour; reducing search costs of potential tourists; and providing credible information on the true quality of the tourist product.

As tourism is linked with multiple industries it requires a strategic planning as a means of gaining competitive advantage in the face of an increasingly uncertain, dynamic and complex world (Harrison, 2003; Jogaratnam and Law, 2006). It necessitates the identification and assessment of functions of tour operators and challenges faced by them in successful operation of their business (Kumar, 2016: 23).

The absence of analysis related to tour operators' functions and challenges is regarded as a serious gap in the literature (Kumar, 2016: 21). The present study

rectifies this gap by focusing on the tour operator sector, and specifically on the role of tour operators in promoting township tourism and the challenges they face in maintaining a successful operation. The review of literature revealed that tour operators are a type of service provider that delivers the most convenient option for tourists to visit, stay, as well as leave from the destinations. They work in coordination with several key enablers of tourism such as airlines, hotels, restaurants, travel agents, tour guides. They also have important business links with tour operating firms overseas. Tour operators are more like middle-people that connect customers with services and create a strong link between the tourist and the destination thereby representing a leverage point for diversifying products and service offerings for tourism industry.

In order for tour operators to move strategically towards promotion of township tourism, it is suggested that they identify the main issues related to their operations and identify major obstacles to their operations. The present study aimed to contribute towards identifying challenges and bring forward suggestion in this aspect of tourism business.

3.8.1 Functions of tour operators

The TOI (2008: 7) mentioned that tour operators are a pivotal link between tourists and their destinations. In this role they determine and fulfil the demand on behalf of a destination. The TOI (2008: 7) further explained that tour operators have an influence on the customer's choices and behaviour by directing the flow of tourists, influencing the supply chain and developing the destinations within the target area. The TOI (2008: 7) mentioned that tour operators influence the well-being of destinations and/or of the local communities.

Devaraja and Deepak (2017: 171) state that tour operators provide details of local area activities such as festivals and special events to the tourists and therefore more tourists visit those destinations at regular intervals and recommend new local destinations that tourists may not know which leads to development of the tourism sector. While providing tourism services to tourists, tour operators can also provide advice for sustainable tourism development which can lead to improvement of the tourism sector.

As intermediaries in the tourism-distribution system tour operators introduce producers and consumers to each other. Tour operators handle all the details of foreign travel, for example, air ticket purchase, accommodation arrangements, transfers to and from the airport and the itinerary, allowing the foreignness of the destination to be observed but not truly experienced (Moutinho, 2011: 161). Page (2011: 186) indicated that tour operating business performance is determined by the skill of the company in buying its product components (e.g., aircraft seats, accommodation and transfers) at a competitive price, and reselling at a price that is lower than that for which a consumer could assemble the same product.

Moutinho (2011: 161) mentioned that the travel and tourism industry is a service sector offering a number of products which are diverse and fragmented. Each link in the tourism supply chain (tour operators, travel agencies, carriers, hoteliers, restaurateurs, etc.) offers one component of the overall product. Playing a central role within this tourism chain, tour operators connect the supply side (service providers) and demand side (tourists) for tourism.

Figure 3.2 shows the central part that is played by tour operators as they aggregate the component parts of holidays that will make up their package offers

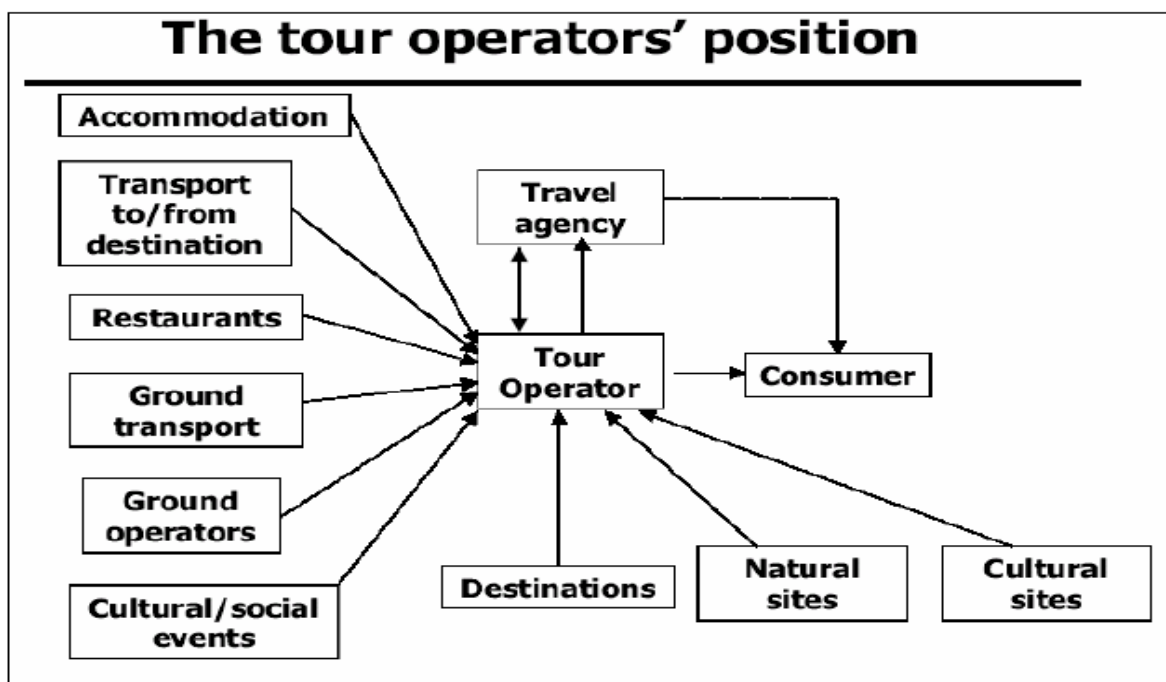


Figure 3.2: The tour operators position
 Source: United Nations Environment Programme (2003: 25)

Tour operators supply services to a range of different kinds of tourists, specifically commercial enterprise travellers and entertainment travellers. They are able to accommodate the desires of many sorts of tourists by providing services to fulfil their needs in different ways. For example, if business visitors visit an area for a conference, tour operators can transfer them to and from the convention venue, arrange their flights, and prepare a quick tour (usually about two to three days) after the conference, tailor-made to suit their needs. When dealing with leisure travellers, they will take them to all the places set out on the itinerary and see to it that all their needs are met.

The tourist experience is enhanced when tour operators are able to arrange tourist guides to guide them through the country. Tourist guides are trained to have a broad knowledge of the country and to give tourists in-depth information about its history, current situation and noteworthy places to visit. The tour operators also know the safety precautions that must be taken. As everything is pre-arranged for the clients, it is a safer alternative to their venturing into a country alone (Perspective Magazine Timeshare, 2011: 16).

Devaraja and Deepak (2017: 1) state that a tour operator has a direct relationship with tourism activities. When tourists plan a trip, they consult the tour operator to analyse the details of the upcoming tour. Furthermore, they state that most tour operators provide tourism services in order to make a profit but some tour operators provide services with development as their main aim.

3.8.2 Types of tour operators

According to George (2004: 157), tour operators are divided into the following three types:

- In-bound tour operators: offer services mostly for foreign visitors to South Africa, e.g., Thompson Tours;
- Out-bound tour operators: offer services to customers in South Africa wishing to travel to destinations outside the country, e.g., Flight Centre, Sure Travel; and
- Local tour operators: offer services to domestic tourists for tours within South Africa, e.g., Flight Centre.

In trying to understand tour operators and how they function, it is important to examine some concepts related to them. Tour operators play an important role in promoting township tourism not only by taking tourists to their destinations, but also through the advertising campaigns they use to promote their small businesses. The next section presents the challenges faced by tour operators and SMMEs in South Africa.

3.9 Challenges faced by tour operators and SMMEs in South Africa.

Kotler (2003: 32) states that, in South Africa, an unacceptable and disappointingly high number of small, medium and micro enterprises (SMMEs) fail during their early years of operation. They face a myriad of challenges. According to Nieman, Hough, and Niewenhuizen (2003: 8), the largest percentage of small businesses fail during the first two years of their existence owing to cash flow problems that arise because they could not manage growth.

3.9.1 Lack of finances

It is difficult to raise capital and the high-income tax charged by the government poses some challenges for the survival of newly established companies. To compound the challenges is the fact that there is little assistance offered by the government.

Limited access to finance for SMMEs is a major challenge facing start-up SMMEs (Financial Services Regulatory Task Group, 2007). Due to the conservative nature of South African banks, financial aid to small businesses is often rendered by the lenders in the later stages of the development of businesses. The chances of lending to start-up SMMEs are very slim (Financial Services Regulatory Task Group, 2007). The degree of these inclinations, however, can vary depending primarily on locational differences. For instance, Finscope's Small Business Survey (Finmark Trust, 2010) report that SMMEs in Gauteng and North West tend to have greater access to finance relative to SMMEs in the other provinces. In Gauteng, the greater access to finance could partly explain why the province is home to about 48% of formal SMMEs (The Department of Trade and Industry, 2008). SMMEs in Mpumalanga and the Northern Cape, on the other hand, find it difficult to access finance, and this may be attributed to the predominantly rural nature of these provinces.

Many businesses in South Africa, due to minimal financial support and poor profitability, are facing discontinuance (GEM South Africa, 2014). The GEM report also

identified poor profitability as an important factor in the high failure rate of businesses. Other factors that are barriers to the acquiring of finance are: inadequate collateral on the part of the entrepreneur, a lack of credit history (Financial Services Regulatory Task Group, 2007), the inability to produce an acceptable business plan that meets the requirements of financial institutions, poor market research and the absence of viable business ideas, and the lack of access to vibrant markets (GEM, 2014).

3.9.2 Poor infrastructure

There is lack of infrastructural facilities that support tourism; roads, electricity, water, accommodation, information and communication technology etc. (Kumar, 2016: 23). The lack of access to physical infrastructure is a crucial obstacle to business growth and adds significantly to the cost of conducting business. The GEM South Africa report (2014) alludes to the fact that infrastructure is one of the key enablers for SMME development. Ease of access to communication infrastructure, utilities and transport, land or space at affordable prices are presumed to be influential in supporting new businesses. The GEM report further extends the concept of infrastructure to commercial and professional infrastructure, which speaks to the presence of commercial, accounting and other legal services and institutions. All these services are key to promoting the sustenance of existing SMMEs and the emergence of new ones.

Results of the studies conducted on small tourism business showed that small tourism businesses in Gauteng have more difficulty finding physical space in which to operate (Finmark Trust, 2010). SMMEs in the North West cited problems related to utilities, particularly interruptions in the delivery of electricity. In Mpumalanga and the Northern Cape, on the contrary, the experiences were different; SMMEs claim to have access to adequate amenities and space.

3.9.3 Access to markets

The other major challenges facing tour operators and SMMEs is the lack of sustainable markets for their products and services (Nieman, Hough and Niewenhuizen, 2003: 32). They tend to produce and offer services that do not have a ready market.

The limited access to markets by SMMEs has been identified as a crucial factor that threatens the prolonged existence of these SMMEs. Access to markets is one of the

fundamental requirements (by credit providers) to access funding and mentorship at early stages. This requirement places small rural businesses at a disadvantage when compared to their urban counterparts (Watson and Netswera, 2009). It was Watson and Netswera's (2009) understanding that the size and location of the small businesses are two major factors that hinder the formation of collectives that can enhance bargaining power. Consequently, it becomes a challenge to lobby government institutions to better serve their needs.

The practice of forming spatial clusters is encouraged by Naude et al. (2008). However, forming of clusters is encouraged mostly for SMMEs which have passed their start-up phase. Clustering could place fragile small businesses in intensely competitive positions. Tour operators must confront the challenges faced by them and by SMMEs and must, therefore, network their small businesses using agencies that facilitate vertical and horizontal business linkages (Nieman, Hough and Niewenhuizen, 2003: 32).

3.9.4 Low levels of research and development (R & D)

Building research and development (R & D) capacity is important for small businesses, as it can help determine the feasibility of transforming ideas into actual businesses. Investing in this aspect of business also allows businesses to access innovative solutions through the process of discovery. According to Maas, De Coning and Smith (1999), there are increased chances for faster growth of innovating companies compared to traditional start-up businesses. South African SMMEs have been found to lack the innovation that is found in similar businesses in developed countries. The minimal network connections of small businesses with larger firms has been identified as an important factor stifling innovation by South African small businesses (Booyens, 2011). This failure denies them opportunities for technology diffusion. The GEM report (2014) proposes that government should provide incentives for R & D in an attempt to foster innovation, and to attract and strengthen lasting linkages among domestic and foreign knowledge intensive firms.

3.9.5 Access to the appropriate technology

Nieman, Hough and Niewenhuizen (2003: 33) stated that another constraint facing tour operators and SMMEs is lack of access to the appropriate technology. The use

of appropriate technology is one of the most important factors giving a tour operator or SMME a competitive advantage (e.g., computer with internet).

3.9.6 Access to human resources

Nieman, Hough and Niewenhuizen (2003: 34) indicate that a major challenge facing tour operators is the way in which they deal with people-related issues. Human resources are widely acknowledged as being the “most precious asset” of a business. The issues involved in human resources include addressing the skills, attitudes and expectations of employees and of the entrepreneurs themselves. Nieman, Hough and Niewenhuizen (2003: 34) further assert that entrepreneurs might have excellent ideas but they often do not know how to manage those ideas or the people within their businesses. The fact is that not all managers are good leaders or entrepreneurs, and that not all entrepreneurs are good managers or leaders. However, it is necessary for entrepreneurs to have both managerial and leadership skills (Nieman, Hough and Niewenhuizen, 2003: 34).

3.9.7 Attitude of locals towards township tourism

According to Kumar (2016: 23) the locals of an area not always aware of the benefits of township tourism which is why they have a negative approach towards township tourism development and behave in a bad manner with tourists. Sometimes locals do not want to cooperate with travel professionals to promote their places as a famous destination. This attitude interferes with the smooth operations of tour operation in that area.

3.9.8 Changing needs of the tourists

In today’s globalised era the needs of customers (tourists) tend to change very quickly. They can demand updated information about travel components and cause complicated working conditions for the tour operators.

3.9.9 Lack of proper marketing

There is a lack of promotional activities such as media, satellite, TV and domestic radio stations, and limited use of websites and brochures.

