Final

Grant Thornton

West Rand District Municipality

West Rand Tourism Sector Strategy

16 August 2011

Contents

Final

Section 1

Introduction

Introduction

Background

The West Rand District Municipality ("**WRDM" or "the municipality")** requires the services of suitably qualified service provider to develop a business plan for a Regional Tourism Organisation **("RTO")** in the area of jurisdiction of the WRDM and the revision of the West Rand Tourism Strategy **("WRTS")**.

The service is required to ensure the optimal alignment of stakeholders within the Gauteng Province and the WRDM as identified in the Gauteng Tourism Development Strategy ("**GTDS**"), the WRTS completed by EOH KPMG Consulting, Sivest and KMTT in 2005 and the West Rand Tourism Development Framework.

The objectives of the assignment are to compile a business plan for an RTO that will promote the region as a tourism destination, provide tourism information services and develop the tourism potential of the area and its communities.

In addition the assignment should revise the WRTS to align its applicability to the current environment and to disaggregate it into deliverables that can be incorporated into the IDP. A detailed implementation plan needs to be formulated to ensure the roll-out of the WRTS.

Study Approach

Grant Thornton's approach includes the following phases:
- Phase 1: Project Inception
- Phase 2: Situation Analysis
- Phase 3a: Revision of the WRTS & Phase 3b: Development of a RTO Business Plan
- Phase 4: Revision and Incorporating Stakeholder Input
- Phase 5: Finalisation

The approach is summarised in the adjacent diagram.

This report pertains to Phase 3 of the study and will consequently be updated to incorporate Phases 4 and 5. This report should be read in conjunction with the Situation Analysis Report (Phase 2) which provides background and context to this strategy.

Section 2

Strategy Development Principles &
Implications & WRTS Critical
Success Factors

Strategy Development Principles & Implications & WRTS Critical Success Factors

Introduction

The following implications have been considered and principles have been followed in developing the revised WRTS.

Key Implication for the WRTS – Alignment to the Gauteng Tourism Sector Strategy

The development of the WRTS was delayed in order to await and incorporate the Gauteng Tourism Sector Strategy ("GTSS") . The draft GTSS was provided to the GTA in early June 2011 and at the writing of this report had not been released to the broader stakeholder community.

It is in our view imperative that the WRTS is closely aligned to the GTSS to not only ensure alignment between provincial and local strategies and as a result tourism plans and activities, but more importantly to benefit where possible from capacity and budget alignment.

The draft GTSS has been attached as an Annexure to this report and referred to where relevant in the body of this report.

Once the GTSS is finalised it would be necessary to update the WRTS to ensure that the two strategies are still in alignment.

Principles to Consider in the Development of the WRTS

Based on the context obtained from Phase 2 – Situation Analysis and our interaction with stakeholders, the WRTS will be developed considering the following principles:

- The 2005 WRTS specified over 50 strategies on a short term, medium term and long term basis. As per the Situation Analysis Report, none of the medium or long term strategies were implemented. Therefore, as the revised strategy is short term in nature (5 years) and is likely to need to be updated in 5 years time to ensure it remains relevant and usable, **only short term objectives and strategies (to be undertaken within a 5 year time frame) are to be included.**

However, it is prudent that the strategy specifies **long term direction / objectives** if not long term strategies.

- In order to clarify budget and other resource allocation to objectives and strategies, the **prioritisation of objectives and resulting strategies** is strongly recommended.

- In order to ensure that objectives are satisfied, clear **numeric targets** are to be specified as well as **how to and how often to monitor** said targets.

- Many of the objectives and strategies of the 2005 WRTS were not obtainable or implementable as the envisaged RTO structure (and as a result capacity and budgets) did not materialise. As structure follows strategy it must be possible to implement the WRTS successfully no matter the structure, however in order to avoid previous lack of implementation laments it is prudent to develop **implementation plans and business plans (including budgets) for two scenarios:**
    - **With RTO in place**
    - **Without RTO in place**

- It is imperative that the WRTS **implementation plans are not rigid** but easy to remodel. Depending therefore on the actual budget and resources that is forthcoming, the actual activities within the implementation plan are to be undertaken or ignored based on a pre-specified sliding scale of importance.

- Given the fast pace of change in the tourism environment, it is imperative that **strategies be practical** in order to allow for tactical action plans and implementation.

- Given continuous budget limitations, it has to be ensure that key **WRTS strategic thrusts are translatable into IDP language**, ie developed as projects and programmes, in order to make it easily and automatically transportable into the IDP and allocated appropriate budgets and resources.

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Strategy Development Principles & Implications & WRTS Critical Success Factors

Critical Success Factors

The following factors are critical for the successful implementation of the WRTS:

- The National Tourism Sector Strategy is implemented and supported nationally, including the allocation of sufficient funds for the implementation of national targets at a provincial level.

- The Gauteng Tourism Sector Strategy is implemented and supported provincially, including the allocation of sufficient funds for the implementation of provincial targets. Many targets outlined in these objectives are dependent on national and then provincial targets being attained.

- This strategy is supported financially by various parties, including the WRDM, various national and provincial institutions and the private sector (as applicable).

- The implementation of this strategy is supported by all levels of government at district and local municipal level as well as by private sector institutions, sector employees, organised labour and large and small businesses.

- The strategy is continuously and proactively aligned with any changes to the NTSS and GTSS and with key developments and trends in the macro, competitive and market environments.

- Giving strategic priority to the prioritisation of tourism at provincial and local government level. Continuously advocating tourism among all politicians and opinion leaders as a strategic and sustainable industry which requires appropriate funding support.

- Giving strategic priority to people development.

- Ensuring that tourism product development and packaging are value and market-driven and underpinned by a culture of service excellence.

- Ensuring and sustaining a powerful and distinctive destination experiences that is competitively positioned and marketed.

- Strategically managing reliable, timely and accessible knowledge and research as a key to successful planning, marketing and management of the resource base.

- Continually focusing on sustainable competitiveness and balancing economic, social and environmental issues

- Continuously realigning the target markets with the changing market landscape to balance the portfolios.

- Ensuring a results-driven, streamlined, dynamic and adaptable tourism structure from provincial to local level with clarity on roles, responsibilities and relationships (avoiding unnecessary bureaucracy).

- Leveraging mutually beneficial relationships and partnerships between stakeholders at all levels.

- Continually focusing on sustainable competitiveness and balancing economic, social and environmental issues.

- Continuously realigning the target markets with the changing market landscape to balance the portfolios.

Section 3

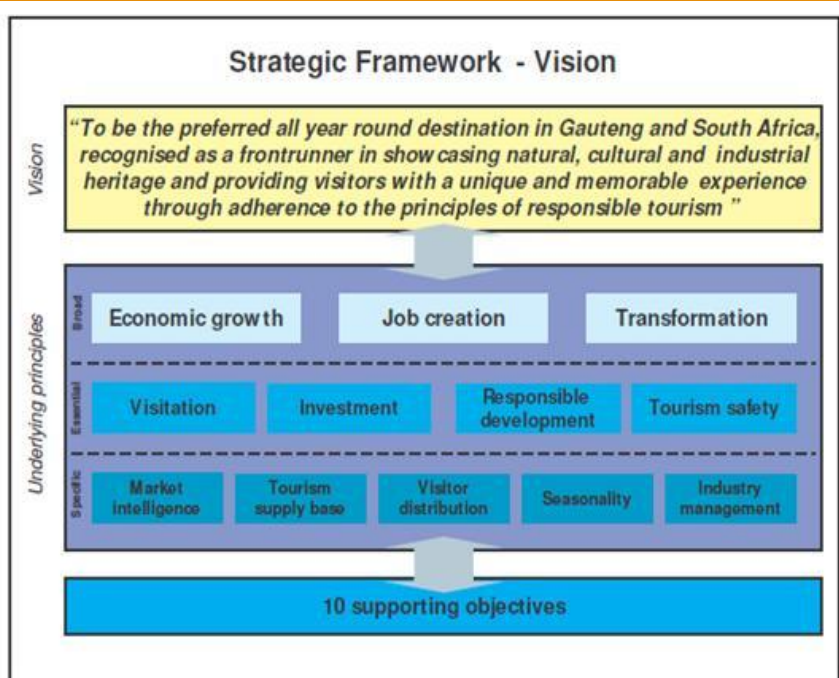Strategy Overview

1.	Introduction
2.	Strategy Development Implications & Principles & WRTS Critical Success Factors
3	Strategy Overview
4	Strategic Objectives
5	Strategic Clusters, Thrusts and Actions
6	Institutional Structure
7	WRTSS Implementation Plan

Strategy Overview

Vision

Previous (2005) WRTS vision:

Strategic Framework - Vision

Vision

"To be the preferred all year round destination in Gauteng and South Africa, recognised as a frontrunner in show casing natural, cultural and industrial heritage and providing visitors with a unique and memorable experience through adherence to the principles of responsible tourism"

Underlying principles

Broad
- Economic growth
- Job creation
- Transformation

Essential
- Visitation
- Investment
- Responsible development
- Tourism safety

Specific
- Market intelligence
- Tourism supply base
- Visitor distribution
- Seasonality
- Industry management

10 supporting objectives

+

New Draft GTSS vision:

Africa's must-see **vibrant, big city** visitor experience

Simple, clear, achievable but still a challenge, separate mission from vision

New (2011) WRTS Vision:

By 2016 the West Rand will be ......