3.9.10 Poor coordination among stakeholders

Tourism relies on multiple linkages with industry and government and non-government players. Poor coordination among these parties adversely affects the tour operators' working procedures.

3.9.11 More competition

The competition between the tour operating companies is high (Kumar, 2016: 23).

3.10 Economic factors

The general economic conditions prevailing in a country should be the starting point of an assessment of both opportunities and threats in the marketplace. The prevailing economic conditions also determine consumers' spending patterns. Many marketers may perceive economic conditions of this nature as a threat to their marketing plans. The economic areas of greatest concern to most marketers are those of inflation and recession, as well as the impact of interest rates and currency fluctuations on prices and consumer demand (Lamb et al., 2004: 55).

Inflation manifests itself in a general rise in prices without a corresponding increase in wages, which results in decreased purchasing power. Lamb et al. (2004: 55) indicate that South Africa has enjoyed the advantages of a relatively low rate of inflation in recent years. At one stage in the mid-1980s, the inflation rate was around 25%. Low inflationary conditions benefit marketers because real wages, and hence purchasing power, increase when inflation stays low. A significant increase in inflation almost always depresses real wages and thus consumers' ability to buy more goods and services, which is a huge challenge to marketers. Lamb et al. (2004: 56) further state that in inflationary circumstances many marketers try to postpone price increases for as long as possible. A recession is a period of economic activity when income, production, and employment tend to fall, all of which reduces demand for goods and services. During periods of recession, consumers switch to buying basics rather than luxuries and generally become more price sensitive (Lamb et al., 2004: 56).

Tour operators must improve existing products and introduce new ones. The goal is to reduce production hours, waste, and the cost of materials. The tour operator has to maintain and expand customer services in his/her business. In a recession, many firms

and organisations postpone the purchase of new equipment and material owing to the problem of inflation and recession. The emphasis is on product value. Customers with less to spend will seek demonstrated quality, value for money, durability, satisfaction and the capacity to save time and money before they will buy. The use of special offers stimulates demand for the tour operators' packages offered; they may be able to branch out into new market segments (Lamb et al., 2004: 56). The next paragraph discusses the external factors which can affect a tour operators' programme.

3.10.1 External factors which can affect a tour operators' programme

Yale (2004: 251) state that there are many external factors which can influence a tour operators' programme. Some will have an impact on prices, some will determine whether there is any market for its holidays and others may dictate which countries can and cannot be featured in its brochures or in what ways they can be featured. Yale (2013: 251) further explained that some of these things can reasonably be foreseen, but others arise unexpectedly and can cause problems even with holidays which are already taking place.

The external factors which regularly have an impact on an operator's decision-making are (Yale, 2013: 251):

- Foreign exchange: The rate of exchange between one country's currency and another's fluctuates according to the political and economic circumstances of the two countries;
- Interest rates at home and abroad: Interest is charged for borrowing money and the rate of interest may vary over time, often according to the government's or bank's decisions; and
- Inflation rates at home and abroad: Inflation is defined as a progressive increase in the general level of prices and is generally seen as something damaging to the economy which must be restrained. Different countries will have different inflation rates depending on various factors in their economies. On the whole, though, the stronger an economy, the lower the rate of inflation is likely to be. Where there is a high rate of inflation in the tourist receiving country, it means that prices will be going up all the time. However, favourable exchange rates usually ensure that foreign visitors with hard currencies are protected from the worst impact of rising prices.

3.10.2 Challenges in terms of sales and advertising

There are several challenges facing individual tour operators as service providers when choosing to sell their products through advertising and the message can be misinterpreted or misunderstood or can be wasteful if the response rate is low (George, 2004: 251). George (2004: 251) further explains that an advertisement may lack credibility if it is in a down market magazine or newspaper.

Yale (2004: 143) states that choosing an operating system for in the tour operating business is a challenge; computerisation is expensive but it is vital that the right system for the desk is chosen, and this can be a time-consuming business.

Hosted solutions, are another option and are sometimes referred to as “software as a service” solutions and are rented on a monthly basis. Owing to the hosted solutions’ being shared by many users, costs are generally lower, although not always, and they do not support customisation. Although some solutions support distribution of products through a branded portal website, very few actually allow for the open distribution of destination products through some kind of global distribution system (GDS) (Lamb et al., 2004: 56).

Joyce (2007: 8) mentioned that the major challenge for tour operators is in deciding whether or not to use a system that charges a flat fee or a commission towards the service offered. The benefit of a commission-based system is that there is generally very little cost to the tour operators until a sale is made; then the tour operator pays, on average, about a 5% commission through the system, on the sale of their products.

Joyce (2007: 8) mentions that the most significant challenge is distribution methods of products conducted through multiple online and offline sales channels while managing inventory. With the limited choices associated with tour distribution systems, this challenge is not that difficult to overcome. The major GDSs do not currently support destination products and are focused almost exclusively on the distribution of major airlines, hotels, and cruises. There are other consumer-based tour products websites that will sell products on behalf of tour operators. However, in almost all cases, these tour-booking websites are travel agencies that charge a heavy commission or require high-class net pricing. The best option for tour operators is identifying a system that allows management of inventory, streamlines their sales process, gives them the ability to sell through their own website, and provides an underlying distribution

network that allows them to resell their products through both online and offline sales channels.

3.11 The measures which are suggested in order to eradicate the challenges.

According to Naveen (2016: 23) suggest a number of measures in order to eradicate the challenges faced by tour operators. These are discussed below.

3.11.1 Reduce bureaucracy

The administrative hierarchy in the tourism industry has some unnecessary protocols which act as obstacles in dealing with issues of tour operators which require immediate solutions. Also, the government should establish some incentive programmes to assist tour operators in their business operations (Naveen, 2016: 23).

3.11.2 Tax reform

The manner in which income taxes are charged should be reformed to support the establishment and survival of new companies. This can be done by actions such as reduction of tax charges for newly established companies (Naveen, 2016: 23).

3.11.3 Invest in educational institutions

The government should invest in the tourism industry through the establishment of more educational institutions offering tourism education. Also, the government should encourage the private educational sector to develop training courses for tour operators (Naveen, 2016: 23).

3.11.4 Improve infrastructure

The government should involve itself more in infrastructural development in country e.g. ICT, media, and transportation on land, water and air so as to make the tourism sites easily accessible (Naveen, 2016: 23).

3.11.5 Destination branding

Tour operators should work towards the promotion of the country, and the services offered, by market targeting and segmentation to explore business potentials in areas which provide low numbers of tourists. This involves the creation of business connections with other international tourism service providers (Naveen, 2016: 23).

3.11.6 Regulation of the legal framework

The legal framework in the tourism industry should be regulated to make it easier for tour operators to adapt and implement their business operations. The policies governing the tourism industry should be improved to encourage efficiency in the sector (Naveen, 2016: 23).

3.11.7 Eradication of unfair competition

Unfair competition practices and corruption in the industry should be dealt with by increasing the power invested in the relevant authorities to work for the creation of healthy business competition. Thus, unfair competition should be eradicated in order to pave the way for fair and controlled competition which is based on the development of the tourism industry (Naveen, 2016: 23).

3.11.8 Increase safety and security

The authorities dealing with safety and security should maintain it to the required levels of satisfaction. This is because low levels of safety in destinations affect the efficient delivery of services to tourists. A well-established and functioning safety plan is required to be applied in delivering rescue services (Naveen, 2016: 23).

3.12 Promoting township tourism

Dickman and Maddock (2000: 120) state that promoting township tourism occurs when the operator communicates with customers more effectively. Therefore, tour operators at Inanda in Durban (KZN) will promote township tourism if they communicate effectively with their customers.

According to Pomeroy, Noble and Johnson (2011: 962), promotion is a means of advertising and involves reminding, persuading and informing customers about brands or products that they sell. In the tourism industry, promotion is the most visible factor of the '4' Ps in the marketing mix with the other three Ps refer to product, place and price. Bujdosó et al. (2013: 37) add that township tourism is a type of service to which the marketing mix can be applied and promotion is an essential key element in this industry. It also aims to achieve a favourable modification of a tourist's habits and mentality towards tourist destinations and township tourism products. Milwood et al.

(2013: 166) suggest that information from sources outside the destination domain can exert significant influence on the intention to visit that destination.

According to Deepak and Deveraja (2016: 142), there are number of benefits associated with township tourism, including:

- Enhancement of the local economy;
- Promotion of the township;
- Generation of new jobs;
- Support of the local communities (i.e. education and health projects); and
- Implementation of education schemes.

Kotler (2003: 397) stated that companies can either run the same advertising and promotion campaigns used in the home market or change them for each local market, a process called communication adaptation. If companies adapt both product and communication, they engage in dual adaptation.

The company can use one message everywhere, varying only the language, name, and colours. Therefore, TKZN promotes township tourism by using dual adaptation where trade service providers are obtaining the information available to them.

3.13 Promotional strategies

The role of promotion is to convince potential consumers of the benefits of purchasing or using the township tourism offerings of a particular organisation (Horner and Swartbrooke, 1996: 202). The tour operators at Inanda need to convince their potential consumers to buy their packaged promotional tours, thus enhancing their small businesses and marketing the province of KZN.

A 'push' strategy is a technique by which the organisation promotes directly to the intermediaries who stock the offerings and 'push' it to their customers. The principal (i.e., hotel, attraction, cruise liner) uses promotional techniques such as personal selling and sales promotion to encourage intermediaries to order, stock and promote their offering to the final consumer (George, 2004: 242). Such techniques involve the principals offering a high percentage to the tour operators than that usually offered, to encourage them to order, stock and promote the offering to the final consumer; and thus, township tourism will be promoted.

On the other hand, a tourism organisation using the 'pull' strategy directs its promotional techniques (mainly advertising, some sales promotion) directly towards final consumers to encourage them to buy offerings. This strategy is designed to generate consumer demand and to 'pull' the consumers into travel agencies, forcing intermediaries, owing to demand, to stock the offering. Thompson Tours, for example, might advertise its package holidays directly to the consumer via television, radio, the press, hoping that the consumer will then demand these holidays from a travel agency such as Flight Centre (George, 2004: 242).

Devaraja (2016: 172) suggest various strategies that tour operators can use to enhance their businesses, as discussed below.

3.13.1 Seasonality strategies

There are few township tourism activities which are popular throughout the year, with more activities being linked to particular events or periods. This seasonality has to be identified by the tour operator so that the tourist services can be provided according to these seasonal fluctuations.

3.13.2 Product strategies

Just as manufacturing businesses offer a range of production, tour operation businesses also need to offer a range of services. Many tour operators now provide more than 10 tourism services, including transportation facilities, accommodation facilities, township tourism, hotel, bus, train, air ticket reservation, pick up and drop of tourists from their destinations etc. All the tour operators are attracting tourists to their businesses by offering a greater number of services.

3.13.3 Target market strategies

The type of tourists is very important for tour operators providing township tourism services. They have to identify and target markets that they think will be interested in township tourism. They can offer group services or individual services.

3.13.4 Competitive strategies

Tour operators face competition from other tour operating agencies also offering township tourism services, so they have to differentiate themselves by offering something unique.

3.13.5 Branding strategies

Many tour operating businesses have their own different ways of rendering the services to tourists. While offering the township tourism services, tour operators are building their agency's brand name for the purpose of attracting a greater number of tourists towards themselves. Their past performance builds their brand image for them to accelerate their business towards profit.

3.13.6 Pricing strategies

The fixing of the prices for service is very important for tour operators. It should be fixed on the basis of the quality, affordability and accurate pricing methods. Some tour operators fix the prices for their services at a very high level, which tourists cannot handle. Others offer a number of township tourism services with special discounts which reduce the cost for the purpose of attracting a greater number of tourists towards their services.

3.13.7 Packaging strategies

The package system involves type of travel, places of visits, where the accommodation facilities are offered and number of days. Packaged tourism services are readymade offers that cannot be changed by the tourist customers.

3.13.8 Promotion or event strategies

Tour operators can occasionally conduct conferences, programmes, discussions and meetings. They can bring celebrities to such events for the purpose of promotional activities of their services. In certain situations, celebrities may become ambassadors for the tour operator. The purpose of involving the celebrities is to enhancing the image of the tour operator in the market.

3.13.9 Public relations strategies

In order to promote township tourism, tour operators must build good relations with the public. Having good relations in place, the public will provide the correct information to the tourists to get the township tourism benefits from specified tour operators. For the purpose of building the public image and public relations, tour operators adopt various strategies to build their public image and public relations.

3.13.10 Social media marketing strategies

Social media marketing is an important promotional strategy for a tour operator. Many tour operators are promoting their tour operating services through newspapers, pamphlets, television etc. Here the main purpose of the tour operator is to enhance their business activities towards a higher level.

3.13.11 Advertising strategies

Tour operators are adopting different type of advertising strategies for the promotion of their tourism business. Incurring the cost for an advertisement is necessary to produce profits in the long term. Various channels of advertising can be used to promote their tourism services.

3.13.12 Sales strategies

Sales strategies vary from tour operator to tour operator. Some tour operators increase their business through rendering good and quality services to tourists. Some promote their business through advertisements, celebrities and pamphlets. Sales strategies are different, but they need to offer their services in a way that enhances their business activities.

3.13.13 Merchandising strategies

Tour operators enhance their tourism business through offering products such as transportation, accommodation, township tourism, hotel reservation, bus, train, air tickets reservation, pick up and drop etc. Some tour operators are famous for their particular type of services. Here the product represents the type of services which will be offered to the tourists.

3.13.14 Web and e-commerce strategies

Nowadays web and e-commerce has become common in human life. The majority of the tour operating agencies promote their tourism services through e-commerce, which is also a way that tourists can find out information about the specific services and costs being offered by particular tour operators.

3.14 The township tourism promotional mix

The components that serve to achieve a marketer's communication campaign are called the promotional mix, and include sales promotion, direct marketing, public relations, personal selling, internet marketing, printed literature, sponsorship and advertising. This is the marketer's tool kit (George, 2004: 243).

3.14.1 Advertising

Advertising tries to attach meanings to brands, and these meanings are interpreted in the light of the target's motivations and aspirations (de Mooij, 2010: 38). Traditional media, such as television, radio, newspapers, magazines, books, direct mail, billboards and transit cards (advertisements on buses and taxis and at bus stops) are commonly used to transmit advertisements to consumers (Lamb et al., 2004: 316). Advertising is publicity that has to be bought and paid for and that is transmitted through a variety of media: television, radio, newspapers, magazines, the internet, public transport (for example, on a bus), and outside displays, for example, buildings and billboards (George, 2004: 244).