Gauteng's

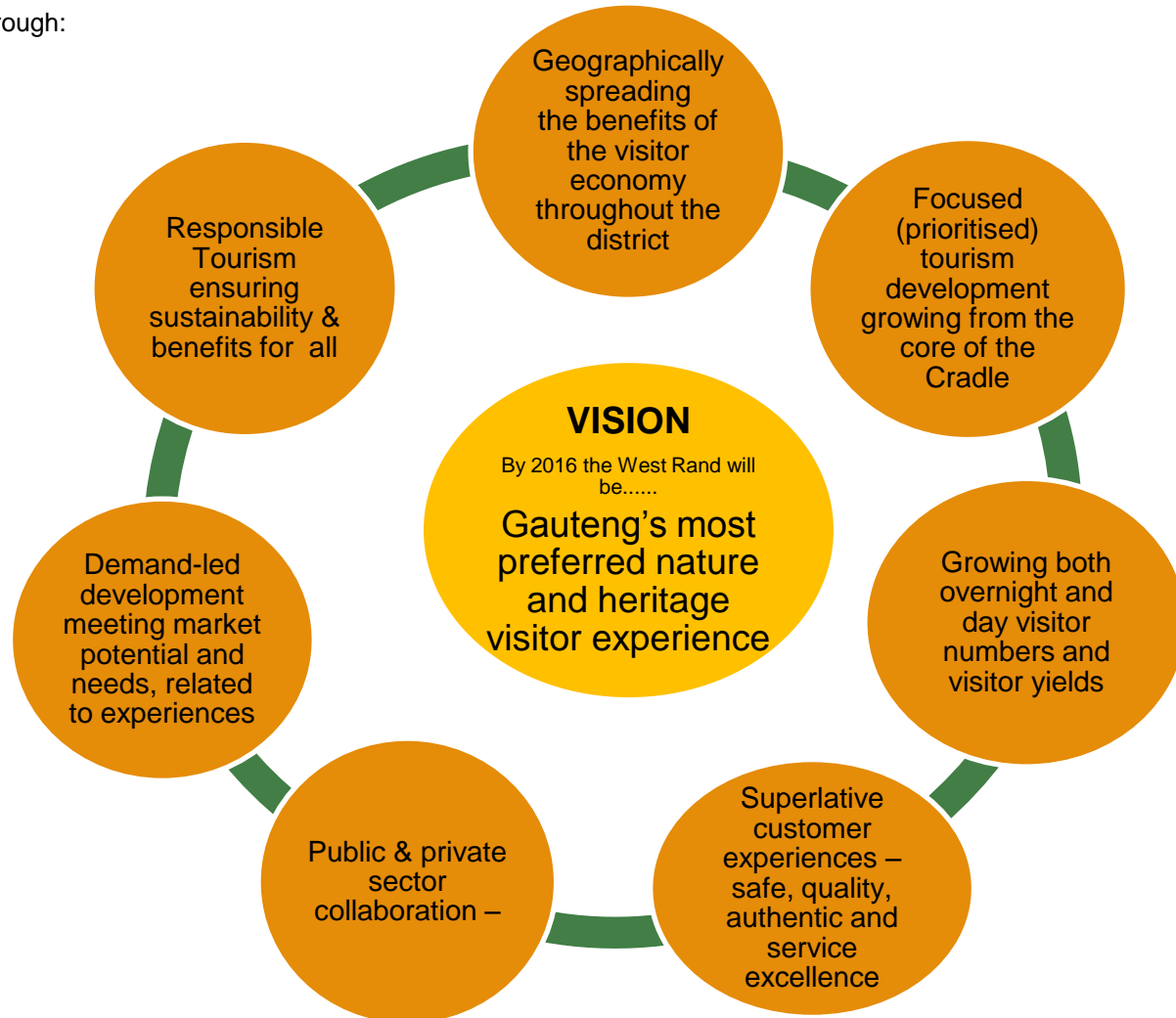**most preferred**

nature and heritage

visitor experience

=

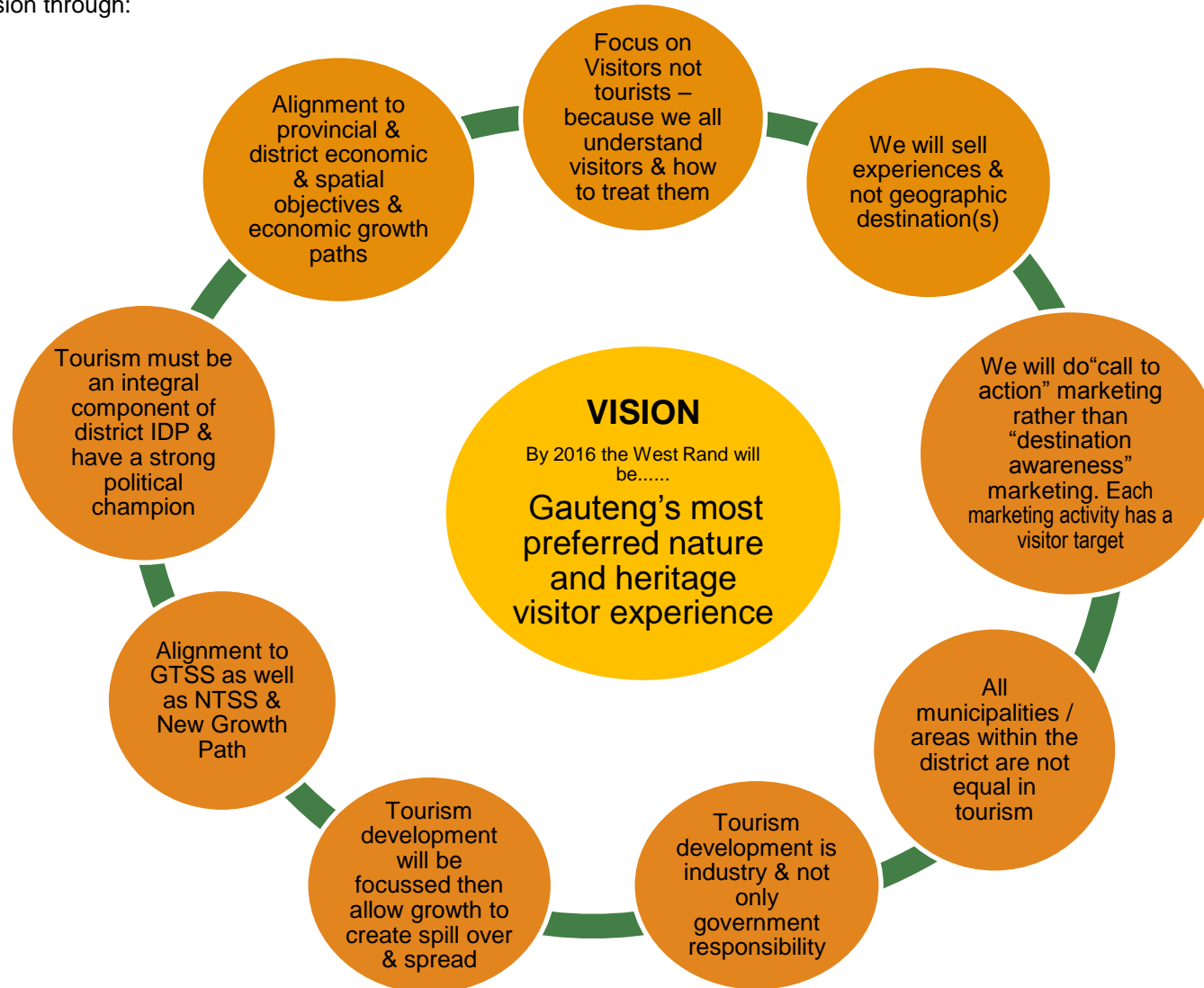*Does not have to be exactly similar But need some resonance*

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Strategy Overview

Mission

We will achieve our vision through:

VISION

By 2016 the West Rand will be......

Gauteng's most preferred nature and heritage visitor experience

- Geographically spreading the benefits of the visitor economy throughout the district
- Focused (prioritised) tourism development growing from the core of the Cradle
- Growing both overnight and day visitor numbers and visitor yields
- Superlative customer experiences – safe, quality, authentic and service excellence
- Public & private sector collaboration –
- Demand-led development meeting market potential and needs, related to experiences
- Responsible Tourism ensuring sustainability & benefits for all

Strategy Overview

Strategic Guiding Principles

We will achieve our vision through:

VISION

By 2016 the West Rand will be......

Gauteng's most preferred nature and heritage visitor experience

- Focus on Visitors not tourists – because we all understand visitors & how to treat them
- We will sell experiences & not geographic destination(s)
- We will do "call to action" marketing rather than "destination awareness" marketing. Each marketing activity has a visitor target
- All municipalities / areas within the district are not equal in tourism
- Tourism development is industry & not only government responsibility
- Tourism development will be focussed then allow growth to create spill over & spread
- Alignment to GTSS as well as NTSS & New Growth Path
- Tourism must be an integral component of district IDP & have a strong political champion
- Alignment to provincial & district economic & spatial objectives & economic growth paths

Section 4

Strategic Objectives

Strategic Objectives

Introduction

The strategic objectives for the WRTS have been aligned to the provincial objectives as per the GTSS which in turn was aligned to the national objectives as per the National Tourism Sector Strategy ("**NTSS**").

Themes

As per the GTSS and the NTSS, the objectives have been categorised into 3 themes, viz:

- Tourism Growth and the Economy
- Visitor Experience and the Brand
- Sustainability and Good Governance

Strategic Objectives at National level (context)

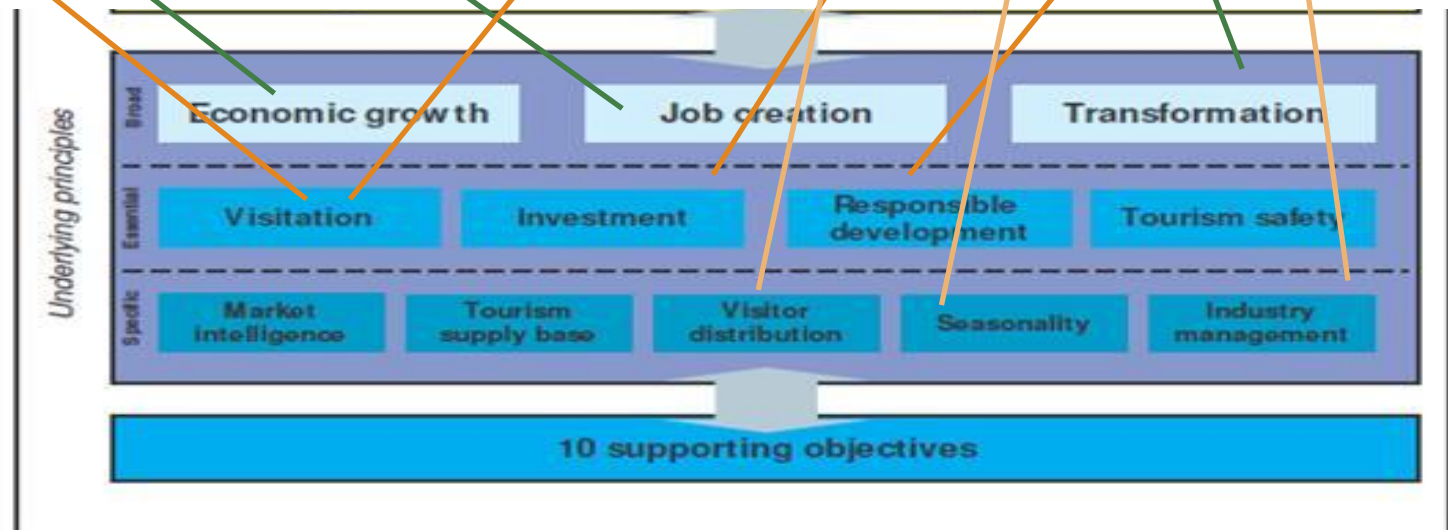| Tourism Growth and the Economy	Visitor Experience and the Brand	Sustainability and Good Governance
• To grow the travel and tourism sector's absolute contribution to the economy • To provide excellent people development and decent work within the tourism sector • To increase domestic tourism's contribution to the tourism economy • To contribute to the regional tourism economy	• To entrench a culture of travel amongst South Africans • To deliver a world-class visitor experience • To position South Africa as a globally recognised tourism destination brand	• To achieve transformation within the tourism sector • To address the issue of geographic, seasonal and rural spread • To promote 'responsible tourism' practices within the sector • To unlock tourism economic development at a provincial and local government level

Strategic Objectives

National Strategic Objectives Adapted *to WRTS Context*

Tourism Growth and the Economy	Visitor Experience and the Brand	Sustainability and Good Governance
• To grow the travel and tourism sector's absolute contribution to the *WRDM & consequently Gauteng* economy • To provide excellent people development and decent work within the tourism sector • To increase domestic tourism's contribution to the tourism economy (*ie WRDM residents = domestic tourists*) • To contribute to the regional *(Gauteng)* tourism economy	• To entrench a culture of travel amongst South Africans (*ie Gauteng/WRDM residents = South Africans*) • To deliver a world-class visitor experience • *To position WRDM core experiences as recognised top experiences in its chosen marketing locations (ie Gauteng)*	• To achieve transformation within the tourism sector • To address as appropriate the issue of geographic, seasonal and rural spread • To promote 'responsible tourism' practices within the sector • To unlock tourism economic development at *a local government level*

Continuity iro 2005 WRTS PRIMARY Objectives

**THUS .....
Not new objectives or significantly different objectives, rather nationally & provincially ALIGNED objectives**

Underlying principles

Broad	Economic growth	Job creation	Transformation	
Essential	Visitation	Investment	Responsible development	Tourism safety
Specific	Market intelligence	Tourism supply base	Visitor distribution	Seasonality	Industry management

10 supporting objectives

Strategic Objectives

Continuity iro 2005 WRTS SUPPORTING Objectives

**.....
Some supporting objectives
rather principles and have
been used as such.
Some supporting objectives
rather strategic thrusts
and have been used as such.**

Strategic Framework - Vision

Vision	*"To be the preferred all year round destination in Gauteng and South Africa, recognised as a frontrunner in showcasing natural, cultural and industrial heritage and providing visitors with a unique and memorable experience through adherence to the principles of responsible tourism "*

Broad	Economic growth	Job creation	Transformation
Essential	Visitation	Investment	Responsible development / Tourism safety
Specific	Market intelligence	Tourism supply base	Visitor distribution / Seasonality / Industry management

10 supporting objectives

- Be visitor focussed
- Match products to markets
- Strengthen and expand the product portfolio
- Define and strengthen tourism spatial components and experience clusters
- Develop a unique destination positioning
- Customise experiences through packaging
- Tailor the marketing message to chosen segments
- Make it easy to get there and move around
- Facilitate public sector investment in hard infrastructure
- Enhance soft infrastructure provision

Strategic Objectives

Strategic Objectives by Focus Areas, Targets and Baselines

- **Theme 1: Tourism Growth and the Economy**

Priority Rating:
1 = implement by Year 1
2 = implement by Year 3
3 = implement by year 5

See also targets by market segment

NTSS Objective1	GTSS Objective Focus	GTSS Targets			WRTS Objective Validation	WRTS Objective Specification		WRTS Targets			Comments / Suggested Monitoring Tool
		2009 Baseline	**2015 Target**	**2020 Target**				**Baseline (2010)**	**2015 Target**	**2020 Target**	
To grow the tourism sector's absolute contribution	Increase in tourism GDP levels	33.3	48.6	69.8	Ignored for WRTS as is no baseline and calculation would require significant research budget		-				Could be undertaken with a key number of representative tourism establishments every 6 months (ie District Tourism Sector Index") to assess visitation movement. Total visitation can be projected on an annual basis based on total tourism product database.
	Increase in foreign visitor arrivals	4.6	6.2	8.25	Instead of arrivals, target and measure "Visitor numbers". Rather than geographic source distinguish between and target overnight and day visitors.	1.	Increase in Overnight visitors [1]	0,83 million or 8,3% of overnight visitors to Gauteng	1,05 million or 10% of overnight visitors to Gauteng	1,3 million or 12,5% of overnight visitors to Gauteng	
	Increase in number of domestic tourists	5.0	7.0	10.26		2.	Increase in Day visitors [1]	2,9 million or 4,7% of day visitors from Gauteng	3,5 million or 5,5% of day visitors from Gauteng	4,2 million or 6% of day visitors from Gauteng	
	Increase the number of people employed in the sector	Unknown	To be determined		Same as GTSS, but devise District Tourism Sector Index to track	3.	Increase the number of people employed in the sector	To be determined. A % increase in job index of Tourism Index (not an actual calculation)	To be determined. A % increase in job index of Tourism Index (not an actual calculation)	To be determined. A % increase in job index of Tourism Index (not an actual calculation)	One of the questions in Tourism Sector Index would be to assess increase/decrease in permanent and temporary jobs at tourism product.
	Increase in public sector/ government investment in tourism infrastructure		Public sector to provide financial and other forms of support to at least 2 major (total value >R500 million) tourism related projects by 2015 and a further 2 by 2020		Same as GTSS	4.	Increase in public sector/ government investment in tourism infrastructure [2]	No substantial tourism projects in pipeline	Public sector to provide financial and other forms of support to at least 2 medium sized (total value >R50 million) tourism related projects by 2015 and a further 2 by 2020		Add in requirement to include increase in public sector investment in general, not just in infrastructure. Track IDP Plans.
	Increase in private sector capital formation (for new and existing projects)	Unknown	New, private sector led tourism investments in the province (value >R100 million) - 5 by 2015 and 10 by 2020		Same as GTSS	5.	Increase in private sector capital formation (for new and existing projects) [2]	Not known	New, private sector led tourism investments in the district (value >R50 million) - 5 by 2015 and another 10 by 2020		Larger projects are easier to record/ measure than smaller projects. R50 million investment is equivalent to a 50-room hotel. Track via Tourism Sector Index
	Increase in levels of foreign direct investment in the tourism industry		Attract foreign investment of some form in at least 30% of all new large, scale tourism project (value >R100 million)		Focus is not on FDI but direct investment from outside of the district	6.	Increase external direct investment in the tourism industry [3]	Not known	50% of above tourism investments from new investors not already based in the district		Investment is important, but foreign investment is not imperative. Constant communication with industry.

Strategic Objectives

Strategic Objectives by Focus Areas, Targets and Baselines

- ### Theme 1: Tourism Growth and the Economy (cont)

NTSS Objective	GTSS Objective Focus	GTSS Targets			WRTS Objective Validation	WRTS Objective Specification		WRTS Targets			Comments / Suggested Monitoring Tool
		2009 Baseline	2015 Target	2020 Target				2010 Baseline	2015 Target	2020 Target	
To provide excellent people development and decent work within the tourism sector	•Increase in the number of tourism enterprises complying with the codes of decent work thereby increasing the number and percentage of people employed in decent jobs	Unknown	75% compliance with MOU	95% compliance with MOU	Same as GTSS	7.	Increase in the number of tourism enterprises complying with the codes of decent work thereby increasing the number and percentage of people employed in decent jobs ③	Unknown	75% compliance with MOU	95% compliance with MOU	Targets set at Gauteng levels (5 percentage points higher than the national target). One of the questions in Tourism Sector Index
To increase domestic tourism's contribution to the tourism economy	•Domestic tourism GDP as a percentage of tourism's overall contribution to GDP	10%	10.8%	11.1%	Focus is on total visitor numbers not geographic source market focused, however, as majority (± 90%) of existing visitors to West Rand from domestic market, and 70% of that from within Gauteng, domestic market extremely important source market to the WRDM	8.	Increase non-Gauteng domestic tourism support for WRDM ①	10% of domestic WRDM Market	15% of domestic WRDM market	20% of domestic WRDM market	One of the questions in Tourism Sector Index would be to assess target market mix.
	•Upper LSMs – perceptions of taking South African holiday versus outbound holidays to outbound competitors.	Unknown									
	•Middle LSMs level of knowledge, understanding and propensity to take holidays	Unknown				9.	Retain and strengthen WRDM resident support for WRDM tourism products ①	20% of domestic WRDM market	22,5% of domestic WRDM market	25% of domestic WRDM market	One of the questions in Tourism Sector Index would be to assess target market mix.
	•Increase in domestic holiday travel across all market levels	Unknown									
To contribute to the regional tourism economy	•Increase in the levels of marketing in the African market	unknown			Not pertinent to WRTS			-	-	-	-

Strategic Objectives

Strategic Objectives by Focus Areas, Targets and Baselines

- ### Theme 2: An Enhanced Visitor Experience

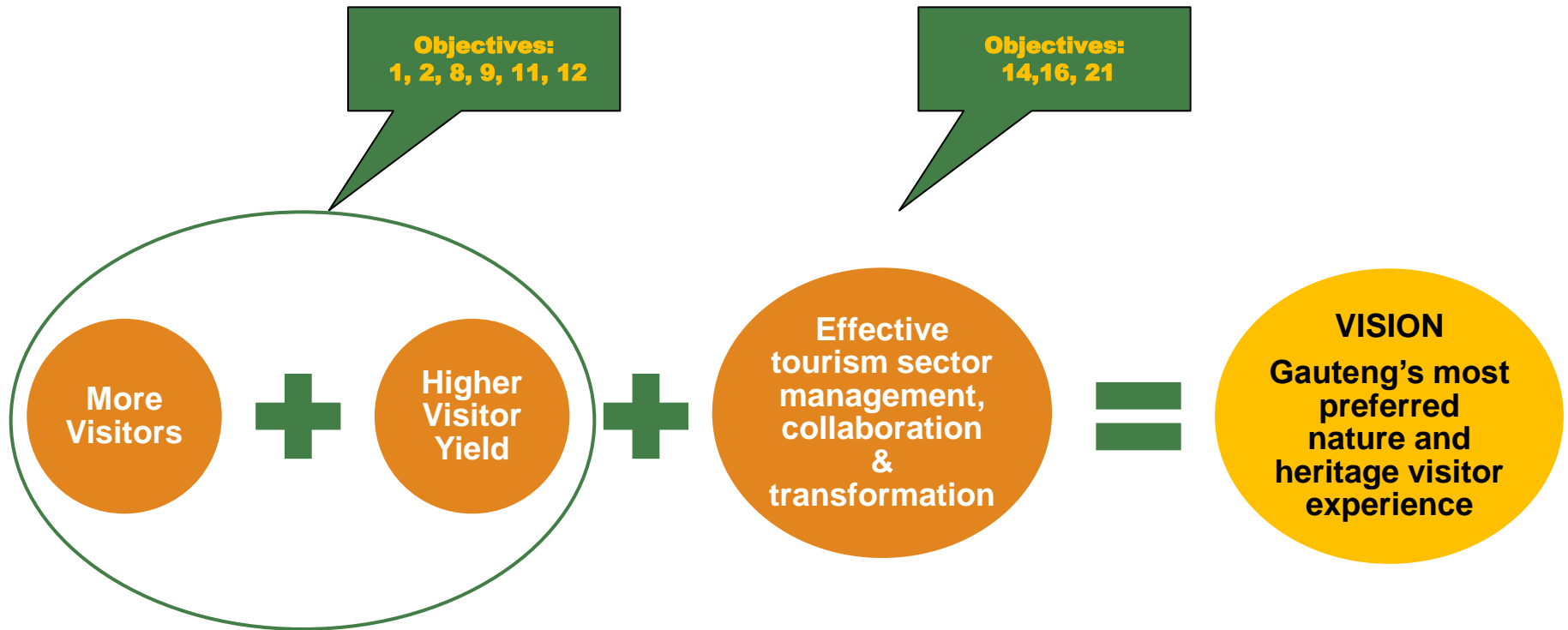| NTSS Objective	GTSS Objective Focus	GTSS Targets			WRTS Objective Validation	WRTS Objective Specification		WRTS Targets			Comments / Suggested Monitoring Tool
		2009 Baseline	2015 Target	2020 Target				2010 Baseline	2015 Target	2020 Target	
To deliver a world-class visitor experience	•Delivering experiences that equal or surpass the expectations of our visitors •Meeting or exceeding expectations of our tourists	Unknown	Strive to be best performing province on national satisfaction index		To deliver world class visitor experience in respect of identified core experiences for the WRDM	10.	Strive to be the best performing area within the provincial satisfaction index	Unknown	80%+ on satisfaction index	85%+ on satisfaction index	Undertake ad-hoc event visitor surveys in area and include visitor satisfaction as factor to monitor.
To entrench a tourism culture among Gauteng Residents	•Increase the average length of awareness of tourism and is value within Gauteng and South Africa				Focus is on total visitor numbers not geographic source market focused, however, as majority (± 90%) of existing visitors to West Rand from domestic market, and 70% of that from within Gauteng, domestic market extremely important source market to the WRDM	11.	Increase non-Gauteng domestic tourism support for WRDM	10% of domestic WRDM Market	15% of domestic WRDM market & at least 2 nights stay	20% of domestic WRDM market and at least 3 nights stay	One of the questions in Tourism Sector Index would be to assess target market mix. Also undertake ad-hoc event visitor surveys.
	•Increase in levels of community participation in the sector	Unknown	Increasing levels of community participation			12.	Retain and strengthen WRDM resident support for WRDM tourism products	20% of domestic WRDM Market 9mostly day visitors)	22,5% of domestic WRDM market & at least 10% for overnight stay	25% of domestic WRDM market and at least 15% for overnight stay	
To position Gauteng as a recognised tourism destination brand	•Showcase Gauteng as a distinctive brand, and communicate this to markets.	Unknown	Increasing recognition of Gauteng as a must experience destination		Focus in future to sell experiences in WRDM not WRDM as a destination brand, ie sell what can do not where can go.	13.	Increase knowledge and take up of world-class core experiences to be enjoyed in WRDM	Baseline to be established	30% increase in knowledge of WRDM & its core experiences and 15% increase in take up of core experiences.	50% increase in knowledge of WRDM & its core experiences and 25% increase in take up of core experiences.	One of the questions in Tourism Sector Index would be to assess the take up of core experiences. Also undertake ad-hoc event visitor surveys & include knowledge of WRDM and its tourism experiences as a question.