George (2004: 244) explains that advertising is the most powerful component of the promotional mix, and the difference between advertising and other promotional tools is that advertising is paid for. Thus, advertising allows the marketer to have control over the advertising message: what is to be said, when and how it is to be transmitted, and by which means.

One of the primary benefits of advertising is its ability to communicate with a large number of people at the same time. Cost per contact, therefore, is typically very low. Advertising has the advantage of being able to reach the masses, for instance, through national television networks, but it can also be micro-targeted to small groups of potential customers, such as with direct mail to a select group of customers or through

print advertising in a trade magazine. Although the cost per contact in advertising is very low, the total cost is typically very high. This hurdle tends to restrict advertising on a national basis to only those firms that are financially able to afford advertising (Lamb et al., 2004: 316).

3.14.2 Public relations and publicity

Public relations involve the creation of a positive image of the business to its public which includes customers, shareholders, employees and suppliers (Cronje, Du Toit and Motlatla, 2000: 240). Publicity is public information about a firm, its goods or services appearing in the mass media as a news item (Lamb et al., 2004: 322). The tour operator must create a positive attitude and image in order for the business to earn credibility from the public.

Publicity is not directly paid for, because the company attempts to encourage the media to say something positive about it in their newspapers or magazines by performing well, providing unique services or sponsoring an event. Unfortunately, bad publicity can cost a firm million. Negative consumer reactions may cost the firm much in lost sales (Lamb et al., 2004: 322).

Public relations and publicity are considered supportive, rather than primary factors in the marketing and promotional process, according to Lamb et al. (2004: 321). Marketers use public relations and publicity not only to maintain a positive image but also to educate the public about the firm's goals and objectives, to introduce new products, and to help support the sales effort (Lamb et al., 2004: 321).

3.14.3 Personal selling

This refers to all promotional attempts involving face-to-face contact between the salesperson and the person to whom the promotional message is targeted. The greatest advantage of this element of the promotional mix is that the seller can adjust the sales presentation to suit the specific needs of the customer. Tourism fairs are a typical example of an environment where personal selling can achieve great benefits. Therefore, tour operators must improve their communication and listening skills to be able to accomplish the objective of making sales using this approach.

3.14.4 Township tourism fairs

According to Neascu (2014: 119), township tourism fairs take place in the form of integrated short promotional campaigns which are intended to reach a mass of potential customers. Fairs enable the dissemination of different promotional materials to an interested audience as well as offering an opportunity to address various participants. The complexity of this promotional strategy is due to three aspects: the multitude of objectives to be accomplished, the variety of promotional techniques available, and the great number and diversity of participants. The centre of the various categories of the participants is the visitors. Visitors are most important as they are the potential tourists and the exhibitions are addressed to them. Visitors attend tourism fairs to get price offers, to learn about new things in the field, to find products that meet their needs, and to get informed about the offers in the market (Bujdoso et al. 2013: 39).

3.14.5 Sales promotion

Sales promotion consists of short-term incentives to encourage the purchase or sale of a product or service (Kotler, Bowen and Makens, 2010: 410).

Sales promotion is made up of all marketing activities which do not include personal selling, advertising and public relations which stimulate consumer purchasing and dealer efficiency. Sales promotion is usually a short-term instrument used to encourage a fast increase in demand (Lamb et al., 2004: 323). Tour operators implement the sales promotion to market their small business and to 'push' the demand by offering incentives to clients.

Lamb et al. (2004: 323) are of the opinion that consumer-orientated and trade-orientated sales promotions are critical to the tourism industry. Sales promotions include free samples, contests, bonuses, trade shows, prizes and coupons. Often marketers use sales promotion to improve the efficiency of other elements of the promotional mix, especially advertising and personal selling. Research shows that sales promotion balances advertising by yielding faster sales responses.

The tour operator will adjust the promotional mix according to the organisation's promotional objectives and its marketing situation; a tour operator may choose one of these tools or a combination, referred to as integrated marketing communications. A

tour operator can achieve a sales target with varied promotional mixes to boost the business and to promote township tourism. The next section presents goals and tasks of promotion.

3.15 Goals and tasks of promotion

Goals indicate what a business unit wants to achieve; strategy is a game plan for reaching it. Every business must design a strategy for achieving its goals, consisting of a marketing strategy, and a compatible technology strategy and a sourcing strategy (Kotler, 2003: 106).

3.15.1 Strategic formulation

Porter (1991: 23) proposed three generic strategies that provide a good starting point for strategic thinking: overall cost leadership, differentiation, and focus. These strategies are discussed below.

Overall cost leadership: Tour operators work hard to achieve the lowest production and distribution costs so that they can offer reduced prices, thereby outdoing their competitors. In this way they hope to win a larger market share (Porter, 1980: 23). The companies pursuing this strategy must be good at physical distribution. They need less skill in marketing. The problem with this strategy is that other firms will usually compete with them. They then lower their costs even more, but this can harm the business by resting its whole future on cost.

Differentiation: Porter (1991: 23) indicates that the business of tour operators focuses mainly on achieving superior performance in a crucial customer-benefit area valued by a large part of the market. The firm cultivates those strengths that will contribute to the intended differentiation. Thus, the tour operator seeking quality leadership, for example, must make products with the best components, put them together expertly, inspect them carefully, and effectively communicate their quality.

Focus: The tour operator business focuses on one or more narrow market segment, and the business gets to know these segments intimately, pursuing either cost leadership or differentiation within the target segment (Porter, 1980: 23). The tour operator can choose to narrow their segment by choosing small packages for tourists and weighing the responses from their sales.

People communicate with one another for many reasons. They seek amusement, ask for help, give assistance or instructions, provide information, and express ideas and thoughts. Promotion, on the other hand, seeks to modify behaviour and thoughts in some way (Lamb et al., 2004: 328). There are various ways in which promotion is undertaken, including the following:

Informing: Informative promotion may seek to convert an existing need into a want or to stimulate interest in a new product. Information-type advertising is generally more prevalent during the early stages of the product life-cycle. People typically will not buy a product or service, or support a non-profit organisation, until they know its purpose and its benefits to them (Lamb et al., 2004: 328).

Tour operators use communication skills when informing their customers about their business. Therefore, to provide excellent customer service, it is important to develop the communication skills of employees through training and development (Tassiopoulos, 2010 218).

Persuading: Persuasive promotion is designed to stimulate a purchase or an action. Persuasion normally becomes the main promotion goal when the product enters the growth stage of its life cycle. By this time, the target market should have general awareness and some knowledge of how the product can satisfy their wants. Therefore, the main emphasis of the promotional task switches from informing consumers about the product category to persuading them to buy the firm's brand rather than the competitor's (Lamb et al., 2004: 328-329).

Reminding: Reminder promotion is used to keep the product and brand name in the public's mind. This type of promotion prevails during the maturity stage of the life-cycle. It assumes that the target has already been persuaded of the merits of the goods or service. Its purpose is simply to trigger a memory (Lamb et al., 2004: 329).

Table 3.1: Promotional tasks

Information Promotion	Persuasive Promotion	Reminder Promotion
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<ul style="list-style-type: none"> • Increasing the awareness of a new brand of product class. • Informing the market of new product attributes. • Suggesting new uses for a product. • Reducing consumers' anxieties. • Telling the market of a price change. • Describing available services. • Correcting false impressions. • Explaining how the product works. • Building a firm's image. 	<ul style="list-style-type: none"> • Building brand preference. • Encouraging brand switching. • Changing customers' perceptions of product attributes. • Influencing customers to buy now. 	<ul style="list-style-type: none"> • Reminding customers that the product may be needed in the near future. • Keeping the product in consumers' minds during off-peak times. • Maintaining consumer awareness.
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Source: Lamb et al. (2004: 328)

3.16 Summary of chapter

This chapter focused on the literature dealing with the role of tour operators in promoting township tourism at Inanda. It has been established that there are several challenges that confront tour operators in growing their businesses. Further, tour operators can use several promotional strategies to enhance their businesses. The next chapter presents the research methodology of the study.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

This chapter presents the research methodology used in the study. The researcher explains why the methods used to collect data were preferred, how they were designed and how they were utilised. According to Parikh (2006: 479) every study must be well planned to avoid the waste of effort and to ensure the achievement of valid answers. In support of this view, Bhattacharya, Banerjee and Saksena (2003: 64) state that there is a difference between research and an ordinary information gathering exercise because the former requires the application of a relevant methodology. According to Urwin and Burgess (2007: 29), research methodology is a tool for organising the acquisition of data.

In keeping with the above-mentioned facts, the researcher used a specific research methodology to collect, analyse and interpret the data needed in order to draw conclusions and arrive at recommendations. The stages and procedures that the researcher used in planning and designing this study formed part of the investigation into the following research questions:

- What are the strategies used by tour operators to promote small tourism enterprises in the township of Inanda?
- How do tour operators ensure the effectiveness of their strategies when promoting small tourism enterprises in the township of Inanda?
- What are the challenges faced by tour operators in promoting township tourism at Inanda?
- How do tour operators address the challenges they face regarding the promotion of small businesses in the township of Inanda?

The study set out to understand the role of tour operators in promoting township tourism by looking at promotional strategies that tour operators employ in promoting small tourism enterprises in townships while it is also looking at the effectiveness of those strategies. To elicit relevant information, changes had to be made to the research instruments, the different questionnaires and the planned strategy in order to suit the level and nature of respondents.

The study focused mainly on the role of tour operators in ensuring that township tourism specifically small enterprises are promoted so that the communities of Inanda are socio-economically emancipated. This chapter includes an explanation of the methodology applied to collect data, instruments used and challenges encountered during the collection of data. Thereafter, the important aspects of the research are highlighted. The researcher goes on to elaborate on: sources of data; research methodology; data collection; and sampling technique used; reliability of data collected; data analysis; challenges experienced and also limitations of the study.

4.2 Research design and approach

According to Burns and Grove (2003: 270) research design is a blueprint for conducting a study with control over elements that may interfere with the legitimacy of the findings. Research design is a strategy that describes how, when and where information is to be collected and analysed. Research design is the researcher 's overall process for answering the research question or testing the research assumptions. Research objectives are goals of the research (Kruger and Welman, 2001: 137).

Research is either primary or secondary primary data being collected directly through research tools or secondary data mostly collected by someone else. Creswell and Plano Clark (2007: 6) define the research design as processes for gathering, scrutinising, understanding, and reporting information in research studies. Mouton (2010: 23) states that the key purposes of research design are to permit the scholar or researcher to expect what the suitable research decision should be in order to make best use of the validity of the final result, to improve and theorise an effective plan, and also to confirm that the techniques adopted under the research plan are suitable to provide objectives, correct and useable answers in relation to the research problem.

A qualitative research approach was chosen for this research study using a single data collection method for in-depth study of the role of tour operators in promoting township tourism at Inanda. Adopting a qualitative research approach fits well with this research study for a variety of reasons. For instance, qualitative research takes place in normal settings where the real events happen; this approach offers an opportunity for the researcher to discover and gain a clear understanding of a specific situation or proceedings (Creswell, 2009: 173). The qualitative research approach is a fitting

research method for researchers who are concerned with insight, discovery, and understanding rather than assumptions (Noor, 2008: 1605). Furthermore, qualitative research is suitable to address certain research difficulties where the researcher often has little information or understanding of the subject (Morse and Richards, 2002: 11).

Qualitative research usually involves participatory techniques of data collection emphasising participants 'insights and familiarities with a particular event (Creswell, 2009: 176), which was the case with this particular research study. In particular, qualitative research in the form of interviews permits the researcher to communicate directly with the respondents, offering the opportunity for detailed examination of issues and generation of detailed responses (Nykiel, 2007: 60). This method is appropriate in a study of this nature since it provides a holistic perspective of the role of tour operators in promoting township tourism at Inanda.

4.3 Population

Welman, Kruger and Mitchell (2005: 69) state that the population is the study object and can be persons, clusters, organisations, human products and actions, or the situations to which they are exposed. A population incorporates the total collection of all components of analysis about which the researcher wishes to make specific conclusions. Finn, Elliot-White and Walton (2000: 3) contend that there are three important questions which have to be addressed in any sample survey. These are:

- What is the estimated population of the study area?
- How big should be the sample of the study?
- How should the study sample be obtained?

Bless, Higson-Smith and Kagee (2007: 33) define population as the complete set of items or persons which is the focus of the research and about which the investigator wishes to regulate some characteristics. The target population of this study are tour operators who are based at Inanda Township. The TKZN database estimated the tour operators who are registered in KZN to be 116. This includes tour operators who are based at Inanda Township.

4.3.1 Sample

A group selected from the population is called a sample. The size of the population normally makes it impractical and ineffective to include all the members of the

population in a research project. However, it's important to select members that have the information that is being investigated by the researcher to guarantee and warrant the validity of the study (Welman, Kruger and Mitchell, 2005: 60).

This study was conducted at Inanda township and seven tour operators who are based at Inanda were interviewed. The sample type and size was easy to choose since the total number of respondents was determined by the fact that there were only seven tour operators who were bringing international and domestic tourists to Inanda township and it is worth mentioning that all these seven tour operators were interviewed individually and not simultaneously as the process depended on their availability. The interaction in the form of an interview between the researcher and each respondent lasted between 30 and 40 minutes. Questioning could be probed when the researcher needed clarity.

4.4 Sampling method

Sampling is the procedure of choosing the sample from a population to acquire data concerning a phenomenon that characterises the population of interest (Neuman, 1997:28). Sampling is the study of the affiliation between the population and the sample drawn from it, aiming to determine some characteristics of a certain population (Babbie and Mouton, 2010: 119). Sampling is a finite part of a statistical population whose properties are studied to gain facts about the whole. When dealing with people, a sample can be defined as a set of respondents (people) chosen from a larger population for the purpose of an investigation.

However, in view of the small number of registered tour operators, circumstances compelled the researcher to conduct a survey of all these seven tour operators since their activities were being rendered at Inanda township. The sample type was therefore purposive. This sample was chosen very purposefully as it consisted of those with a particular experience since the goal of qualitative research can be stated as in- depth understanding.