Strategic Objectives

Strategic Objectives by Focus Areas, Targets and Baselines

- **Theme 3: Sustainability and Good Governance**

NTSS Objective	GTSS Objective Focus	GTSS Targets		WRTS Objective Validation	WRTS Objective Specification		WRTS Targets			Comments
		2009 Baseline	2020 Target				2010 Baseline	2015 Target	2020 Target	
To achieve transformation within the tourism sector	•Increase number of companies with a BBBEE scorecard •Increase in number of companies accredited at higher levels as per gazetted tourism sector codes and decrease number of companies accredited at lower levels	Unknown		Same as GTSS	14.	Increase in number of tourism companies with BBBEE scorecard	Less than 20%	50% with scorecard	75% with scorecard	One of the questions in Tourism Sector Index .
	•Increase the number of tourism industry companies reaching tourism charter targets	Unknown		Same as GTSS	15.	Increase the number of tourism industry companies reaching tourism charter targets	to be established	40% reaching target	60% reaching target	One of the questions in Tourism Sector Index .
	•Increase the number of black owned tourism businesses	Unknown		Same as GTSS but slightly adjusted	16.	Increase the number of significant black owned tourism businesses outside of traditional townships	to be established	Increase by 30%	Increase by 50%	One of the questions in Tourism Sector Index .
To address the issue of geographic, seasonal and rural spread	•Increase in the number of visitors and bednights spent by tourists in least visited areas of the province	Unknown		Same as GTSS but adjusted	17.	Increase in the number of visitors and bednights spent in lesser visited areas of the district	To be established	Increase visitor numbers by 15%	Increase visitor numbers by 25%	One of the questions in Tourism Sector Index. However, based on growing the tourism visitor pie not just re-allocating existing pie.
	•Increase in the supply of tourism products that achieve acceptable patronage and revenue levels, especially in the least visited areas in the province	Unknown		Not supply but demand orientated so ignored for WRTS	.	-	-	-	-	-
	•Improvement in the seasonality index of foreign arrivals	Unknown		GTSS adjusted	18.	Improvement in the seasonality index of all visitors	To be established	20% increase in visitors in off-peak periods	40% increase in visitors in off-peak periods	One of the questions in Tourism Sector Index .
	•Increase in the number of bed nights spent in low season months	Unknown		Ignored for WRTS as dealt with above	.	-	-	-	-	-

Strategic Objectives

Strategic Objectives by Focus Areas, Targets and Baselines

- ## Theme 3: Sustainability and Good Governance (cont)

Prioritisation of Objectives:
1 = 10 objectives
2 = 8 objectives
3 = 3 objectives

NTSS Objective	GTSS Objective Focus	GTSS Targets		WRTS Objective Validation	WRTS Objective Specification	WRTS Targets			Comments / Suggested Monitoring Tool
		2009 Baseline	2020 Target			2010 Baseline	2015 Target	2020 Target	
To promote responsible tourism practices within the sector	•Increase in the number of tourism programmes and projects led by and benefitting communities	Unknown		As difficult to define benefitting communities, ignored for WRTS		-	-	-	-
	•Increase in the number of tourism businesses incorporating responsible tourism management and practices	Unknown		Same as GTSS	19. Increase in the number of tourism businesses incorporating responsible tourism management and practices ③	To be established	Increase by 20%	Increase by 30%	One of the questions in Tourism Sector Index .
To unlock tourism economic development at provincial and local government level	•Systems for provincial and local government tourism support. Incorporating GTSS targets in IDPs and local economic development strategies	Unknown		Incorporated in all of above targets		-	-	-	-
		Unknown		Same as GTSS	20. Ensuring support for local government programmes and capacity ②	To be established	15% of IDP projects are tourism related & tourism budget allocation increased by 20%	25% of IDP projects are tourism related & tourism budget allocation increased by 25%	Measure support provided to local government for tourism development programmes and/or tourism focus areas IRO money and time. Develop targets to improve on these. Monitor IDPs.
	•Ensuring support for local government programmes and capacity	-	-	Only WRTS not in GTSS	21. Strengthening the collaboration and communication in the tourism sector ①	To be established	80% of tourism stakeholders give a highly satisfied rating for tourism management in the WRDM including collaboration and communication	90% of tourism stakeholders give a highly satisfied rating for tourism management in the WRDM including collaboration and communication	One of the questions in Tourism Sector Index .& Annual survey of government stakeholders

Strategic Objectives

Core Objectives .... must result in Vision Realisation

Objectives:
1, 2, 8, 9, 11, 12

Objectives:
14, 16, 21

More Visitors + **Higher Visitor Yield** + **Effective tourism sector management, collaboration & transformation** = **VISION Gauteng's most preferred nature and heritage visitor experience**

Section 5

Strategic Clusters, Thrusts and Actions

Strategic Clusters, Thrusts and Actions

Introduction

Through alignment to the Gauteng Tourism Sector Strategies, ensuring that the district strategy meets district, provincial and national objectives as well as through consultation with the industry and stakeholders, a number of strategic actions were identified in order to meet the district objectives.

Clusters

The identified strategic thrusts/actions have been clustered according to the clusters in the National Tourism Sector Strategy and also used in the GTSS; viz:

Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation | Cluster 2.1: Tourism growth and development - demand | Cluster 2.2: Tourism growth and development - supply | Cluster 3: People development | Cluster 4: Enablers of growth
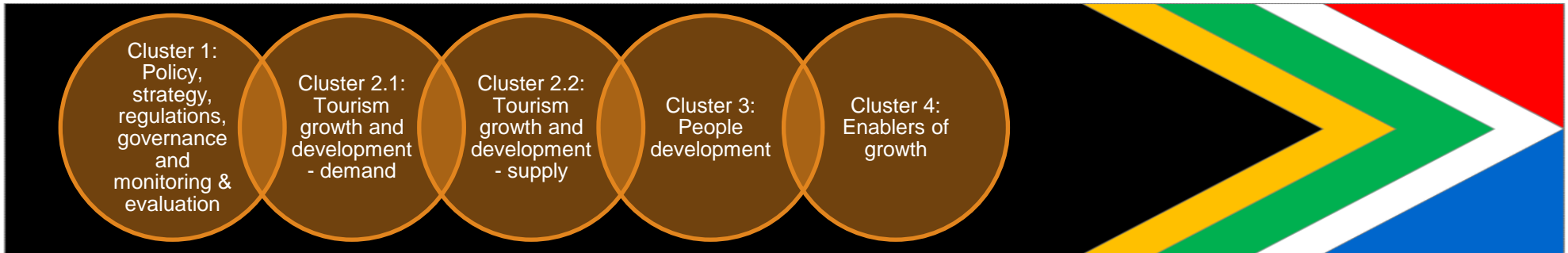
Thrusts

Various actions and sub-actions have been categorised into the following thrusts. Some of the thrusts are similar to that used in the NTSS and GTSS, however, some were adjusted to be more reflective of the WRDM requirements to meet WRDM objectives.

Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation
- Research, information and knowledge management
- Policy and legislative framework
- Collaborative partnerships
- Prioritising tourism at provincial and local government level

Cluster 2.1: Tourism growth and development - demand
- Tourism Brand Development & Management
- Tourism Market Segmentation, Positioning & Distribution

Cluster 2.2: Tourism growth and development - supply
- Relevant capacity building
- Product development & Investment Promotion
- Product information
- Responsible tourism
- Quality assurance

Cluster 3: People development
- Transformation
- Decent work
- Service excellence
- Community beneficiation

Cluster 4: Enablers of growth
- Tourism awareness
- Safety and security
- Ground transportation

Strategic Clusters, Thrusts and Actions

Continuity iro 2005 WRTS Strategic Framework

THUS .....
All strategic areas covered. Not significantly different strategic approach, rather nationally & provincially ALIGNED approach

2005
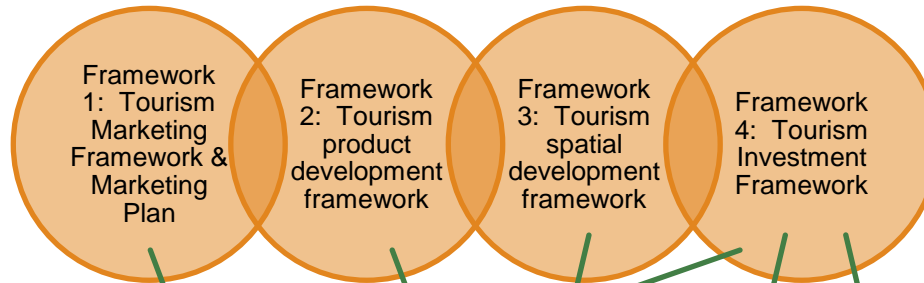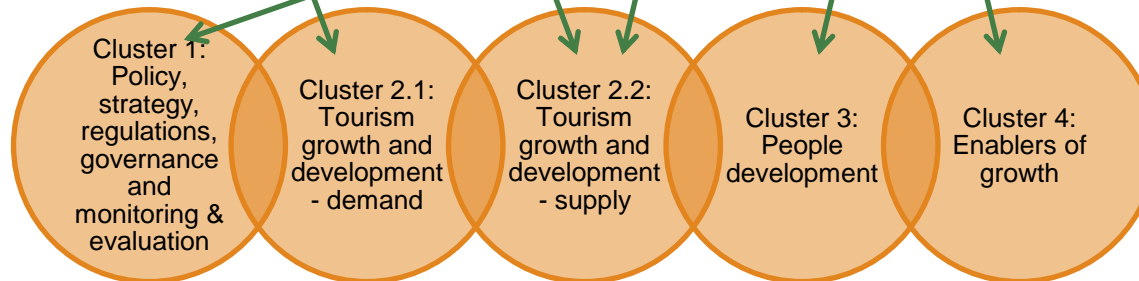
Framework 1: Tourism Marketing Framework & Marketing Plan

Framework 2: Tourism product development framework

Framework 3: Tourism spatial development framework

Framework 4: Tourism Investment Framework

2011

Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation

Cluster 2.1: Tourism growth and development - demand

Cluster 2.2: Tourism growth and development - supply

Cluster 3: People development

Cluster 4: Enablers of growth

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Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

Priority Rating:
1 = strong link to core objective
2 = average link to core objective
3 = weak link to core objective

- **Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation**
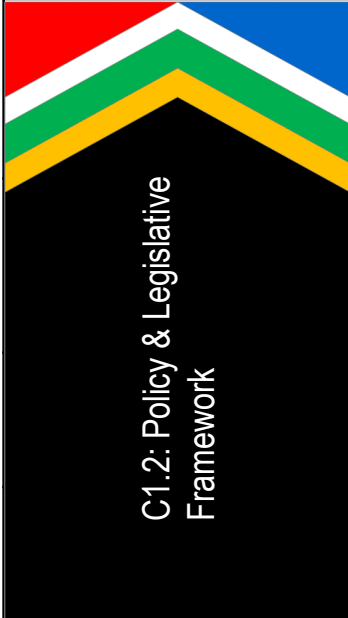
Thrust as per NTSS & GTSS	WRTS Strategic Action		WRTS Strategic Sub-Action	
C1.1: Research, information and knowledge management	C1.1.1 — Enhance capacity of research and knowledge management at WRDM to enable it to co-ordinate and guide tourism-related research required for the district **1**	i)	Develop and undertake a twice yearly West Rand Tourism Sector Index (on selected tourism product owners) in order to assess performance, core experiences offered/bought by visitors, patronage/ usage, seasonality, source markets, transformation, etc by area within the WRDM	
		ii)	Use the WRDM database of supply in order to measure available capacity and in combination with the West Rand Tourism Sector Index measure the patronage/ usage, seasonality, source markets, transformation, etc by region for the WRDM	
		iii)	Undertake ad-hoc visitor surveys at key tourism establishments to measure recognition of the WRDM tourism brand and core experiences offered/bought, marketing tool performance, source markets of visitors, perceptions and opinions of tourism in the WRDM, visitor satisfaction, etc	
		iv)	Undertake ad-hoc visitor surveys at key tourism events to measure number, type, extent of events and measure impact of major events as well as visitor satisfaction	
		v)	Monitor implementation of tourism projects at local level. Ensure addition of this strategy in local IDP and development plans	
		vi)	Monitor number of new tourism projects in the district including investment by public and private sector as well as direct investment	
		vii)	Monitor crime statistics against visitors and tourists as well as negative reporting about safety and security in the district	
	C1.1.2 — Link to and work with GTA on tourism research requirements **3**	i)	Provide input into GTA on WRDM tourism research requirements in respect of research surveys undertaken specifically by GTA.	
		ii)	Provide input into GTA for it to interact with NDT and SAT to ensure that national research is able to inform tourism strategic direction in Gauteng province and in the WRDM. Ensure that the following national research projects are able to provide relevant information for the WRDM area of Gauteng: Visitor satisfaction surveys, community participation and beneficiation, responsible tourism monitoring, BBBEE monitoring and reporting in the tourism sector, national tourism index, industry competitiveness, performance of marketing for African markets, packaging of domestic leisure holidays, domestic tourism trends by LSM, race and type of traveller, etc.	
	C1.1.3 — Maintain the tourism database in the WRDM **1**	i)	Improve the current WRDM tourism product database (ensure it provides required information for analysis purposes)	
		ii)	Continuously update the WRDM tourism database with new product details	
		iii)	Undertake a database audit annually to ensure existing data is correct and to delete establishments no longer in existence	
		iv)	Ensure that the database links with the provincial and consequently the national databases, ie collect the required information to populate the WRDM database to be able to link correctly	

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Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

- **Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation**

Thrust as per NTSS & GTSS	WRTS Strategic Action		WRTS Strategic Sub-Action
C1.2: Policy & Legislative Framework	C1.2.1 Ensure that all WRDM tourism strategies, plans and actions are in compliance with provincial and national legislation, policy and strategy. **3**	i)	Regularly review WRTS and documents/plans resulting from it or related to it whenever policies, legislation, regulations or strategies are changed at national and provincial level and adjust where relevant.
	C1.2.2 Ensure that all WRDM local municipality tourism strategies, plans and actions are in compliance with district policy and strategy. **3**	I)	Regularly review local municipal tourism documents/plans to assess alignment with WRTS and its resulting documents and advise of adjustments to be made where relevant.
	C1.2.3 Ensure that the WRTS is aligned to WRDM policy, strategy and plans. **2**	i)	Whenever IDP is revised provide input so that tourism is properly incorporated and represented in the IDP (and other framework).
		ii)	Provide tourism related input into any other WRDM strategies and plans (ie economic growth plans, spatial development frameworks, etc) and ensure that tourism is properly incorporated and represented.

Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

- **Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation**

Thrust as per NTSS & GTSS	WRTS Strategic Action		WRTS Strategic Sub-Action	
C1.3: Collaborative Partnerships	C1.3.1 Promote and formalise structures to ensure collaboration and interaction within the public and between the public and private sector and communities in the district **1**	i)	Continue with the formation of a regional tourism organisation and ensure that the RTO has strong private sector representation & that the RTO structure and constitution supports the Unicity 2016 vision, ie it can if required become the single representative tourism organisation for the Unicity	
		ii)	Encourage and assist with the establishments of effective LTOs at local municipality level and ensure clear communication channels with the RTO	
		iii)	Encourage district and local private sector tourism associations and ensure clear communication channels between the associations and the LTOs and with the RTO, ie forums.	
	C1.3.2 Strengthen the collaboration partnerships with other relevant WRDM government departments/entities **3**	i)	Actively encourage for the tourism sector to be incorporated into district municipality development projects and programmes (ie WRDA programmes/initiatives)	
	C1.3.3 Strengthen the collaboration partnership with GTA as well as other relevant provincial and national departments/institutions **2**	i)	Actively participate in all relevant provincial tourism dialogues and tourism activities with GTA	
		ii)	Actively encourage for the WRDM to be represented in respect of provincial events and economic development projects/programmes (ie Blue IQ initiatives)	
		iii)	Actively encourage for the WRDM to be represented in respect of national events and economic development projects/programmes (ie tourism development areas)	

Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

- **Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation**

Thrust as per NTSS & GTSS	WRTS Strategic Action		WRTS Strategic Sub-Action
C1.4: Prioritising tourism at local government level	C1.4.1 — Develop a clear framework within which all appropriate roles and areas of responsibility are clearly spelled out for all government role players **1**	i)	Implement the Gauteng agreed institutional structure at district level., ie continue with the formation of a regional tourism organisation and ensure that the RTO and the Department of Tourism in the WRDM are adequately funded and resourced
		ii)	Encourage the formation of proper LTO structures within the local municipalities within the WRDM and ensure that these structures undertake the required roles and are adequately funded and resourced
	C1.4.2 — Raise the profile of tourism in the district (currently tourism just is and is expected to deliver without much investment or support from the public sector) **1**	ii)	Formulate structures for ongoing dialogue at district and local government level. Develop bilateral relations with other relevant departments/ agencies at district level
		ii)	Lobby for adequate tourism budgets and other resources. Ensure that tourism projects/programmes are reflected in the WRDM IDP to ensure funding allocation.
		iii)	Continuously identify and establish a strong political champion for the tourism sector within the WRDM Council. Ensure that such a political champion is kept well advised of the tourism sector environment, needs, challenges and activities

Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

- **Cluster 2.1: Tourism Growth and Development - Demand**

Thrust as per WRTS	WRTS Strategic Action		WRTS Strategic Sub-Action	
C2.1.1: Tourism Brand Development & Management	C2.1.1.1 — Update WRDM tourism branding and align to new Brand South Africa tourism brand format as specified by SAT and as per the provincial implementation decisions of GTA **1**	i)	Agree with GTA how the Brand South Africa tourism brand format will be implemented in Gauteng and adjust the WRDM tourism brand architecture accordingly	
		ii)	Enhance and refine the current WRDM brand architecture (after alignment to provincial tourism branding) to be more experience (and particularly core experience) orientated by adding "Experiential" (ie what to do) tag lines and positioning materials to existing brand architecture– no generic destination selling, always by core experience (*see core and supporting experiences defined in next page*)	
	C2.1.1.2 — Strongly align the tourism branding and activities of local municipalities within the WRDM with the WRDM tourism brand **2**	i)	Encourage/agree a policy of no separate branding by sub-regions within the WRDM, but rather by experience. Sub-regions (local municipalities) to utilise the various district experiential brandings prominent in their area. Ensure that this policy is supportive of an eventual single Unicity tourism brand	
		ii)	Encourage/agree a policy of no separate branding/positioning strategies to be developed by local municipalities. District branding and positioning strategies to be followed instead.	
		iii)	Communicate to the local municipalities the district tourism branding strategy, the branding materials available and how they are to use it and monitor the usage of the district branding materials by local municipalities and if not used determine concerns and adjust accordingly if required.	
	C2.1.1.3 — Strongly align the tourism branding and activities of private sector within the WRDM with the WRDM tourism brand **2**	i)	Through continuous dialogue with the private sector determine whether experiences branded are in fact experiences sold by private sector and sought and bought by their customers.	
		ii)	Communicate to the private sector the branding strategy, the branding materials available and how they are to use it. and monitor the usage of the materials by private sector and if not used determine the reasons why and adjust materials accordingly if required	
	C2.1.1.4 — Align marketing tools and marketing activities with Experience based Positioning of the WRDM **1**	i)	Review all marketing tools based on tourism experience based positioning of the WRDM, prioritise which tools are most appropriate to use and either adjust existing marketing tools or develop new tools as is required. Particularly identify and develop tools that are "call to action" rather than "destination awareness" orientated.	
		ii)	Review all marketing activities based on tourism experience based positioning of the WRDM, prioritise which activities are most appropriate and either adjust existing activities/campaigns or develop new activities as is required.. Particularly identify and develop activities that are "call to action" rather than "destination awareness" orientated.	

Strategic Clusters, Thrusts and Actions

Branding Alignment Recommendations (towards Strategic Action 2.1.1.1)

NATIONAL
Brand South Africa (IMC)
National Government Departments

GEOGRAPHIC
Province
Municipality
City

AT THIS STAGE NOT CLEAR WHETHER GAUTENG WILL ALIGN TO REBRANDED ARCHITECTURE OR IF EXISTING GAUTENG BRANDING WILL BE RETAINED

CURRENT BRANDING

LIKELY BRANDING IN BRAND SA FORMAT

• If possible retain investment in existing brand
• Utilise flexibility in application to WRDM benefit
• Suggest clearly position location in Gauteng

Strategic Clusters, Thrusts and Actions

Experiential Branding Recommendations (towards Strategic Action 2.1.1 1)

1. Tourism Experiential USPs or **Core** Tourism Experiences for the WRDM are defined as:
   - Cultural/heritage discoveries (including the major attraction such as Maropeng & lesser established township tours which need to be enhanced)
   - Scenic/nature/outdoor recreation discoveries

2. **Supporting** Key or Niche Tourism Experiences for the WRDM are defined as:
   - Outdoor action/soft adventure discoveries
   - Countryside conferencing/functioning/weddings/team building
   - Wildlife recreation discoveries
   - Event discoveries

3. **Other** available Tourism Experiences for the WRDM are defined as:
   - Business travel
   - Mining discoveries
   - Agri-tourism discoveries?

4. Move away from destination branding or generic destination awareness positioning.
5. No selling of the "West Rand", rather sell Core or Supporting Experiences in specific locations, ie Cradle, Muldersdrift, Crocodile River, Magaliesberg, etc

6. Cradle of Humankind now well recognized so leverage it by using it as a tourism hook and spreading tourists into the rest of the district.

Core Experiences are either unique to the destination or better/significantly different from a similar experience in a competitive destination

Supporting or niche experiences are often also found in competitive destinations and are of good quality but not significantly better. Supporting experiences often underpin or strengthen or differentiate the core experience.

Caution – not to confuse experience with activity, ie hiking could be an activity packaged within an 'outdoor recreation', 'wildlife recreation' or 'outdoor action' experience, but it is not the actual experience purchased

Other tourism experiences may be available but either not developed or not developed based on tourism marketing.

'West Rand' has negative connotation or is confused with Roodepoort. Never sell a municipality as a destination.

For local market can also leverage Magaliesberg, Crocodile River and Muldersdrift.

Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

- **Cluster 2.1: Tourism Growth and Development - Demand**

Thrust as per WRTS	WRTS Strategic Action		WRTS Strategic Sub-Action	
C2.1.2: Tourism Market Segmentation, Positioning & Distribution	C2.1.2.1	Develop WRDM prioritised tourism market segmentation **1**	i)	Develop a base WRDM tourism market segmentation grid based on SAT and GTA grid and prioritise
			ii)	Specify 5-year focus by market segment within the grid
			iii)	Adjust the market segmentation grid to be Core experience & Key Supporting experience based
	C2.1.2.2	Develop Positioning Statements by market segments in line with overall branding **1**	i)	Develop positioning statements for core experience segments
			iii)	Develop positioning statements for key support experience segments
	C2.1.2.3	Specify the Distribution to be undertaken by Market Segment **1**	i)	Specify and implement the marketing tools to be utilised for core experience and key support experience market segments
			ii)	Specify and implement the marketing channels to be utilised for core experience and key support experience market segments
			iii)	Specify and implement tourism packaging initiatives including route development

Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Context – SAT 2011-2013 Segmentation Grid (could not obtain GTA/Gauteng Grid)

	AFRICA	AMERICAS & the UK	ASIA & AUSTRALASIA	EUROPE
CORE MARKETS	Angola Botswana DRC Kenya Nigeria South Africa	USA UK	Australia India	France Germany Netherlands
INVESTMENT MARKETS	Mozambique	Brazil Canada	China (including Hong Kong) Japan	Belgium Italy Sweden
TACTICAL MARKETS	Lesotho Swaziland	Ireland	New Zealand	
WATCH-LIST MARKETS	Malawi Namibia Zambia Zimbabwe	Argentina	Republic of Korea	Austria Denmark Portugal Switzerland Spain
STRATEGIC IMPORTANCE	Bahrain, Oman, Qatar, Saudi Arabia			
STRATEGIC LINKS/HUBS	Egypt, Ethiopia, Senegal, UAE, Israel, Turkey, Ghana, Tanzania, Uganda Mauritius		Malaysia Singapore	Greece

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Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Suggested Market Segmentation Grid for WRDM (Based on SAT Grid) with Preliminary Prioritisation

NB! - VFR Overlay
Get WRDM & rest of Gauteng residents to bring VFR visitors

Market	Geographic Scope		Target Segments	Core & Key Supporting Experiences
Priority 1: Domestic	**Core:** 1. West Rand District Municipality 2. Western Gauteng 3. Northern Gauteng 4. Rest of Gauteng	**Opportunity/Investment:** 1. North West 2. Limpopo 3. Free State 4. Mpumalanga 5. Rest of SA	1. Independent couples & families 2. Young & upcoming 3. Well-off homely couples 4. Business/corporate/government @ business 5. Schools/colleges/universities 6. Clubs (social, hobby & sport) & churches 7. Basic needs older families (for day visitors intra Gauteng only) 8. Associations	1. Scenic/nature/outdoor recreation discoveries 2. Event discoveries 3. Countryside conferencing / weddings / functions / team building 4. Wildlife recreation discoveries 5. Outdoor action/soft adventure discoveries 6. Cultural/heritage discoveries
Priority 2: Europe Americas Asia	**Core:** • UK • Germany • USA • France • Netherlands	**Opportunity/Investment:** 1. Rest of Europe & Scandinavia 2. Australia, New Zealand, Japan, 3. BRIC	1. NSSA 2. Wanderlusters 3. Family explorers 4. VFR	1. Cultural/heritage discoveries 2. Scenic/nature/outdoor recreation discoveries 3. Wildlife recreation discoveries
Priority 3: SADC Rest of Africa & Indian Ocean Islands	**Core:** 1. Botswana 2. Lesotho 3. Swaziland	**Opportunity/Investment:** 1. Mozambique 2. Angola, Nigeria, Kenya, DRC 3. Namibia, Zimbabwe, Zambia, Malawi	1. Business professionals 2. Traders 3. MICE 4. VFR	1. Scenic/nature/outdoor recreation discoveries 2. Event discoveries 3. Countryside conferencing / functions / weddings / team building