4.5 Data collection

Data collection is a vital aspect of the research process. The data collection technique chosen has a major impact on how different activities for the rest of the research project are assumed (Polonsky and Waller, 2011: 94). The researcher opted to use an

unstructured interview method with open-ended questions for data collection. According to Churchill and Iacobucci (2005: 167) data collection is an important part of a problem-solving process. The study is descriptive in nature and focuses on the population from which the sample has been drawn.

The interviews involved the tour operators within Inanda township. The choice and design of interview questions was informed by the extent of the research problem, the demands of the research questions and the scope of the research objectives. The interviews were all conducted during daylight hours through comprehensive interviews with all the respondents who were selected for the study. The rationale for conducting the interviews during daylight was to gain trust from the respondents and also to give the respondents the chance to see the researcher face to face without any uncertainties.

The interviews were conducted in the form of one-on-one sittings with all the respondents; a voice recorder was used to record all the interviews. Each interview lasted approximately 40 minutes. The interviews were conducted in the isiZulu and English languages so that the respondents could have a clear understanding of the questions.

4.5.1 Interviews

The data collection method used in this study was unstructured interviews. Interviews are a major category of techniques for collecting data through questioning and are acknowledged as being some of the most effective ways of collecting data in social sciences research.

The “interview” is a managed verbal exchange, and as such its effectiveness heavily depends on the communication skills of the interviewer (Clough and Nutbrown, 2007: 2). These include the ability to clearly structure questions, listen attentively, pause, probe or prompt appropriately, and encourage the interviewee to talk freely, i.e., make it easy for interviewees to respond (Gomm, 2004: 26).

Unstructured interviews were used in order to gain an understanding of stakeholder’s views regarding the entire role played by tour operators in promoting township tourism, challenges facing tour operators, strategies used by tour operators and effectiveness of those strategies. Moreover, unstructured interviews were also used for gathering

data regarding the involvement of tour operators when TKZN and Durban Tourism seat for their marketing and strategic planning.

One of the major advantages of unstructured interviews is that they are flexible because questions and answers can be probed in order for the researcher to get clarity or do a follow-up on what the respondent has articulated. The researcher always ensured that he did not add or deviate from questions formulated for respondents when making a follow-up or seeking clarity as that exercise could have an adverse consequence on the reliability and validity of findings.

The format also allows for a flexible, interactive process where both interviewer and interviewee are able to take an active role in communicating, answering, listening and conversing (Cloke et al., 2004: 18). Thus, rather than being bound by a predetermined set of questions, the respondent and researcher are free to introduce new themes and follow up on interesting conversational angles (Bryman, 2008: 38).

4.5.2 Structure of the interviews

All the interviews were conducted by the researcher. Those who participated in the interviews were encouraged to give expression to their views thoughts and intentions, all interviews were conducted mostly in isiZulu and language with some English – the researcher is fluent in both languages. Each interview was conducted at a mutually convenient time, place and covered questions on the subject of the role of tour operators in promoting township tourism.

The average length of the interviews was 40 minutes; the shortest interview lasted for 30 minutes 34 seconds with one of the tour operators. The reason for that was because the tour operator had to go and attend to his clients who made a booking the day before the interview. The entire process of interviewing the respondents lasted for four days. The interviews were captured by means of a voice recorder; all the respondents were informed prior to commencement of interviews regarding the use of a voice recorder and they all accepted this.

The most notable limitation was the reluctance of the respondents to provide detailed information; it was only when the researcher informs the chairperson of the (INK) Community Tourism Organisation tour operators to ask them to cooperate with the researcher the respondents started to provide detailed information. The issue of a

venue was an extra limitation because most of the tour operators were always out of their offices.

There was a completely positive response from the respondents as all the participants that were selected to partake on the study were interviewed meticulously. Seeing that the duration of each interview was a lengthy process, the respondents were all interviewed over the course of four days.

4.6 Respondents recruitment process

In attending to the issue of participants' enrolment processes, an email communication with the summary information of the study proposal, was sent to the following respondents: Durban Tourism, TKZN and Associations of Tour Operators to request permission to conduct the study at their respective areas of operation. The following procedures were followed:

- The consent letter acquired from Durban Tourism head office was forwarded to Tourism Officer of Ohlange Tourism Office at Inanda by means of email correspondence prior to commencement of the data collection process. The researcher then travelled to the chairperson of Tour operators with the hard copy of the consent letter acquired from Durban Tourism head office for security reasons and for chairperson of tour operators to also grant permission to conduct interviews. Both letters were produced on the day of data collection. The researcher collected the data single-handedly with the help of an audio recorder which all respondents consented to.

4.7 Ethical considerations

The demand for ethics in research studies has become a fundamental subject, particularly with regard to studies such as this that touches on personal lives and the dignity of individuals' culture (Nchabeleng, 2013: 64). Various academics have pointed out the significance of treating research participants with respect, care, and sensitivity (Oliver, 2003: 87). The authority to conduct the study was approved by the Durban University of Technology (Faculty of Management Sciences), Faculty Research Committee [FRC] and the Institutional Research Ethics Committee [IREC] after a rigorous process that was aimed at ensuring that the study met the required standards with regard to ethical issues.

In addition, Durban Tourism and TKZN related personnel were supplied with copies of the research proposal in order to obtain their authorisation for this study to be conducted. The main ethical consideration of this study was confidentiality of all information recovered during data collection. The researcher explained the drive and objectives of the study to all respondents and any questions were answered. All participants were expected to give written and verbal consent before participating in the study. Permission to make use an audio-tape was included in the consent forms. Participants' identities and contact information was not recorded or used for the study for reasons of anonymity. Study subjects were assured that all information provided would only be used for the purpose of the study and that it would be treated with utmost confidentiality. Study subjects were informed that the processed data (thesis) would be made available to anyone who is interested in the study. Participants of the study were informed that they could withdraw from the study at any given time without any explanation.

4.8 Confidentiality and anonymity

Irrespective of highlighting the importance of maintaining confidentiality (Grinyer, 2002: 4), the literature on research design and the ethical codes of professional conduct offer virtually no specific, practical guidance on disguising respondents' identities and preventing deductive disclosure in qualitative research (Giordano et al., 2007: 56). Confidentiality and anonymity was explained by means of a consent letter before commencement of the interviews and participants had the right to participate or withdraw from the study. Throughout all the interviews, an informed written consent letter was obtained from each of the research participants.

According to Oliver (2003: 28), confidentiality can be elucidated as an explicit or implied guarantee by a researcher to a respondent in social science research whereby the respondent is confident that any information provided to the researcher cannot be attributed back to that respondent. Furthermore, the assurance of confidentiality carries with it the additional implication that non-researchers cannot discover the respondent's identity. Thus, confidentiality is an active attempt by the researcher to remove any trace of respondents' identities from the records. Anonymity is when respondents remain anonymous throughout the academic research study.

The researcher assured all respondents that any personal information collected that could identify them would remain strictly confidential and access to that information would be restricted to the researcher and the supervisor directly involved in the research at all times, before, during and after the research activities. The respondents were advised not to mention their names therefore the researcher used codes to classify respondents. Respondents were informed of the plans to destroy the original interviews when the research project is concluded, five years after completion of the thesis.

4.9 Data analysis

Qualitative data analysis can be carried out by organising data into categories on the basis of themes, concepts or similar features. The qualitative researcher develops new concepts, formulates conceptual definitions and examines the relationships among concepts (Neuman, 1997: 82). According to Lancaster (2005: 18) analysing data is the method of turning data into information. Information is data in an arrangement which can be used for insight and decision-making. The crucial purpose of analysis therefore is to filter large quantities of data into forms that are more readily managed and absorbed, and also remove data that are not suitable in the setting of the research project. Related to extraction, data analysis should also help to classify data. The researcher therefore decided to identify and formulate themes that were drawn from the research questions and this was done with an intent to achieve suitable and valid findings through the unstructured interviews.

According to Creswell (2009: 184), data analysis follows several steps which include: a) organising and preparing data for analysis; b) obtaining a general sense of information; c) coding and identifying the main themes; d) representing the main themes in a qualitative narrative; and e) interpreting data in relation to the literature or theories. The researcher transcribed the interviews. Using these transcriptions with assistance of professional statistician the researcher developed primary themes of the research findings through the use of NVivo. Welman, Kruger and Mitchell, (2005: 69) state that field notes can be described as detailed notes made by hand, tape recordings and observations that are compiled during qualitative interviewing. The collected information is captured and analysed, data is categorised and individual themes are identified and analysed. The major data preparation techniques for

qualitative data includes data-editing, data-coding and data-capturing (McDaniel and Gates, 2010: 132). The information collected through interviews using voice recorder was translated, edited and transferred into a hard-copy format, the information was then coded per objective and categorised accordingly. Data analysis enables relationships and particularly causal relationships to be identified.

4.10 Pilot testing

According to O’Leary (2014: 206) pilot testing is essential and allows a researcher to test questionnaires with a group of respondents that have a similar background to the actual sample. A pilot testing of this study was conducted with a sample of one respondent a tour operator that is based at uShaka Marine World. This particular tour operator was selected due to its background, township tourism activities, local and location.

4.11 Delimitations and limitations of the study

This section of this research study seeks to disclose the delimitations and limitations that were noted during the whole progression of the study.

4.11.1 Delimitations

This research study was delimited to tour operators who are based at Inanda township, although it addresses a concern confronted by a number of tour operators situated nearby to tourism destinations all over the country. The research specifically intended to address the role of tour operators in promoting township at Inanda. Thus, this research was restricted both in terms of the variables and the study area.

4.11.2 Limitations

The sample population selected for this study was limited to respondents based at Inanda township; thus, the ability to generalise to the entire population of KZN and beyond its borders is severely limited. Another limitation of this research study was that a number of respondents displayed reluctance to participate in the study and some were passionate in responding to questions due to their political views and the fact that they were not happy with what Durban Tourism was offering them as tour operators. Therefore, some answers were motivated by anger and bitterness. Such conduct could have influenced the outcomes of the study.

4.12 Reliability and validity of instruments

Cooper and Schindler (2003: 121) argue that validity and reliability are non-negotiable for evaluating a measurement tool when a research project is planned. Validity answers the question as to whether the instrument measures what is intended, and reliability addresses the extent to which a data collection procedure produces the same results on repeated trials. Miller (2007: 21) agrees with Cooper and Schindler (2003: 121) by stating that the two most important and fundamental characteristics of any research procedure are validity and reliability. Golafshani (2003: 86) summarises the significance of these two non-negotiables by referring to reliability and validity as tools of an essentially positivist epistemology.

4.12.1 Validity

The aim of the study was not to generate generalisable results but to investigate the role of tour operators in promoting township tourism at Inanda specifically. The information collected from the study area and the ultimate findings of the research study are required to be valid and useable (Wagner, Botha and Mentz, 2012: 43).

Validity is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform. In qualitative research, validity is important in order to check the accuracy of the research findings (Creswell, 2009: 96). In warranting the validity of the study, the respondents were interviewed separately.

The study was further validated by the use of data triangulation, which helped in crosschecking the findings. The researcher combined numerous concepts, information sources and approaches; the researcher examined the current approach employed by tour operators and literature by other researchers related to the subject to authenticate the research findings. Finally, the study was validated through the use of multiple sources of data collection procedures including interviews, observations and recordings.

4.12.2 Reliability

Joppe (2000: 17) defines reliability as the extent to which results are consistent over time and are an accurate representation of the total population under study. If the results of a study can be reproduced under a similar methodology, then the research

instrument is considered to be reliable. Punch (2005: 95) describes reliability as referring to the central concept in measurement. In warranting the reliability of the research findings, the interview questions were piloted to ensure that the questions were clear and that respondents did not come across any redundant complications when answering the questions. A number of interview questions were reviewed subsequent to the pilot study based on the feedback. The reliability was also ensured by selecting a sample that was guaranteed to provide precise and suitable information to answer the study objectives.

The researcher explained all questions to respondents in their indigenous language, to make it easier to comprehend.

Another aspect of reliability that the researcher addressed was internal consistency, which refers to the extent to which items in the research instruments measure the same thing. The interview questions were designed so that they all collected information that answered the same research objectives and research questions. The researcher also ensured that all the tour operators that participated in the study were able to answer one and the same questions as consistently as they could without them being altered by the researcher to influence respondents' answers. Even where probing questions by the researcher occurred, this was in order to seek clarity or eliminat ambiguity from answers by respondents.

4.13 Summary of chapter

This chapter has explained the research methodology that was employed in the research study including the research design, target population, sample methods together with sample size, as well as the measurement instrument. Respondent recruitment, data collection and data analysis were discussed, as well as pilot testing, scope and limitations, confidentiality measurement, reliability and validity, and ethical considerations. The chapter has also detailed the research process, focusing on the research design and construction of the research instrument and its administration, the collection, analysis and interpretation of collected data.

The next chapter will be report on the findings of the study by providing and analysing the data which was collected during the interviews and elaborating on the interpretation of the research results.

CHAPTER 5: RESULTS – PRESENTATION AND DISCUSSION

5.1 Introduction

The previous chapter outlined the methodology employed in this study. This chapter presents the findings gathered from the field work conducted from among the respondents at Inanda township. The main objective of the study was to investigate the role of tour operators in promoting township tourism in Inanda in Durban KZN. More specifically, the study focused on determining whether the strategies used by tour operators to promote small tourism enterprises in the township of Inanda are effective, and the nature of the challenges faced by tour operators in promoting township tourism in Inanda and how they address those challenges. To maintain consistency throughout the chapter, themes have been set out as derived from the data collected as a result of the interviews, which is then systematically analysed.

South Africa is a competitive country when it comes to township tourism. It holds some of the most scenic sites in the world. The researcher is therefore making the deduction that, if more support can be given to the tourism component of the country, South Africa could rival other tourist-rich countries such as Dubai, Thailand and Europe and others. The next paragraph presents the thematic analysis of the study.

5.2 Thematic analysis

Thematic analysis is a type of qualitative analysis that is used for the analysis of data and classification and presentation of themes (patterns that relate to the data). It illustrates the data in detail and deals with various subjects via interpretations (Alhojailan and Ibrahim, 2012: 02).

Thematic analysis offers a chance to understand the possibility of any issue more broadly (Marks and Yardley 2004). Namey (2008: 138) said:

Thematic moves beyond counting explicit words or phrases and focuses on identifying and describing both implicit and explicit ideas. Codes developed for ideas or themes are then applied or linked to raw data as summary markers for

later analysis, which may include comparing the relative frequencies of themes or topics within a data set, looking for code co-occurrence, or graphically displaying code relationships.

Thematic analysis is used by the researcher to correlate the data with concepts and opinion. In this study, multidimensional techniques were used to ensure validity of the findings. Themes and subthemes were developed in the analysis of the qualitative interviews that was designed to investigate the role of tour operators in promoting township tourism with a help of a professional statistician through the use of NVivo.

Ishak and Bakar (2012: 102) state that NVivo is a set of tools for analysing qualitative data. However, irrespective of the software being used it is the duty of the researcher to make sure that data is meaningful and is not affected by the context of the study. Certainly, the software being used does not substitute for the wisdom of the researcher, because in the mind of every researcher there is a story which will affect the ways in which they see and understand the world. The following section defines techniques for the various analyses.

5.3 Generic definitions of techniques for the various analyses

The generic definition of techniques will help the reader to gain an appropriate understanding of the themes identified during the in-depth interviews.

5.3.3 Tree maps

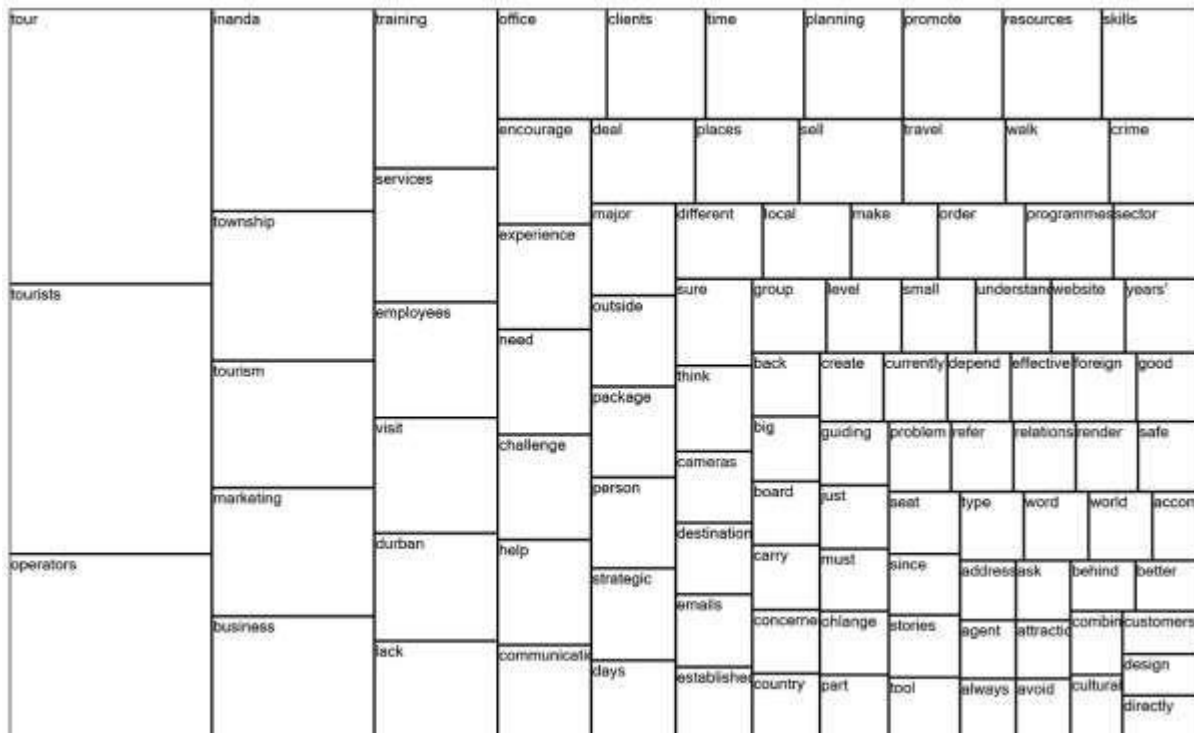


Figure 5.3: Tree maps

Source: Author (2018)

Tree maps show the data (frequently used words) in terms of size of blocks. The larger blocks reflect the words mainly used. It also shows what those words are connected to. The words they are connected to imply relationships. The entire map gives a holistic view of how data is placed in terms of size of reference (Figure 5.3).

5.3.4 Word trees

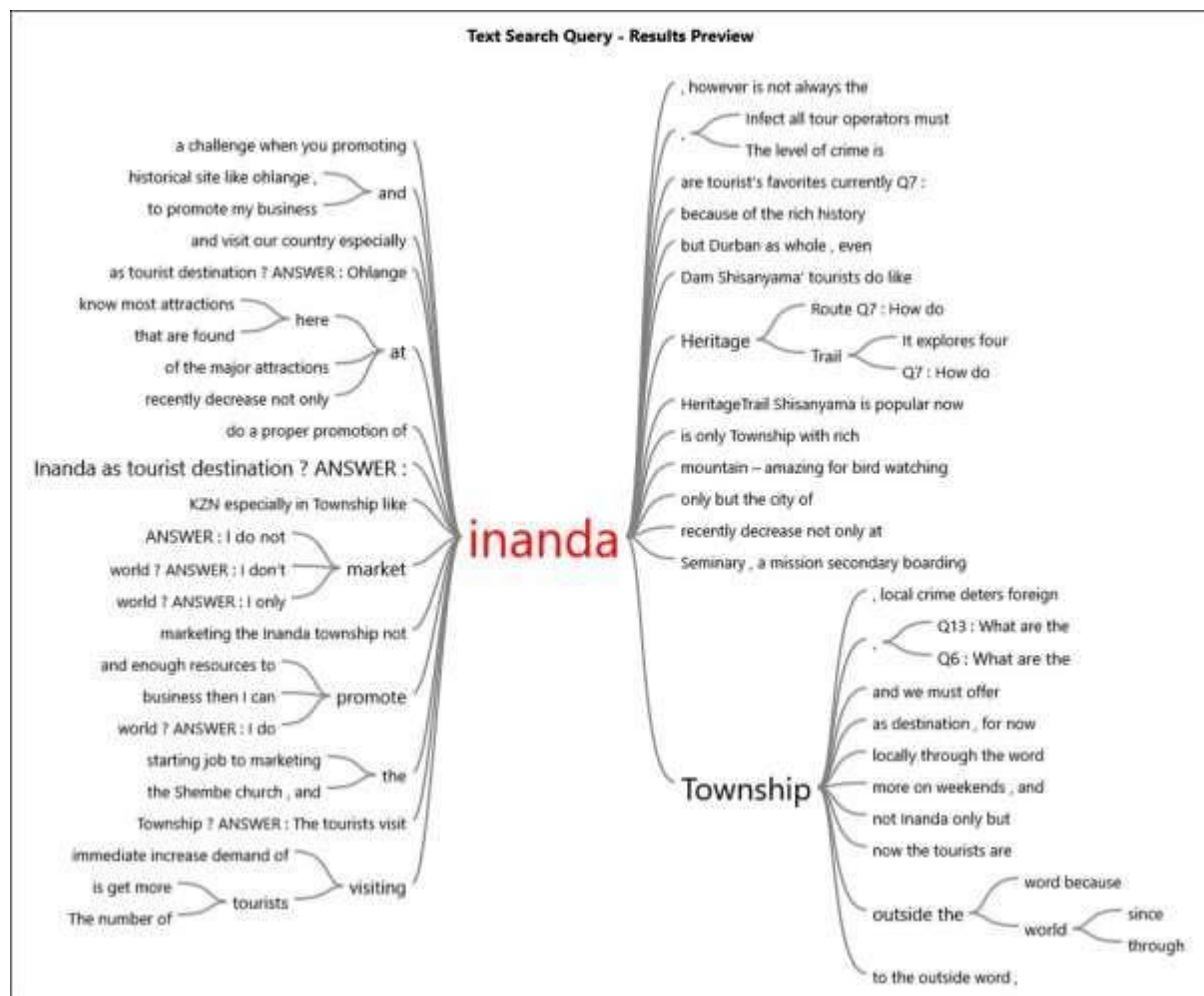


Figure 5.4: Word trees

Source: Author (2018)

Word trees are used to demonstrate key words from the data and the words/sentences connected to that specific word. It allows one to see how these words connect to other words and sentences/views (Figure 5.4).

Based on the above analyses there were three primary themes generated and these were further informed by subthemes. The three primary themes were:

- Tour operators of Inanda township
- The tourist experiences
- Current role of (ink) community tourism organisation board.

5.4.1.1 SATSA registered

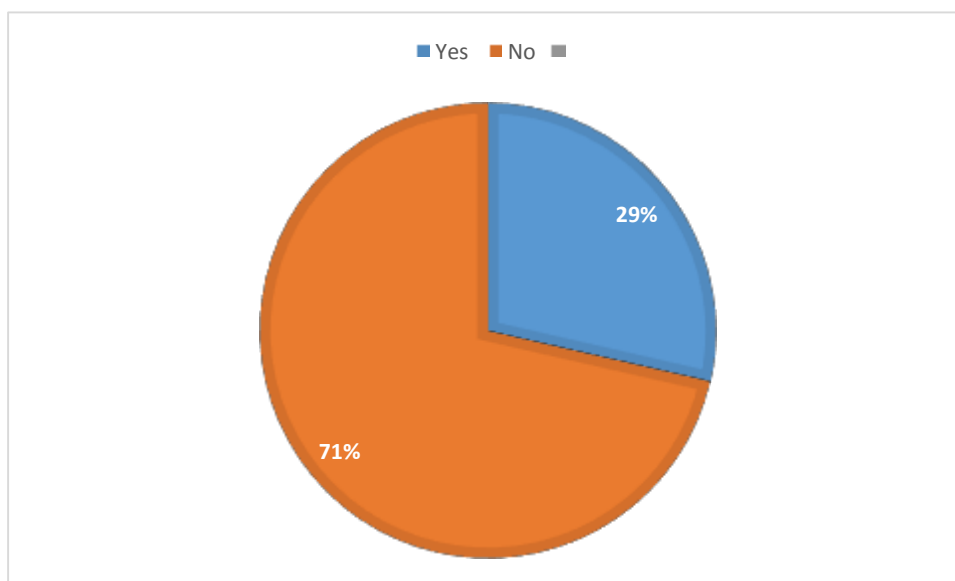


Figure 5.6: Registrations with SATSA

While it is expected that tour operators register with SATSA, the study reveals that 71% of the respondents have not registered i.e. only 29% are registered (Figure 5.6). The reasons for non-registration, as stated by the respondents, are due to lack of information and communication. Tour operators who are registered with TKZN do so for marketing purposes within the province. This finding reveals that tour operators need to be educated and informed about the importance of registering with tourism associations and compliance within the tourism business (South African Tourism Services Association [SATSA], 2010: 18). It would appear that tour operators are not informed about the requirements and compliance information and perhaps this can be looked into as to how to promote more SATSA registration through offering assistance or incentives etc.

5.4.2 *Challenges faced by tour operators*

This section looks at the challenges faced by tour operators, which may hinder them to promote township tourism. According to TOI (2008: 7), tour operators are an important link between the tourists and the destinations. There were various challenges faced by the tour operators. Hence this became a prominent subtheme.

5.4.2.1 Challenges to promoting township tourism in Inanda

The main challenges that faced the tour operators at Inanda Township were:

- **Lack of governmental and departmental support**

There seemed to be a lack of support from governmental departments such as TKZN and Durban Tourism. A respondent quoted a key example of lack of support and unity between the department and local tour operators. The tour operator approached Durban Tourism in March 2017 for assistance/support and sponsorship to host a large group of tourists. Instead someone from the department called the client directly and averted them away from the tour operator by saying that the tour operator's paperwork was not in order etc. Hence, instead of helping, the department took clients away. There was also a lack of communication from the tourism department to local tour operators.

- **Limited resources and funding**

The lack of resources and funding was a key challenge. This prevented the tour operators from growing and expanding their business. This can be due to the lack of support as illustrated above.

- **Crime**

Crime is always a key challenge. Tourists are scared/afraid of visiting Inanda when they hear about crime there on the news (TV or newspapers). Furthermore, if a tourist is robbed then they will always have a negative perception of the area. Holistically, crime deters tourists from visiting Inanda township. This can have a very adverse effect on the tourist market.

5.4.2.2 Challenges at Ohlange tourism office

These were the challenges experienced at the Ohlange Tourism office:

- **Lack of communication between office and operators**

There is a lack of communication between Ohlange office and tour operators which hinders progress of the local tour operators.

- **Lack of funding**

There is also a lack of funding from the Ohlange tourism office.

- **Office board staff turnover**

There is regular staff turnover at the office, whereby there are new staff starting and then leaving between one and three months. This makes it a challenge for

local tour operators to form a consistent relationship with the staff there.

- **Office funding limitations**

The office seems to have their own funding limitations whereby they complain that they do not have sponsorships. This then limits their support to the local tour operators.

- **Do not bring tourists to the office**

Two respondents did not use the Ohlange office at all.

5.4.2.3 Addressing challenges to promote small tourism businesses in Inanda township

In an attempt to address the challenges experienced by local tour operators, the following emerged.

- **Self-research and development**

One of the respondents did their own research to equip themselves on how to grow their business and rise above the challenges (as listed above)

- **Try to address the challenges at Durban Tourism**

Another respondent was going to remain pursuant of addressing challenges experienced at the Durban Tourism office.

- **Office not responsive**

Some tour operators try to address challenges via the Community Tourism Officers (CTO) but nothing happens. Emails with suggestions are sent regularly but to no avail and nothing gets done. This frustrates the local tour operators. The tour operator's board are formal channels to address challenges. Challenges at the board level however remain, with no solutions in sight for the tour operators.

5.4.3 Knowledge, skills and training

- **Skills training for employees**

Participants reported that there currently no skills training was provided and this was due to a lack of resources and lack of staff investment/permanency.

- **Need for more skills and training programmes**

There is a dire need for skill training and development in order to improve the business. Training and skills development is needed in the following areas:

- **Book-keeping**
Book-keeping is essential for proper financial management
- **Customer service**
A tourist business is built on customers and deals with customers on a regular basis; customer service training can improve customer service.
- **Improve service**
Service-related training can improve services in general.
- **Marketing**
If tour operators could be provided with aggressive marketing which could be used to build the industry and ensure its sustainability.
- **Tour guiding**
Proper and professional training in tour-guiding would be valuable.