Strategic Clusters, Thrusts and Actions

☀ ▬ Day visitor ☾ ▬ Overnight visitor

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Suggested WRDM Market Segmentation Grid – Indication of Overnight vs Day Visitor Focus

Market	Geographic Scope		Target Segments	Core & Key Supporting Experiences
Prioity 1: Domestic	**Core:** 1. West Rand District Municipality 2. Western Gauteng 3. Northern Gauteng 4. Rest of Gauteng mostly ☀ some ☾	**Opportunity/Investment:** 1. North West 2. Limpopo 3. Free State 4. Mpumalanga 5. Rest of SA mostly ☾	1. Independent couples & families (both) 2. Young & upcoming (both) 3. Well-off homely couples (both) 4. Business/corporate/government @ business (both) 5. Schools/colleges/universities (both) 6. Clubs (social, hobby & sport) & churches (both) 7. Basic needs older families (for day visitors intra Gauteng only) (day) 8. Associations (both)	1. Scenic/nature/outdoor recreation discoveries (both) 2. Event discoveries (day) 3. Countryside conferencing / functions / weddings / team building (both) 4. Wildlife recreation discoveries (both) 5. Outdoor action/soft adventure discoveries (mostly day) 6. Cultural/heritage discoveries (day)
Priority 2: Europe Americas Asia	**Core:** • UK • Germany • USA • France • Netherlands mostly ☀ some ☾	**Opportunity/Investment:** 1. Rest of Europe & Scandinavia 2. Australia, New Zealand, Japan, BRIC 3. mostly ☀ some ☾	1. NSSA (mostly day) 2. Wanderlusters (mostly day) 3. Family explorers (mostly day) 4. VFR (day)	1. Cultural/heritage discoveries (day) 2. Scenic/nature/outdoor recreation discoveries (mostly day) 3. Wildlife recreation discoveries (mostly day)
Priority 3: SADC Rest of Africa & Indian Ocean Islands	**Core:** 1. Botswana 2. Lesotho 3. Swaziland mostly ☀	**Opportunity/Investment:** 1. Mozambique 2. Angola, Nigeria, Kenya, DRC 3. Namibia, Zimbabwe, Zambia, Malawi mostly ☀	1. Business professionals (day) 2. Traders (day) 3. MICE (both) 4. VFR (day)	1. Scenic/nature/outdoor recreation discoveries (day) 2. Event discoveries (day) 3. Countryside conferencing / functions / weddings / team building (both)

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Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Suggested Core Market Segmentation Grid – Indication of Visitor Market Share Currently & In next 3 Years

Market	Geographic Scope	
Priority 1: Domestic 85%	**Core:** 1. West Rand District Municipality 2. Western Gauteng 3. Northern Gauteng 4. Rest of Gauteng 75%	**Opportunity/Investment:** 1. North West 2. Limpopo 3. Free State 4. Mpumalanga 5. Rest of SA 10%
Priority 2: Europe Americas Asia 12,5%	**Core:** • UK • Germany • USA • France • Netherlands 10%	**Opportunity/Investment:** 1. Rest of Europe & Scandinavia 2. Australia, New Zealand, Japan, 3. BRIC 2,5%
Priority 3: SADC Rest of Africa & Indian Ocean Isl 2,5%	**Core:** 1. Botswana 2. Lesotho 3. Swaziland	**Opportunity/Investment:** 1. Mozambique 2. Angola, Nigeria, Kenya, DRC 3. Namibia, Zimbabwe, Zambia, Malawi

Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Suggested WRDM

Market Segmentation Grid – 5-year Market Focus Plan

**THUS .....
most markets
require development
which will be costly**

Market	Geographic Scope	
Priority 1: Domestic	**Core:** 1. West Rand District Municipality 2. Western Gauteng 3. Northern Gauteng 4. Rest of Gauteng	**Opportunity/Investment:** 1. North West 2. Limpopo 3. Free State 4. Mpumalanga 5. R
Priority 2: Europe Americas Asia	**Core:** • UK • Germany • USA • France • Netherlands	**Opportunity/Investment:** 1. Rest of Europe & Scandinavia 2. Australia, New Zealand, Japan, 3. BRIC
Priority 3: SADC Rest of Africa & Indian Ocean Islands	**Core:** 1. Botswana 2. Lesotho 3. Swaziland	**Opportunity/Investment:** 1. Mozambique 2. Angola, Nigeria, Kenya, DRC 3. Namibia, Zimbabwe, Zambia, Malawi

= penetrate more   = defend   = develop   = watch

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Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Suggested WRDM Market Segmentation Grid – Indication of Marketing Resource (Activities & Budget) Allocation in next 5 Years

Market	Geographic Scope	
Priority 1: Domestic **60%**	**Core:** 1. West Rand District Municipality 2. Western Gauteng 3. Northern Gauteng 4. Rest of Gauteng **40%**	**Opportunity/Investment:** 1. North West 2. Limpopo 3. Free State 4. Mpumalanga 5. Rest of SA **20%**
Priority 2: Europe Americas Asia **30%**	**Core:** • UK • Germany • USA • France • Netherlands **15%**	**Opportunity/Investment:** 1. Rest of Europe & Scandinavia 2. Australia, New Zealand, Japan, 3. BRIC **15%**
Priority 3: SADC Rest of Africa & Indian Ocean Isl **10%**	**Core:** 1. Botswana 2. Lesotho 3. Swaziland **5%**	**Opportunity/Investment:** 1. Mozambique 2. Angola, Nigeria, Kenya, DRC 3. Namibia, Zimbabwe, Zambia, Malawi **5%**

Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Suggested Core Market Segmentation Grid – Indication of Visitor Market Share Targeted in 5 Years (2016)

Market	Geographic Scope	
Priority 1: Domestic 70%	**Core:** 1. West Rand District Municipality 2. Western Gauteng 3. Northern Gauteng 4. Rest of Gauteng 50%	**Opportunity/Investment:** 1. North West 2. Limpopo 3. Free State 4. Mpumalanga 5. Rest of SA 20%
Priority 2: Europe Americas Asia 20%	**Core:** • UK • Germany • USA • France • Netherlands 10%	**Opportunity/Investment:** 1. Rest of Europe & Scandinavia 2. Australia, New Zealand, Japan, 3. BRIC 10%
Priority 3: SADC Rest of Africa & Indian Ocean Islands 10%	**Core:** 1. Botswana 2. Lesotho 3. Swaziland 5%	**Opportunity/Investment:** 1. Mozambique 2. Angola, Nigeria, Kenya, DRC 3. Namibia, Zimbabwe, Zambia, Malawi 5%

Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Suggested Core

Market Segmentation Grid – EXAMPLE of Focus by Core/Key Experience

Core / Key Supporting Experiences	Market	Geographic Scope		Target Segments
Scenic / nature / outdoor recreation discoveries	**Priority 1:** Domestic	**Core:** 1. West Rand District Municipality 2. Western Gauteng 3. Northern Gauteng 4. Rest of Gauteng	**Opportunity/Investment:** 1. North West 2. Limpopo	1. Independent couples & families (& VFR) 2. Young & upcoming (& VFR) 3. Well-off homely couples (& VFR) 4. Schools/colleges/universities 5. Clubs (social, hobby & sport) & Churches 6. Basic needs older families (for day visitors intra Gauteng only) (& VFR)
	Priority 2: Europe Americas Asia			
	Priority 3: SADC Rest of Africa & Indian Ocean Islands			

If the market is segmented using experience as the basis, it is easier to identify which geographic markets and target segments are applicable and it is thus a more focused approach to segmenting and to identify how to spend the marketing budget and how to go to market.

= penetrate more

= defend

= develop

= watch

Strategic Clusters, Thrusts and Actions

**TOWARDS FULFULLING STRATEGIC ACTION 2.1.2.2: Suggested
EXAMPLE Positioning Recommendations by Core/Key Experience Market Segment**

Call to Action:

What can I experience?. Where?

Format:

Experience Statement. Location

Core / Key Experiences	Market	Positioning Statement
Scenic / nature / outdoor recreation discoveries	**Priority 1:** Domestic (Core)	**Your great outdoors experience, just next door.** Muldersdrift **Discover the great outdoors, just next door.** Cradle of Humankind **Discover the great outdoors on your doorstep**. Magaliesberg **Your family day out on your doorstep.** Muldersdrift **A fun day out on your doorstep.** Cradle of Humankind **Your nature getaway on your doorstep.** Magaliesberg **Your country getaway just next door.** Muldersdrift
	Priority 1: Domestic (Opportunity)	**Your country getaway in the city.** Muldersdrift, Gauteng **A great outdoors city break.** Magaliesberg, Gauteng **Escape to the city - country style.** Magaliesberg, Gauteng **Discover the city - country style.** Muldersdrift, Gauteng **Discover the country in the city.** Cradle of Humankind, Gauteng
	Priority 2: Europe Americas Asia (Core & Opportunity)	**Should we sell this experience to this market?** *Your quick outdoor break. Muldersdrift, Gauteng* *Break your trip. Relax outdoors. Muldersdrift, Gauteng*
	Priority 3: SADC Rest of Africa & Indian Ocean Islands (Core & Opportunity)	**Should we sell this experience to this market?** *Your quick outdoor break. Muldersdrift, Gauteng* *Break your trip. Relax outdoors. Muldersdrift, Gauteng*

Strategic Clusters, Thrusts and Actions

Experiential Branding Recommendations (towards Strategic Action 2.1.1.1) – BRANDING LOOK & FEEL

Flexible

Critical

Experience Statement. Location

or

West Rand Tourism
More than just a discovery

or

or
new

Discover the great outdoors on your doorstep.
Cradle of Humankind, Magaliesberg & Muldersdrift

or

West Rand Tourism
More than just a discovery

or

or
new

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Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

- **Cluster 2.2: Tourism Growth and Development - Supply**

Thrust as per NTSS & GTSS	WRTS Strategic Action		WRTS Strategic Sub-Action	
C2.2.1: Relevant Capacity Building	C2.2.1.1	Implement NDT capacity building programmes for local government (2)	i)	Through GTA link in with NDT audit of local government skills audit and ensure that the NDT training programmes targeted at local government officials to address skills gaps and shortages identified is undertaken in the district and relevant local municipalities. Assist GTA/NDT with the roll-out of tourism awareness and training programmes among all local government councillors and management members in relevant municipalities
	C2.2.1.2	Ensure that tourism is an important criterion in infrastructure development planning (2)	i)	Identify key infrastructure projects in the WRDM and underlying relevant municipalities that could assist in the development of tourism and liaise with relevant responsible agencies/municipal departments to prioritise these projects
			ii)	Ensure that tourism development is a key factor considered when an infrastructure project is included in the WRDM and its local municipalities' IDPs
			iii)	Implement NDT mechanisms to encourage participation in local tourism organisations
	C2.2.1.3	Manage and implement a human resources development strategy (2)	i)	Implement any components of the national tourism human resource development strategy that is relevant to tourism in the WRDM
			ii)	Engage with district and local associations to promote formal training, improve the quality of the people working in the industry and ensure an increased intake of tourism graduates
	C2.2.1.4	Engage with Cathsseta (prev. Theta) and GTA to implement specific training programmes in the WRDM (2)	i)	Identify through interaction with the tourism stakeholders in the WRDM specific training needs across the district, with an emphasis on improving skills and quality of service delivery and engage with GTA/Cathsseta to identify an opportunity to roll-out a mass training programme, supported by the SETA, for all relevant employees in the province.
			ii)	Link with the national roll-out of a customer relations training programme for all travel and tourism employees (service excellence training)
	C2.2.1.5	Encouraging participation of youth in tourism (2)	i)	Encourage the industry to take on leadership/ apprenticeship learnerships. Consider incentivising industry to take-on learners and youth in learnership programmes. Continue with learnership intake within district and local government.

Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

- **Cluster 2.2: Tourism Growth and Development - Supply**

Thrust as per NTSS & GTSS	WRTS Strategic Action			WRTS Strategic Sub-Action	
C2.2.2: Product Development & Investment Promotion	C2.2.2.1	Develop product development plan for the WRDM **1**	i)		Based on tourism experiences identified for the WRDM, undertake a product gap analysis to satisfy each experience (particularly core and key support experiences). Identify both product development and upgrade/improvement needs.
			ii)		Prioritise locations for product development, type of development needed as well as likely developer (ie public sector – national, provincial, local – or private sector)
			iii)		Prioritise locations for product upgrading/improvement
	C2.2.2.2	Implement product development and investment plan in respect of district municipal tourism assets. **1**	i)		Liaise with the relevant departments/agencies to identify process for and challenges in proceeding with product development/improvement
			ii)		Develop business plans/feasibility studies for key projects that have a strong government asset base
			iii)		Lobby for these tourism product development projects (particularly catalyst projects) to be included in the IDP and allocated sufficient funding for implementation or undertake funding drive
			iv)		Execute the large scale government asset based product/project development projects
			v)		Support the Gauteng revitalisation of parks and waterways, ie work with the relevant departments to improve public infrastructure in the district around waterways and parks and implement a clean-up programme initially, followed by a safety and security plan followed by the development of recreational infrastructure along waterways throughout the district
			vi)		Improve government owned and managed tourism infrastructure by upgrade of facilities and services of district government owned and managed tourism infrastructure and encourage local government to upgrade their owned facilities and services
	C2.2.2.3	Encourage private sector to develop product gaps identified in product development plan or determine collaboration projects **2**	i)		Advise the private sector by way of associations and public access documentation of the existence and content of the product development plan and advise of any government related product development initiatives
			ii)		Encourage the private sector, through continuous engagement by way of associations, to undertake required product improvements and developments .

Strategic Clusters, Thrusts and Actions

Product ample & good quality; market ample, is ready & have some knowledge of product

Some product and/or weak quality; market average, is ready but lack knowledge of product

Product lacking or poor quality; market weak, is not ready and or have no knowledge of product

TOWARDS FULFILLING STRATEGIC ACTION 2.2.2.1: Core & Key Supporting Experience Product Development Recommendations

Core / Key Experiences	Product/Market Readiness	Tourism Resources Development/Upgrading Requirements	Infrastructure Development/Upgrading Requirements	Tourism Activity Development/Upgrading Requirements	WRDM Development Node
Scenic/nature/ outdoor recreation discoveries		• Increase picnic facilities and upgrade existing picnic or day visitor facilities • Develop scenic view spots • Develop and upgrade as is required waterways and riverside scenic/outdoor facilities. • Expand/improve tourism support facilities, such as restaurants, accommodation, tourism shopping and entertainment at key visitor nodes where such is lacking.	• Signage (easy to read & follow) • Tourism Information • Road upgrading (particularly dirt roads and some rural tar roads) • Scenic view spots • Public transport access & larger transport parking/stopping facilities • Safety and security at picnic spots and scenic view spots • Undertake cleanup of primary tourism roadways and visitor facilities	• Organise mini events with attached shopping, eating and entertainment activities at key tourism intersection nodes in peak visitor periods (ie non permanent structures/activities). • During peak times organise shopping, eating and entertainment activities at key recreation spots (ie non permanent or mobile structures/activities).	• Primarily Mogale City, Muldersdrift, Magaliesburg, Cradle of Humankind • Careful selection of real scenic spots for expansion elsewhere
Cultural / heritage discoveries		• Develop and host frequent cultural events that can showcase cultural/heritage facilities/activities in the WRDM (see also Event Wonders) • Improve the township tourism product and increase marketing of available products	• Signage (easy to read & follow) • Tourism Information • Undertake cleanup of primary tourism roadways and visitor facilities	• Advertise permanent cultural/heritage facilities by taking mobile or non-permanent cultural/heritage activities/facilities to busy visitor nodes during peak periods (can also take to nearby shopping centres for marketing purposes)	• Currently primarily in Cradle of Humankind • Need to expand into rest of WRDM, but careful selection of real cultural/heritage locations • Improve the core township tourism real cultural products
Countryside conferencing / functioning / weddings / team building		• Upgrade facilities that are not of quality • Develop good standard and pertinent facilities in other WRDM nodes	• Signage (easy to read & follow) • Tourism Information • Road upgrading (particularly dirt roads and some rural tar roads) • Public transport access & parking facilities	• Encourage the take-up of other tourist activities in the area by conference/teambuild visitors (packaging)	• Currently primarily Mogale City, Muldersdrift, Magaliesburg • Dependent on product and market could expand to other areas of WRDM

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Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Core & Key Supporting Experience Product Development Recommendations

Product ample & good quality; market ample, is ready & have some knowledge of product

Some product and/or weak quality; market average, is ready but lack knowledge of product

Product lacking or poor quality; market weak, is not ready and or have no knowledge of product

Core / Key Experiences	Product/Market Readiness	Tourism Resources Development/Upgrading Requirements	Infrastructure Development/Upgrading Requirements	Tourism Activity Development/Upgrading Requirements	WRDM Development Node
Event discoveries		• Develop an events programme that includes small and large events, as well as events that are uniquely or authentically WRDM • Events to be attached to most of the other experiences, ie recreation/picnic festivals, cultural (music) festivals, outdoor action events (ie cycle races, walks, hikes, road races, sport events). • Some event ideas: Country pub crawl, revitalise Crocodile Ramble/Magalies Meander • Develop an event loyalty scheme that would drive up visitor numbers to the WRDM (ie coupon system – come to 2 events and entry is free in the 3rd event, stay over in the WRDM and event entry is free, etc)	• Tourism information • Public transport access & larger transport parking/stopping facilities • Safety and security at events • Undertake cleanup of primary tourism roadways and visitor facilities around events	• As is relevant to events organise shopping, eating and entertainment activities at key event nodes (ie mobile or non permanent structures/activities). • Advertise permanent cultural/heritage facilities by taking mobile or non-permanent cultural/heritage activities/facilities to event nodes • Encourage the take-up of other tourist activities in the area by event visitors (packaging/loyalty coupon system)	• Could be all over WRDM
Wildlife recreation discoveries		• Develop interactive wildlife recreation facilities rather than just wildlife viewing facilities • Upgrade facilities at some wildlife facilities where quality is not of high standard	• Signage (easy to read & follow) • Tourism Information • Road upgrading (particularly dirt roads and some rural tar roads) • Safety and security at some key wildlife spots • Undertake cleanup of primary tourism roadways and visitor facilities	• Develop good quality interactive wildlife activities. • If possible offer these activities at other venues to showcase the Wildlife Recreation facilities, ie at events and at conference facilities (packaging)	• Primarily Mogale City, Muldersdrift, Magaliesburg, Cradle of Humankind • Should not be expanded elsewhere
Outdoor action/soft adventure discoveries		• Upgrade existing facilities that are not of adequate quality • Expand the types of action/adventure offered • Develop and upgrade as is required waterways and riverside outdoor action facilities.	• Signage (easy to read & follow) • Tourism Information • Road upgrading (particularly dirt roads and some rural tar roads) • Safety and security at some key outdoor spots • Undertake cleanup of primary tourism roadways and visitor facilities	• If possible offer these action/adventure activities at other venues to showcase the Outdoor Action/Adventure facilities, ie at events and at conference facilities (packaging/loyalty coupon system)	• Primarily Mogale City, Muldersdrift, Magaliesburg, Cradle of Humankind • Careful selection of action orientated locations for expansion elsewhere

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Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Other Experience

Product Development Recommendations

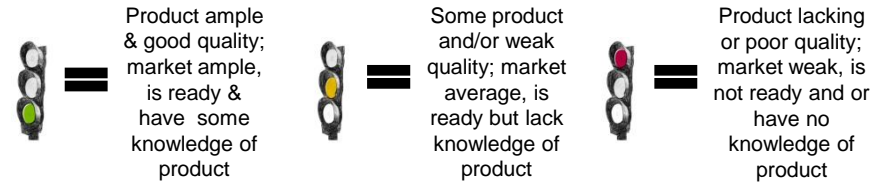Product ample & good quality; market ample, is ready & have some knowledge of product

Some product and/or weak quality; market average, is ready but lack knowledge of product

Product lacking or poor quality; market weak, is not ready and or have no knowledge of product

Other Experiences	Product / Market Readiness	Tourism Resources Development/Upgrading Requirements	Infrastructure Development/Upgrading Requirements	Tourism Activity Development/Upgrading Requirements	WRDM Development Node
Business travel	(yellow)	-	-	-	• Primarily Mogale City, Randfontein, Merafong, Westonaria • Only expand elsewhere if economic impediment
Mining discoveries	(red)	• Investigate potential locations for a major mining discovery experience and develop and expand from this pilot location. • Ensure that it is an authentic and quality experience	-	-	• Primarily Mogale City, Randfontein, Merafong, Westonaria • No nodal expansion
Agri-tourism discoveries	(red)	• Investigate potential locations for agri-tourism discovery experiences and develop and expand from pilot locations. • Ensure that it is an authentic and quality experience	-	Primarily linked to events	• Primarily Muldersdrift, Magaliesburg, Cradle of Humankind • Careful selection of locations for expansion elsewhere

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Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Product Opportunity & Project Identification

Core Project Opportunities		Experience Impacted							
Project #	Project Description	Scenic / nature / outdoor recreation discoveries	Cultural / heritage discoveries	Countryside conferencing	Event discoveries	Wildlife recreation discoveries	Outdoor action discoveries	Business travel	Mining / Agri discoveries
1.	**Events Programme** • Events Programme including small and large events (develop event themes and an event schedule; ensure that the programme covers all areas of the WRDM) • Obtain event or events programme sponsors • Organise and host events or outsource where necessary • Develop Event Loyalty Scheme, ie coupon system (come to two events and enter 3rd event for free; sleep over in the area and entry to event is free, etc) • Link Events & route development/revitalisation, ie need to make routes (such as Magalies Meander and Crocodile Ramble) an event, even if frequent such as first weekend of every month. Routes thus become one of the list of events on the annual event schedule. • Use events to drive geographic spread of visitors, ie mini events such as an organised pub/shebeen crawl in the Merafong area every quarter. Package products together to create economy of scale, ie use WRDM transport operators and guides (visitors do not drive themselves to avoid drinking and driving), use WRDM entertainment groups at the pubs/shebeens, include in the package accommodation in the area, etc. Take the package to market rather than just the event and visitors have to make their own arrangements	👍	👍		👍	👍	👍		👍
2.	**Visitor Information Centre Multi Use Complex** • Develop a Visitor Information Centre in the form of a Multi-use complex on a major intersection into the WRDM area (ie Beyers Naude Drive/R24) • Utilise this centre as a visitor launch or distribution centre into the area as well as a facility/activity booking service as well as an information service • Include in the multi-use complex eating, shopping and other tourism support facilities	👍	👍	👍	👍	👍	👍	👍	👍
3.	**Scenic Outdoor Recreation Facilities** • Develop Picnic / outdoor recreation establishments/resorts in key nodes • Tie in with Scenic Enhancement Project • Tie in with events programme • Tie in with water/river based tourism complex • Tie in with mobile activity programme	👍							

Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Product Opportunity & Project Identification