5.4.3.1 Knowledgeable of products as a tour operator

The tour operators did seem to be knowledgeable of the industry but recognised the importance of being knowledgeable in this regard. This knowledge will help tour operators to create a positive attitude and image in the minds of the tourists in order for the business to earn credibility from the public and promote Inanda township as a tourist destination (Cronje, Du Toit and Motlatla, 200: 240). This finding is supported by the studies of Nieman, Hough and Niewenhuizen (2003: 34) who state that it is necessary for entrepreneurs to have both managerial and leadership skills. Furthermore, Nieman, Hough and Niewenhuizen (2003: 34) found that the people-related issues involved in human resources include addressing the skills, attitudes and expectations of employees and entrepreneurs. The factors related to being knowledgeable are listed below:

- **Experience**
Some operators had +- 3 to 4 years' experience. This made them very knowledgeable. It supports the argument that experience brings knowledge.
- **Qualification**
Two respondents also had qualifications in the tourism industry.
- **Create good image and package**

Being knowledgeable also allowed tour operators to develop and maintain a good image/reputation with clients. Furthermore, it assisted in the development of suitable packaging to match the needs of clients.

- **Link between tourists and destinations**

Being knowledgeable about the industry/products allowed for the tour operators to be the direct link between tourists and the destination. This was an important point.

- **Need to be knowledgeable**

Overall, as conveyed by three respondents, there was a need to always be knowledgeable of the industry and products in order to deliver better services and build the industry.

5.4.4 Marketing

The concept of marketing in any industry is fundamental. The tourism industry is no exception considering the nature of the industry. The following subthemes discuss the current marketing status of the tour industry in Inanda township.

5.4.4.1 Effectiveness of marketing strategies

The results show that current marketing strategies were seen as ineffective. Most of the marketing was done via word-of-mouth referrals. There was a severe lack of digital platforms such as websites and other digital media for marketing, with telephones being the main tool used. This needed to change drastically for marketing to become more effective. One respondent did reviews of her marketing strategy but the last review was only done in 2014. There needed to be more reviews done in order for marketing strategies to change.

Marketing is dynamic and in today's modern era of technology, the Inanda township must learn how to use it; however, support and resources would be needed (from the Department/Board/Government).

5.4.4.2 Marketing of Inanda township to the outside world

Marketing to the outside the world was also not very strong. This was primarily because of:

- **Lack of resources**

The lack of resources severely hindered the effective marketing of Inanda Township to the outside world. This lack of resources pertained to a lack of marketing tools and resources, technology, websites, and support from tourism stakeholders.

- **More support needed for outside marketing**

As above, there was a need for more support from Departmental tourism stakeholders in order to promote Inanda township to the outside world.

- **More sales promotion and incentives**

One respondent made an interesting point on the use of sale promotions to attract more foreign tourists as this is seen as a 'short run tool' that can increase the demand for Inanda township tourism. Incentives to tourists must also be provided.

5.4.4.3 Making information to tourists interesting and accurate

The tour operators were making an effort to make information interesting for tourists. This was done via:

- **Research**

One respondent did research on various destinations and then updated his information accordingly.

- **Putting the tourist first**

Another respondent ensured that their package was designed primarily on the tourists' needs and giving them exactly what they asked for. They also focused on making sure that the tourist came first and had a memorable experience.

- **Keeping updated and relevant**

Keeping information updated in relation to the latest happenings of the country was seen as a necessary strategy.

5.4.4.3.1 Creative and exciting

Being creative and innovative was definitely a key strategy. Some respondents recited stories to complement tours which made the tour exciting and memorable. Another respondent used quizzes. Some told jokes and provided good humour along the way.

5.4.4.4 Main tourist attractions that promote Inanda as a tourist destination

The results show that the Inanda heritage sites are the tourists' favourite destinations. When the respondents were asked about the main tourist attractions that promoted Inanda as a tourist destination, the respondents stated the following:

"It explores four major movements, which were to have an extraordinary effect on this stretch of the M25 – Gandhi's movement of passive resistance (Satyagraha), John Dube's Ohlange Institute for African boys (he was also the founder of the ANC), the Shembe church, and the Inanda Seminary, a mission secondary boarding school that catered exclusively for African girls this attraction makes iNanda unique compare to other townships." **[Respondent 02]**

"The Inanda Heritage trail forms part of the Freedom Route in Inanda, north of Durban, which takes visitors on a journey into the history of South Africans who helped shape the country I make sure that tourists know about this rich history of iNanda. The Inanda Heritage trail starts at the Inanda township, and takes visitors into the Ohlange Institute, which was established by Rev. John Dube, who was also the first president of the African National Congress. The Ohlange Institute is also the historical site where late-president Nelson Mandela cast his vote in South Africa's first democratic elections in 1994." **[Respondent 03]**

Another respondent conveyed the following view:

"The Inanda Heritage route takes in some of the most important, albeit little-known, historical sites of Durban. Winding its way through the Inanda valley, it provides a snapshot of critical South African history as well as, perhaps surprisingly, India's past." **[Respondent 04]**

5.4.4.4.1 The Shisanyama

The results show that Shisanyama is also a big favourite for tourists who are visiting Inanda Township as conveyed by two respondents.

"If I have a tour here at Inanda township I sure that I visit one of the Shisanyama here at Inanda in order for the tourist to experience the Shisanyama barbecue brunch at Under the Moon Lounge. Discover the cultural soul of Inanda and feel this township dynamic atmosphere as you walk in the steps of some of the world's great leaders. And they get a chance to pay respects to Dr. John Dube at Ohlange High School where Nelson Mandela cast his vote in South Africa's long-awaited first democratic elections." **[Respondent 06]**

This was supported by another respondent that expressed the following view:

"Inanda is place to experience a true Inanda township vibe and Shisanyama eating. It's also close to the Gandhi Settlement, Inanda Seminary and Ohlange High School, which was founded by John Dube, the ANC's first president. So it would make a good stop-off if you are visiting these historical sites as

tourist. I think you should book a tour with me including your family I will take around this beautiful township so that you get this experience we talking about now.” **[Respondent 1]**

5.4.4.4.2 The Inanda mountain

“Most tourists enjoy this attraction Inanda Mountain is an epic spot with cliffs plummeting down to the shores of Inanda Dam. The views are simply staggering, arguably the best outlook anywhere in Durban it breath-taking for tourists. The top of Inanda Mountain is also an amazing bird watching site, especially in late morning when birds of prey catch the thermals off the cliff face and glide up right in front of you. This is the sort of place you can just sit and look and look and look it must visit when you have tour at Inanda.” **[Respondent 04]**

5.4.4.4.3 Ewushini

The results show that another attraction that promotes Inanda as a destination is Ewushini, the place of traditional dance presenting different cultures. As conveyed by one respondent:

“Ewushini is a place where tourists can learn about authentic cultural experiences that might not currently be advertised and find guides who might take them to such places. The site gives local people with special cultural knowledge a platform to showcase their skills and market their services.” **[Respondent 04]**

5.4.4.4.4 Ohlange Institute

The results show Ohlange Institute is one of the main tourist attractions that promote Inanda township as a destination. This was conveyed by one respondent.

“Ohlange High School is popular to tourists. Let me tell you why this school is so popular, It was founded by John Dube and Nokutela Dube nee Mdim. It was the first school in South Africa started by a black person. John Dube was also the first president of what became the ANC. The school was chosen by President Nelson Mandela as the place where he would cast his vote in the first racially inclusive election in South Africa in 1994. The school was founded in 1900 as the “Zulu Christian Industrial School by John Langalibalele Dube and his first wife, Nokutela. The school, also known as the Ohlange Native Industrial Institute, was the first educational institution in South Africa to be founded by a black person. The land for the school was donated by Chief Mqhawe of the AmaQadi. Based on that history that I gave then you will see why this school is popular you know late former president Mandela was word icon he casted his vote at Ohlange.” **[Respondent 07]**

5.4.4.4.5 iNanda Dam

The results show that iNanda dam is one of the attractions that promotes Inanda as a destination. As conveyed by one respondent:

“Such attractions like Inanda Dam offers recreational boating and is famous for bass fishing for tourists and iNanda dam is one of attractions that promotes iNanda township as tourists’ destination.”

[Respondent 1]

5.4.4.4.6 WowZulu Marketplace

The results show that WowZulu Market Place is a tourist’s attraction that promotes Inanda township as a destination. As conveyed by one respondent:

“This attraction you can associate with those tourists who like to learn more about other people’s culture, how they live and how they behave. WOWZULU market place is in Inanda Valley at the Ohlange Institute The contemporary; colourful ‘WOWZULU Marketplace combine craft sales with vibrant cultural experiences and attractions such as coffee shops, story-telling, rural home stays and opportunities to learn craft techniques.” **[Respondent 03]**

5.4.4.5 Evaluation of service

There were three respondents that stated that they did not provide evaluation questionnaires. Another three stated that they did, but this was dependant on time. Evaluation surveys are useful engagement tools and should become a component of the tour if local tour operators wish to gauge the views of their clients. This promotes improvement and development. Hence it should be made part of the tour process and time for this should be allocated. Using tick-boxes makes the process shorter.

5.4.5 Promotion of Inanda tourism by local tourism to the outside the world

It appears that there was not a strong relationship between the local tourism stakeholders in promoting Inanda tourism to the outside world. Each operator/stakeholder was more focused on their own business. To add to this, there seemed to be a lack of communication among them.

Only one tour operator felt it was good, but the rest felt it was not strong enough and neutral in nature. For those that did promote Inanda township to the outside world, it was more of by word-of-mouth.

There should be a unified holistic approach/platform where all local tour operators can share ideas and promote Inanda township to the outside world in a unified voice/method/way.

5.5 The Tourist Experience

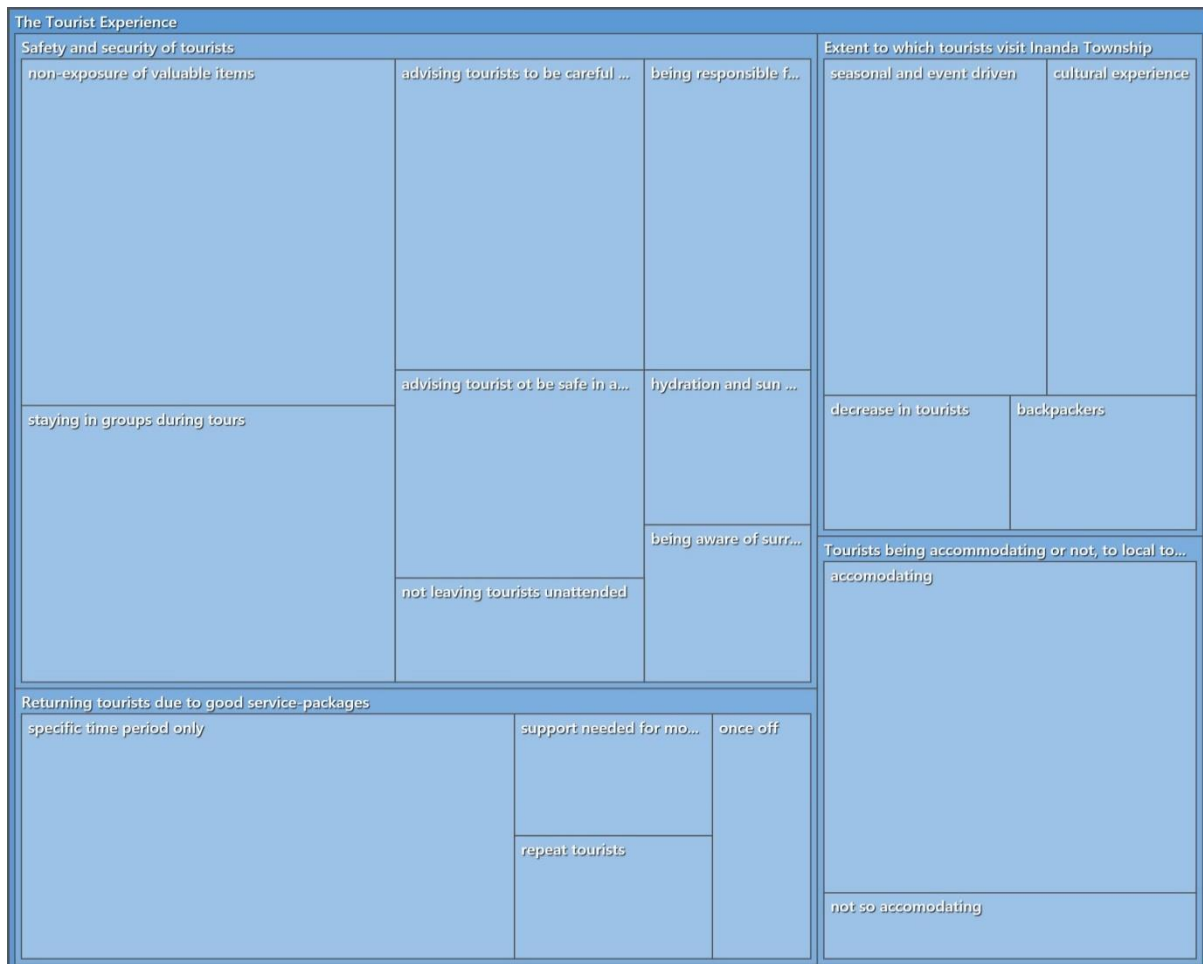


Figure 5.7: Hierachy Chart

Source: Author (2018)

The tourist experience proved to be diverse and hence became a key theme that was informed by the following subthemes:

- Extent to which tourists visit Inanda township;
- Returning tourists due to good service-packages;
- Safety and security of tourists; and
- Tourists being accommodating or not, of local tour operators.

Each subtheme is discussed below.

5.5.1 Extent to which tourists visit Inanda township

- **Seasonal and event driven**

The tourism market at Inanda Township is usually seasonal whereby it is driven by the activities happening in the larger areas such as Durban/KZN. Hence, when tourists are attending such events, they then opt to visit Inanda. Weekends are also the primary periods for tours

- **Cultural experience**

The aspect of culture plays a defining role as the reason why tourists wish to visit Inanda township and this includes learning and experiencing different cultural lifestyles and historical sites.

- **Backpackers**

Backpackers are also part of the tourist market.

- **Decrease**

One respondent conveyed that recently, there was a decrease in the number of tourists visiting Inanda, but this decrease also seems to affect Durban as a whole.

5.5.2 Safety and security of tourists

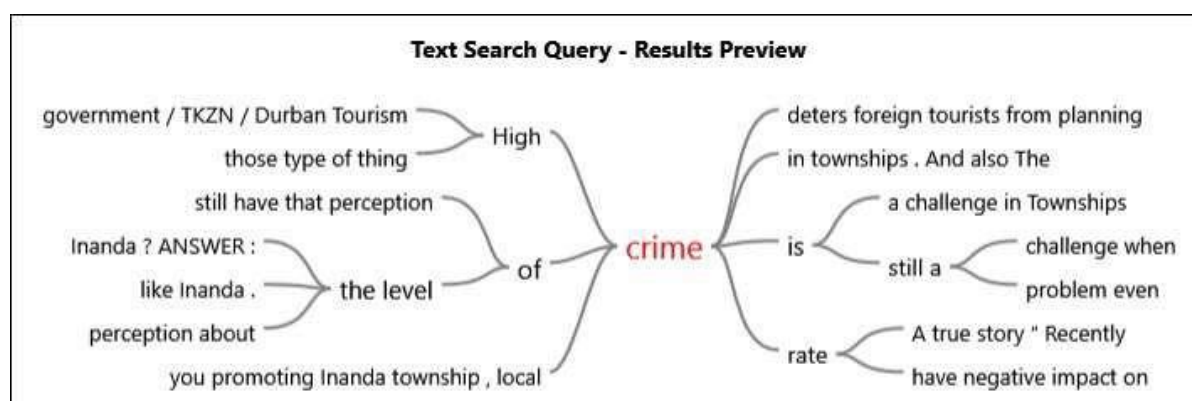


Figure 5.8: Safety and security of tourists

Source: Author (2018)

Results show that the tour operators advised tourist to stay in groups during tours and not to walk alone or in isolation. Being in groups enhances safety of tourists at a destination which can lead to tourists coming back to that destination. The results also show that tourists still have the perception that in townships the level of crime is high, which deters foreign tourists from planning township tours (Figure 5.8).

The respondents appeared to agree on the matter of safety and security. When the respondents were asked on the subject of safety and security of tourists, the respondents stated the following:

"I encourage them to walk as group and not walk behind when we doing tour, not to take pictures anywhere, I do that in a professional manner that will not cause the tourist to panic." [respondent 1]

"I encourage them not to expose their cameras in places that are known it not safe, doing that in professional manner that will not cause the tourist to panic." [respondent 2]

Another respondent avowed the following viewpoint by stating:

"I also advise them to be aware of their surroundings and those around them. If tourists feel threatened or uncomfortable, they must seek help." [respondent 04]

The results show that tour operators do advise tourists in a professional manner that will not cause them to panic when they are visiting the township.

The respondents agree on advising tourists in a professional manner the matter of safety and security the respondents stated the following:

"When I'm encouraging tourists to walk as group and not walk behind when we doing tour, not to take pictures anywhere, I do that in a professional manner that will not cause the tourists to panic or have a negative impact about destination. Remember some tourists they still have that perception that in townships that high crime rate." [respondent 05]

Another respondent expressed the following view:

"If you are a tour operator you must be very professional because small things can cost you big time that is why when advising tourists about Dos and DONTs you must be carefully how you handle it simple because some tourists they might be panic if you tell them that they must not expose their cameras in places that are know it not safe, they will ask you Why? So in short must do it in a professional manner that will not cause harm. [respondent 07]

Results show that the tour operators do not leave tourist unattended when they are visiting townships. The respondents stated the following:

"I always make sure I'm with my clients. I do not leave them unattended since they are my full responsibility when they book the tour with me I have to account for everything." [respondent 06]

"I do not leave them unattended at all I have to account if something happens." [respondent 03]

Results show that the tour operators advise tourists not to expose their available items which can attract some criminals.

On the matter of non-exposure of valuable items, when the respondents were asked about this they expressed the following:

"I encourage them not to expose their cameras in places that are known it not safe" [Respondent 2]

"I advise them to avoid ostentatious display of expensive jewellery, cameras, mobile phones and other valuables. And tell them to keep their handbag closed or zipped, and wallet in an inside pocket and not in the rear pocket of your trousers, but in a professional manner in a way that will make the tourist to panic." [Respondent 3]

"I encourage them not to expose their cameras in places that are known it not safe." [Respondent 04]

"I do give advice that they must not try to carry a handbag. Rather carry a purse or bag close to your body the reason for handbag is big because the tourist has all their belongings inside the handbag if they lose that bag they will lose everything." [Respondent 5]

Results show that the tour operators also advise tourists to use sun protection and drink more water to avoid hydration when they are on tour.

One respondent stated the following:

"I also advise them to drink more water that I proved to prevent dehydration and apply sun skin protection." [Respondent 2]

Results show that the tour operators are not only concerned about the safety and security of tourists they are being responsible for tourists' welfare as well in order to complete the tourists' experience in the township.

When the respondents were asked about being responsible for tourists' welfare, they expressed the following:

"Tour operators have direct contact with clients when they take them on tours; hence a personal one-on-one safe relationship is established." [Respondent 6]

"We as tour operators we deal with tourists direct we know exactly their needs and wants when it comes to holiday, most of the clients I took for the tour the majority of them enjoy the tour simple because I make sure I create memorable experience about township tourism that they take it back to their respective countries. In doing that I make sure I do my tour guiding excellent by doing so the tourists

will have that memory in their mind whenever they think of coming back to Durban I'm sure I will be their first priority to use in terms of planning their holiday through my tour operating company.” [Respondent 7]

On the issue of advising tourists to be careful with money the respondents had the following to say:

“I advise the tourists to exchange currency at a bank or at the hotel, not on the street.” Respondent 3]

“Credit card transactions must be processed in your presence. Try and keep a backup credit card and cash in a safe place where you are staying. At the ATM be alert at all times. If you see anything suspicious, stop your transaction and leave.” [Respondent 4]

5.5.3 Returning tourists due to good service packages

There seemed to be a very limited amount of returning tourists. These were the reasons:

- **Specific time period only**

Most respondents concurred that they did not get returning tourists as most of them were visiting for a specific time period only. Usually if the tourists are attending an event in Durban/KZN for 2-3 days, then that is the limited time that they have. Some of them are also on tight budgets and cannot afford to return.

- **Once off**

One respondent mentioned that most of his clients were once-off visitors.

- **Repeat tourists**

However, some repeat tourists (mostly from outside the country) do return once they have formed a relationship with the tour operator.

- **Support needed for more tourists from Durban Tourism during events**

A respondent raised a critical point whereby they conveyed that they would appreciate it if Durban Tourism can support the local Inanda tourism market by sending tourists to them whenever tourists attend large events such as Tourism Indabas and other big exhibitions. This would enhance the local market by getting referrals from the larger Departmental boards.

5.5.4 Tourists being accommodating or not, to local tour operators

All except one respondent conveyed that the tourists were accommodating in their requests for tours. Some tight-budget tourists do request discounts at times and tour

operators do give discounts as a means of flexibility and also because they expect the tourist to return with more business. Some operators have different types of packages for different types of tourists.

One respondent mentioned that in his/her case they felt that tourists were non-negotiable with their demands. This specific tour operator had limited resources such as cars and therefore had to transfer his tourists to another operator who had cars. The next section presents the current role of the Durban Tourism board.

5.6 Current role of (INK) community tourism organisation board

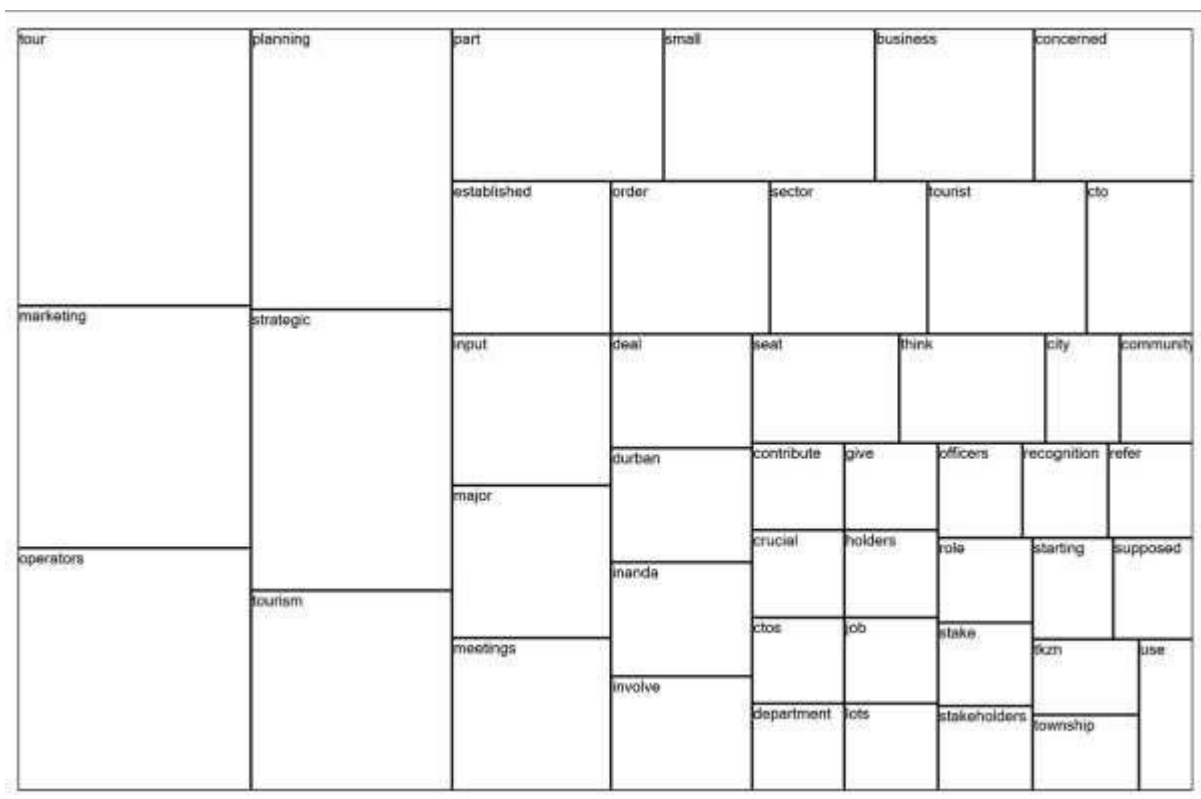


Figure 5.9: Tree map

Source: Author (2018)

For local tourism to thrive, it is important for local tour operators to attain the support of Governmental/Departmental tourism. However, this does not seem to be the case. The current role of (ink) community tourism organisation board is not supportive of local tour operators.

5.6.1 Involvement of local tour operators by (ink) community tourism organisation and Durban Tourism in marketing strategic planning

There is virtually no involvement of local tour operators by the Department board when it comes to strategic planning for marketing. It appears that only the chairpersons are involved in marketing strategic planning meetings.

There is a need for involvement of local tour operators as they are at the ground level and deal directly with tourists. This makes them very knowledgeable of the tourism industry at that level. They can therefore bring value from that unique angle.

5.6.2 Recognition or credit from the local tourism board

There seems to be almost no recognition or credit from the local tourism board given to local tour operators.

- **Concerned about only well-established operators**

It appears that the board is mainly concerned with the well-established tour operators and tend to ignore the smaller operators.

- **Own efforts**

Local tour operators are making their own efforts to market Inanda township, and market the city of Durban as well. This should be admired and appreciated.

- **Need for more recognition**

As mentioned by a few of the respondents, more credit is needed/should be given to the local tour operators as they largely contribute to the industry as stakeholders, in their own unique way. However, the recognition goes mainly to the more established operators.

5.7 Summary of chapter

From the results of the interviews, it is evident that all tour operators are generally positive about the promotion of township tourism through the tour operators and are keen to grow in the business. However, there are many challenges which hinder them in their efforts to promote township tourism. In the next chapter these findings will be discussed relative to the literature review and primary study. Based on the conclusions, recommendations will be offered.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The overall objective of research is to draw conclusions on the findings and to submit viable recommendations to tour operators in Inanda, KZN. The conclusions and recommendations of this study flow from the findings of both the primary and secondary studies. Limitations of this study have been identified and areas for future research are suggested.

6.2 Aims and objectives

Aims and objectives of the study play a pivotal role as they reveal why the study is being conducted.

6.2.1 Aim

The aim of the study was to examine and explore the role of tour operators in promoting township tourism in Inanda in Durban KZN.

6.2.2 Objectives

To identify the promotional strategies that tour operators employ in promoting small tourism enterprises in townships.

- To identify effective strategies used by tour operators when promoting township tourism.
- To explore the challenges encountered by tour operators which hinder them from contributing effectively to the promotion of township tourism; and
- To identify and suggest the changes needed to improve the promotion of township tourism.

6.3 Findings from the study

Findings of the study are as follows:

6.3.1 First objective

- To identify the promotional strategies that tour operators employ in promoting small tourism enterprises in townships.

6.3.1.1 Findings from the literature review and primary study

The study revealed that tour operators have direct contact with clients when they take them on tours; hence, a personal one-on-one safe relationship is established with clients (Moutinho, 2011: 161).

Findings from the primary study revealed that from a marketing point of view, most of the tour operators still depend on word-of-mouth referrals to promote their small businesses in the townships.

The findings revealed that the role of promotion is to convince potential consumers of the benefits of purchasing or using the tourism offerings of a particular organisation (Horner and Swartbrooke, 1996: 202). This finding concurs with the views of Burkart and Medlik, (1981: 216) and Middleton and Hawkins (1998: 185) who state that many tour operators make use of several services to promote their businesses.

Sales promotion strategy is generally a short-run tool used to stimulate immediate increases in demand (Lamb et al., 2004: 323). Tour operators adopt sales promotions to market their small business and to 'push' the demand by offering incentives to clients.

Research shows that sales promotion complements advertising by yielding faster sales responses (Lamb et al., 2004: 323). The researcher identified marketers as tour operators in this research study.

6.3.2 Second objective

- To identify effective strategies used by tour operators when promoting township tourism.

6.3.2.1 Findings from the literature review and primary study

Findings from the primary study revealed that the current marketing strategies were seen as ineffective. Most of the marketing was done via word-of-mouth referrals. There is a severe lack of digital platforms such as websites and other digital media for marketing. Hence, traditional methods of telephone were still used. This needs to change drastically for marketing to become more effective.

There is a need to for more reviews to be done in order for marketing strategies to change. Marketing is dynamic and in today's modern era of technology, the Inanda township must consider these options, however, support and resources will be needed (from the Department/Board/Government).

6.3.3 Third objective

- To explore the challenges encountered by tour operators which hinder them from contributing effectively to the promotion of township tourism.

6.3.3.1 Findings from the literature review and primary study

The findings from the primary study and the literature review reveal that there are some challenges encountered by tour operators which hinder them from promoting township tourism. Nieman, Hough and Niewenhuizen (2003: 32) stated that access to start-up finance and expansion of finance is a challenge, and raising money in capital markets, including bank loans, is full of pitfalls for those who start businesses. It has been established that such people are often forced to launch their businesses using their own money. Kotler (2003: 32) states that, in South Africa, an unacceptable and disappointingly high number of small and microenterprises fail during their early years of operation. They face myriad challenges. According to Nieman, Hough and Niewenhuizen (2003: 8), the largest percentage of small businesses fail during the first two years of their existence owing to cash flow problems that arise because they could not manage growth.

The finding from the primary study revealed that the current promotional strategies were seen as ineffective. There was a lack of digital platforms such as websites and other digital media for marketing. Hence, traditional methods of telephone were still

used. This status quo needs to change drastically for marketing strategies to become more effective.

6.3.4 Fourth objective

To identify and suggest the changes needed to improve the promotion of township tourism.

6.3.4.1 Findings from the literature review and primary study

The findings from primary study revealed that there is a need for more skills and training programmes. In light of the current lack of skills and training, this supported a dire need for such training and development in order to improve the business. Training and skills development was needed in the following areas:

- **Book-keeping**
Book-keeping was essential for proper financial management.
- **Customer services**
For a business that is built on tourist-based customers and dealing with customers on a regular basis, customer services training was seen as very important to ensure the rendering of better customer services.
- **Improve service**
Service-related training is seen to be an enabler when it comes to improving services.
- **Marketing**
A strategic view on marketing relating training was that if tour operators could be provided with aggressive marketing training then this could be used to build the industry and ensure their sustainability.
- **Tour guiding**
As with the nature of the job, proper and professional training in tour-guiding would be valuable.

6.4 Conclusions

The conclusions arrived from the findings are:

- Tour operators must sell lucrative packaged deals to tourists, travel agencies or directly to final consumers to grow their business and increase their turnover.
- Tour operators are responsible for sustaining their businesses, and that they fully understand their role as tour operators.
- The tour operators need to be flexible when packaging the tours to accommodate the needs of the tourists or individuals.
- Tour operators in Inanda township in KZN need to utilise the promotion tools available from TKZN and work with other tour operators (e.g. travel agents) to improve promotion and to sustain the tourism business.
- Tour operators must acquire more knowledge in the areas that lack performance so that the necessary skills and knowledge acquired will contribute towards the growth of tour operators' businesses in the future.

The next paragraph discusses the general recommendations.

6.5 General recommendations

The general recommendations below are drawn from the findings of the study.

6.5.1 *Business support services*

- More support for local Inanda township tour operators by governmental/departmental tourism boards. Government should look at these tour operators as small but strategic assets who contribute to the tourism industry which is part of South Africa as a whole.
- Resources should be provided such as funding, technology and infrastructure, and even office/business space to ensure that tour operators can grow their business.
- Training and development must also be provided to tour operators as a means of continuous learning and adaptation by the industry. This can be even done via SETAs or FETs (with funding from Government).
- The local tour operators should also look at forming a unified 'local body' which can then speak in a unified voice and take issues to the

Board/KZN/Government level. Operating autonomously will not allow for their issues to be raised in a collective manner.

- To eradicate crime, collaboration with SAPS or security companies can add peace of mind to tourists.
- Local tour operators should be given incentives/opportunities to allow them to grow their business with proper resources, training and funding. Perhaps Business Incubators can be called in to assist in this.
- Marketing remains an under-utilised avenue. However, if the tour operators can succeed in obtaining necessary resources and support, then aggressive marketing must be done. Perhaps strategic partnerships with departments/other organisations can also be an option.

6.5.2 Recommendations to tour operators

Tour operators should implement effective marketing and promotional strategies regarding Inanda township tourism products. Furthermore, they must review and examine their marketing strategies regularly so that they use effective marketing strategies depending on the needs of their different target markets. In addition, product development and improvement of services is important to offer their customers valuable products.

Marketing professionals should be hired so that they offer marketing course programmes for tour operators and other staff members to improve the business way is conducted. These can be sponsored by tour operators or source funders.

Workshops need to be conducted in order to make tour operators knowledgeable about the facilities that can be used to promote township tourism. Training and development is necessary to improve service delivery and enhance communication. The next paragraph discusses the recommendations for further research.

6.6 Recommendations for further research

This research study investigated the role of tour operators in promoting township tourism by interviewing tour operators in Inanda, KZN. The study findings show that there is need for a research study to be conducted at Inanda which focuses mostly on how to expand marketing strategies used by local tour operators.

6.7 Summary of the chapter

Overall, this study has investigated the role of tour operators in promoting township tourism at Inanda of KZN. It has examined the current literature and empirically explored the opinions of tour operators who are operating in the area of Inanda township. The objectives of the study were discussed in chapter 6. In so doing, the aim of the study was achieved.

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ANNEXURES

Appendix 1: Letter to Durban Tourism



Durban University of Technology
Department of Tourism Studies

Pietermaritzburg
3201
27 November 2015

B 301 Riverside Campus,

REQUEST FOR PERMISSION TO CONDUCT RESEARCH- DURBAN TOURISM

I am currently studying towards my Master 's Degree in Hospitality and Tourism at the Durban University of Technology (DUT). I am required to undertake a research study in the role of tour operators in promoting township tourism in KwaZulu-Natal, using a case study of Inanda Township.

I hereby seek permission from Durban Tourism to hold interviews with tour operators within Inanda Township. The interviews will cover the topic of the role of tour operators in promoting township tourism. The findings and recommendations of the study will be made available to your office which may assist your department in dealing with the issues of promoting township tourism.

I wish to assure Durban Tourism that all ethical considerations governing the conduct of research will be strictly adhered to and that the confidentiality of respondents will be protected. You are free to ask any questions about the study or about being a participant by either contacting Sandile Henry Myeni [Researcher]. Alternatively, you can contact the Dr. Nsizwazikhona Simon Chili [Research Supervisor] for more information in relation to the study.

Your permission to conduct this study will be greatly appreciated.

Yours sincerely,

Sandile Myeni

Student: Sandile Myeni
Contact Details
Cell no. 073 6392 195
Email address: 20601294@dut.ac.za

Supervisor: Dr NS Chili
Contact Details
Tel No: 072 995 2586
Email address: nsizwazikhonac@dut.ac.za

Appendix 2: Letter to (ink) community tourism organisation tour operators' chairpersons



Durban University of Technology
Department of Tourism Studies
B 301 Riverside Campus,
Pietermaritzburg
3201
27 November 2015

REQUEST FOR PERMISSION TO CONDUCT RESEARCH – TOUR OPERATORS CHAIRPERSON

I am currently studying towards my Master's Degree in Hospitality and Tourism at the Durban University of Technology (DUT). I am required to undertake a research study in the role of tour operators in promoting township tourism in KwaZulu-Natal, using a case study of Inanda Township.

I hereby seek permission from Durban Tourism to hold interviews with tour operators within Inanda Township. The interviews will cover the topic of the role of tour operators in promoting township tourism. The findings and recommendations of the study will be made available to your office which may assist your department in dealing with the issues of promoting township tourism.

I wish to assure Durban Tourism that all ethical considerations governing the conduct of research will be strictly adhered to and that the confidentiality of respondents will be protected. You are free to ask any questions about the study or about being a participant by either contacting Sandile Henry Myeni [Researcher]. Alternatively, you can contact the Dr. Nsizwazikhona Simon Chili [Research Supervisor] for more information in relation to the study.

Your permission to conduct this study will be greatly appreciated.

Yours sincerely,

Sandile Myeni

Student: Sandile Myeni
Contact Details
Cell no. 073 6392 195
Email address: 20601294@dut.ac.za

Supervisor: Dr NS Chili
Contact Details
Tel No: 072 995 2586
Email address: nsizwazikhonac@dut.ac.za



Pod 1, Second Floor, Intuthuko Junction, 750 Mary Thiphe Street, Umkhumbane, Cato Manor, Durban 4001.
Tel: 031 322 4513, Fax: 031 261 3405, Fax to email: 086 265 7160, Email: mile@durban.gov.za, Website:
www.mile.org.za

Appendix 3: Permission letter from Durban Tourism

For attention:

The Chair of the Ethics Committee

Durban University of Technology

Hospitality and Tourism

Faculty of Management Sciences

22 December 2015

RE: LETTER OF SUPPORT TO STUDENT S. MYENI, STUDENT NUMBER 20601294 - GRANTING PERMISSION TO USE TOUR OPERATORS IN THE REASERCH

The Head: Business Support, Markets and Durban Tourism of eThekweni Municipality in partnership with the eThekweni Municipal Academy(EMA), have considered your request to use eThekweni Municipality as a study site for research leading to the award of the M.Tech degree on: ***"The role of tour operators in promoting township tourism: A case of Inanda KwaZulu-Natal"***

We wish to inform you of the acceptance of your request and hereby assure you of our utmost cooperation towards achieving your academic goals; the outcome which we believe will help our municipality in the long run. *In return, we request that you present the results and recommendations of the study to the city.*

It is agreed that you are to liaise with [REDACTED] for any assistance you might need from our professional level employees in eThekweni municipality.

[REDACTED]

Head: Business Support, Markets and Durban Tourism

eThekweni Municipality Date.....

[REDACTED]

Head: eThekweni Municipal Academy

Appendix 4: Permission letter to use tour operators



INK COMMUNITY TOURISM ORGANISATION

02.June.2016

RE: LETTER OF SUPPORT STUDENT S. MYENI, STUDENT NUMBER 20601294-GRANTING PERMISSION TO USE INK TOUR OPERATORS IN THE STUDY.

INK TOURISM in partnership with Durban Tourism, have considered your request to use INK TOURISM tour operators who are based at **Inanda Township** as a study for research leading to the award of the M.Tech degree on: **“The role of tour operators in promoting township tourism: A case of Inanda in KwaZulu-Natal.**

We wish to inform you of the acceptance of your request and hereby assure you of our utmost cooperation towards achieving your academic goals; the outcome which we believe will help INK COMMUNITY TOURISM ORGANISATION in long run.

In return, we request that you present the results and recommendations of the study to the INK area.



Treasurer –INK TOURISM

Date.....

Appendix 5: Interview consent letter



Durban University of Technology
Department of Tourism Studies

B 301 Riverside Campus,

Pietermaritzburg
3201
28 November 2015

Interview Consent Letter

“The role of tour operators in promoting township tourism: A case of Inanda KwaZulu-Natal”

Dear Participant,

I invite you to participate in a research study entitled ***The role of tour operators in promoting township tourism: A case of Inanda KwaZulu-Natal***. I am currently enrolled for Master's Degree in Tourism & Hospitality Management at Durban University of Technology [DUT].

Your participation in this research project is completely voluntary. You may decline altogether, or leave blank any questions you don't wish to answer. There are no known risks to participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire. If you agree to participate in this project, please answer the questions during the interview as best you can. It should take approximately 30 - 45 minutes to complete.

You are free to ask any questions about the study or about being a participant by either contacting Sandile Henry Myeni [Researcher]. Alternatively, you can contact the Dr. Nsizwazikhona Simon Chili [Research Supervisor] for more information in relation to the study.

Thank you for your assistance in this important endeavour.

Yours sincerely,

Sandile Myeni

Student: Sandile Myeni
Contact Details
Cell no. 073 6392 195
Email address: 20601294@dut.ac.za

Supervisor: Dr NS Chili
Contact Details
Tel No: 072 995 2586
Email address: nsizwazikhonac@dut.ac.za

Appendix 6: Interview guide (Tour Operators)



The role of tour operators in promoting township tourism: A case of Inanda KwaZulu-Natal

DURBAN UNIVERSITY OF TECHNOLOGY
DEPARTMENT OF HOSPITALITY AND TOURISM

Researcher: Mr Sandile Henry Myeni
Supervisor: Dr. Simon Nsizwazikhona Chili

The foundation of this interview guide is to acquire information from the tour operators on the topic of the role of tour operators in promoting township tourism. The information provided will be used for research purposes only. Participation in the study is voluntary and does not require your personal details. The interview will last no longer than 45 minutes.

- What is the nature of your business?
- Are you registered with Southern Africa Tourism Service Association (“SATSA”) as a Tour Operator in KZN?
- To what extent do tourists visit the Inanda Township?
- Are your tour operators knowledgeable about the products you sell?
- What skills and training programmes that you provide to your employees in order to better understand the services they render to the tourists?
- How effectiveness are your marketing strategies in promoting township Inanda Tourism?
- What are the main tourist attractions that you use to sell Inanda as tourist destination?
- How do you ensure that you provide accurate and interesting information to tourists about Inanda Township as a tourist destination?
- Does Tourist return to your tour operator because of the excellent packages you offer and why?
- Do you as a tour operating firm have your own questionnaire where you find out about tourist perceptions towards your services?
- Does tourists accommodating in their demands when requesting to use your tour operators’ services?
- How do you as a tour operating firm market Inanda Township to the outside world?
- What are the challenges you face in promoting township tourism at Inanda?
- What are the challenges that you face when you bring tourists at Ghandi tourism office and Ohlange Tourism office?
- How do you ensure the safety and security of your tourists?

- Are there any credits or recognition that you get from the local tourism board such as Tourism KwaZulu Natal (TKZN) for promoting Inanda tourism?
- Does TKZN and Durban Tourism involve you or any other local tour operators in their marketing strategic planning as tourism stakeholder?
- How is your relationship with the local tourism stakeholders in promoting Inanda Tourism outside the world?
- How do you address the challenges you face regarding the promotion of small tourism businesses at Inanda Township?
- Are there any other related matters you would like to comment on which I have not raised?

Thank you for your participation.

God bless you.