Core Project Opportunities		Experience Impacted							
Project #	Project Description	Scenic / nature / outdoor recreation discoveries	Cultural / heritage discoveries	Countryside conferencing	Event discoveries	Wildlife recreation discoveries	Outdoor action discoveries	Business travel	Mining/Agri discoveries
4.	**Water/River Based Multi-Use Visitor Recreation Complex(es)** • Develop water/river based multi-use tourism recreation complex (es) in key nodes • Tie in with scenic outdoor recreation facilities • Tie in with mobile activity programme	👍	👍	👍		👍	👍		
5.	**Mobile Activity Packaging Programme** • Develop mobile visitor activities connected to the experiences in the district, ie wildlife interactive, outdoor action interactive & cultural/heritage interactive activities • Develop mobile visitor support activities such as shopping, eating and entertainment activities • Package these activities to be used at events • Package these activities to be used at facilities in the district, ie conferencing using mobile outdoor action or cultural/heritage interactive activities from the area at the conference centre • Use the mobile activities for marketing purposes by showcasing the area at exhibitions and shopping centres in and outside the district (ie exhibiting at Getaway or own exhibit at Sandton City)	👍	👍	👍	👍	👍	👍		
6.	**Greening/Beautification & Scenic Enhancement Project** • Continuous cleaning and beautification of key tourism areas • Develop and secure scenic view spots • Link with the Scenic Outdoor Recreation	👍	👍	👍	👍	👍	👍		
7.	**Mining Tourism Project** • Develop authentic mining discovery experiences • Identify unused mining facilities to turn into visitor facilities • Consider whether unused mining towns could be turned into social tourism projects (ie social tourism resorts – accommodation facilities in the WRDM are currently primarily of a mid to up-market level and thus not affordable to a significant proportion of the domestic market; offer an affordable visitor resort option)		👍	👍	👍				👍
8.	**Agri Tourism Project** • Develop authentic agricultural visitor experiences • Identify areas within the WRDM that would be most appropriate for such experiences	👍			👍				👍

Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Project Selection for Implementation Plan Development

Project #	Core Project Opportunities — Project Description	Criteria						
		Impact on Core/Key Experiences	Potential for IDP Listing / Funding	Supporting District Objectives	Supporting GTA Strategy	Likely Market interest if Private Sector funded	Market Readiness	TOTAL
1.	**Events Programme** • Events Programme including small and large events (develop event themes and an event schedule; ensure that the programme covers all areas of the WRDM) • Obtain event or events programme sponsors • Organise and host events or outsource where necessary • Develop Event Loyalty Scheme, ie coupon system (come to two events and enter 3rd event for free; sleep over in the area and entry to event is free, etc) • Link Events & route development/revitalisation, ie need to make routes (such as Magalies Meander and Crocodile Ramble) an event, even if frequent such as first weekend of every month. Routes thus become one of the list of events on the annual event schedule. • Use events to drive geographic spread of visitors, ie mini events such as an organised pub/shebeen crawl in the Merafong area every quarter. Package products together to create economy of scale, ie use WRDM transport operators and guides (visitors do not drive themselves to avoid drinking and driving), use WRDM entertainment groups at the pubs/shebeens, include in the package accommodation in the area, etc. Take the package to market rather than just the event and visitors have to make their own arrangements	3	2	3	3	2	2	15 / 18
2.	**Visitor Information Centre Multi Use Complex** • Develop a Visitor Information Centre in the form of a Multi-use complex on a major intersection into the WRDM area (ie Beyers Naude Drive/R24) • Utilise this centre as a visitor launch or distribution centre into the area as well as a facility/activity booking service as well as an information service • Include in the multi-use complex eating, shopping and other tourism support facilities	3	3	2	2	1	2	13 / 18
3.	**Scenic Outdoor Recreation Facilities** • Develop Picnic / outdoor recreation establishments/resorts in key nodes • Tie in with Scenic Enhancement Project • Tie in with events programme • Tie in with water/river based tourism complex • Tie in with mobile activity programme	1	3	3	3	1	3	14 /18

Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Project Selection for Implementation Plan Development

Project #	Project Description		Impact on Core/Key Experiences	Potential for IDP Listing / Funding	Supporting District Objectives	Supporting GTA Strategy	Likely Market interest if Private Sector funded	Market Readiness	TOTAL
4.	**Water/River Based Multi-Use Visitor Recreation Complex(es)** • Develop water/river based multi-use tourism recreation complex (es) in key nodes • Tie in with scenic outdoor recreation facilities • Tie in with mobile activity programme	1	2	3	3	3	1	3	15 / 18
5.	**Mobile Activity Packaging Programme** • Develop mobile visitor activities connected to the experiences in the district, ie wildlife interactive, outdoor action interactive & cultural/heritage interactive activities • Develop mobile visitor support activities such as shopping, eating and entertainment activities • Package these activities to be used at events • Package these activities to be used at facilities in the district, ie conferencing using mobile outdoor action or cultural/heritage interactive activities from the area at the conference centre • Use the mobile activities for marketing purposes by showcasing the area at exhibitions and shopping centres in and outside the district (ie exhibiting at Getaway or own exhibit at Sandton City)	2	2.5	1	2	3	1	3	12.5 / 18
6.	**Greening/Beautification & Scenic Enhancement Project** • Continuous cleaning and beautification of key tourism areas • Develop and secure scenic view spots • Link with the Scenic Outdoor Recreation	1	3	3	3	3	1	1	14 /18
7.	**Mining Tourism Project** • Develop authentic mining discovery experiences • Identify unused mining facilities to turn into visitor facilities • Consider whether unused mining towns could be turned into social tourism projects (ie social tourism resorts – accommodation facilities in the WRDM are currently primarily of a mid to up-market level and thus not affordable to a significant proportion of the domestic market; offer an affordable visitor resort option)	3	1	3	3	1	1	1	10 /18
8.	**Agri Tourism Project** • Develop authentic agricultural visitor experiences • Identify areas within the WRDM that would be most appropriate for such experiences	3	1	3	3	1	1	1	10 /18
9.	**Avi Tourism Project** • Develop authentic avi tourism visitor experiences • Identify areas within the WRDM that would be most appropriate for such experiences	3	2	2	1	3	1	1	10 /18

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Strategic Clusters, Thrusts and Actions

TOWARDS FULFILLING STRATEGIC ACTION 2.1.2.1: Project Selection for Implementation Plan Development

Top 5 Projects Based on Rating Scale
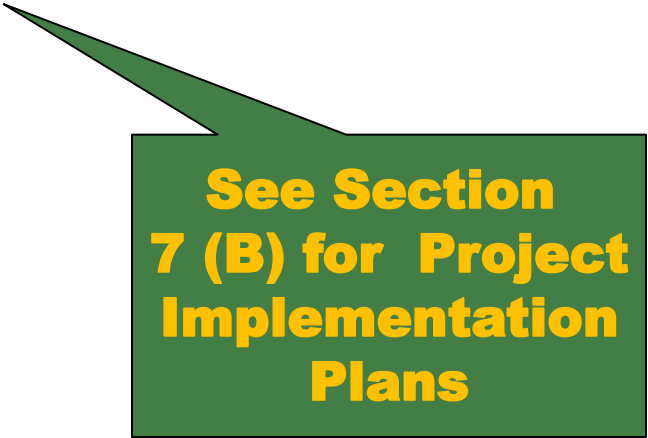
1. Events Programme

2. Water/River Based Multi-Use Visitor Recreation Complex(es)

3. Greening/Beautification & Scenic Enhancement Project

4. Scenic Outdoor Recreation Facilities

5. Visitor Information Centre Multi Use Complex

Similar, so combine as one project

Thus add next rated project

6. Mobile Activity Packaging Programme

See Section 7 (B) for Project Implementation Plans

Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

- **Cluster 2.2: Tourism Growth and Development - Supply**

Thrust as per NTSS & GTSS	WRTS Strategic Action		WRTS Strategic Sub-Action	
C2.2.3: Product Information	C2.2.3.1 — Develop and implement a district structure, linked with the provincial/national structures, for tourism information provision which covers information provision on all WRDM and possibly also all Gauteng tourism products and experiences. Ensure that this structure links with the national, central electronic database. **2**		i)	Structure design to link with national design such that all are accredited, uniformly branded information centres (could be virtual; mobile; exclusively for information provision or coupled with a travel agency, petrol station; consider franchising option; etc)
			ii)	Implement tourisms signage permissions and standards, linked to national permissions and standards, including the use and ownership of the sign
			iii)	Develop and manage tourism information centres and ensure local information centres fit in with the uniformly branded national designs.
	C2.2.3.2 — Training of tourism information officials **2**		i)	Link with NDT training programmes for tourism information officials and ensure that all such officials are appropriately trained, ensuring that officials obtain knowledge about the entire country.
			ii)	Ensure that internships are provided to local learners (tourism) and students (tourism) at tourism information centres

Thrust as per NTSS & GTSS	WRTS Strategic Action		WRTS Strategic Sub-Action	
C2.2.4: Responsible Tourism	C2.2.4.1 — Promote adherence to 'responsible tourism' standards and guidelines **2**		i)	Promote adherence to universal access standards by existing and new tourism products
			ii)	Support implementation of training programmes, developed nationally, for responsible tourism practices "how to guides"
			iii)	Promote awareness of responsible tourism among tourism businesses and encourage participation of tourism enterprises in "green" or "responsible" tourism accreditation programmes
	C2.2.4.2 — Implement 'responsible tourism' standards and guidelines **2**		i)	Ensure the usage of responsible tourism messages by the WRDM marketing organisation
			ii)	Ensure/ encourage all new structures within the WRDM tourism industry and particularly structures that are government assets to comply with the "green buildings" guidelines/ principles.
			iii)	Ensure that district government initiatives focus on "cleaning-up" the area - making services and facilities environmentally friendly, responsible, neat and tidy

Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

- **Cluster 2.2: Tourism Growth and Development - Supply**

Thrust as per NTSS & GTSS		WRTS Strategic Action		WRTS Strategic Sub-Action
C2.2.5: Quality Assurance	C2.2.5.1	Encourage participation in the national grading scheme **3**	i)	Make use of the TGCSA customer feedback system as well as public comment websites such as Hello Peter, Trip Advisor, etc to monitor quality and service levels within the district
			ii)	Ensure that the district government only supports graded organisations for government use/ events, etc . Also ensure that graded establishments are supported in respect of WRDM tourism marketing activities
	C2.2.5.2	Encourage visitors to comment on grading and quality of service, services and facilities **2**	i)	Ensure that the TGCSA's customer feedback system is included in visitor information, information centres, etc so that customers can provide feedback
	C2.2.5.3	Measure the levels of service provision in the province **2**	i)	Link to the national service index and monitor the district's performance against this. Also include visitor satisfaction ratings in ad-hoc visitors surveys to be undertaken by the WRDM

Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

- **Cluster 3: People Development**

Thrust as per NTSS & GTSS	WRTS Strategic Action		WRTS Strategic Sub-Action	
C3.1: Transformation	C3.1.1	Develop and implement strategies to promote businesses with a BBBEE scorecard and encourage businesses to improve their scores and reach the tourism charter targets **1**	i)	Work with district and local associations to promote transformation and implement BBBEE scorecards
			ii)	Facilitate partnerships between big business and smaller black owned start-ups/ existing businesses by way of transformation information on database
			iii)	Promote diversity in WRDM tour packages/ excursions
			iv)	Encourage district and local government department procurement from BBBEE rated/ compliant tourism enterprises
	C3.1.2	Support the national people development plan, including training, to effectively produce the required sector skills at all levels, but particularly for management and entrepreneurial skills **2**	i)	Ascertain the levels of skills demand for the district by taking part in provincial and national initiatives
			ii)	Assist in the development of required capacity in designated groups
			iii)	Work with the private sector and encourage the development of black personnel in line with the skills needs of the district. Offer incentives to private sector entities engaged in relevant skills development for black employees/ learners - couple with Cathsseta initiatives and also in respect of WRDM collaborative marketing initiatives
	C3.1.3	Work with national programmes to encourage black entrepreneurs to enter the industry and own and operate businesses throughout the sector. Provide necessary support to these entrepreneurs **2**	i)	Implement the national mentorship programme for entrepreneurs in the tourism industry. Link with the national database and link mentors with black SMME owners or aspiring entrepreneurs. Showcase successful mentorship projects
			ii)	Ensure that black owned SMMEs are incorporated into WRDM marketing campaigns and TEP programmes

Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

- **Cluster 3: People Development**

Thrust as per NTSS & GTSS	WRTS Strategic Action		WRTS Strategic Sub-Action	
C3.2: Decent Work	C3.2.1	Encourage provincial tourism businesses to comply with the principle of providing decent work **3**	i)	Support GTA and NDT initiatives to determine the current status of 'decent work' provision in the province across various sub-sectors of the tourism industry
			ii)	Assist the GTA and NDT to determine the gap between current actual work scenario and the ideal scenario in the district
			iii)	Support GTA and NDT programmes to reduce the identified gap
			iv)	Approach the Decent Work Country Programme for assistance in implementing programmes to reduce the identified 'decent work' gaps in the sector
			v)	Encourage the implementation of ILO convention 172 and recommendation 179 in the industry
			vi)	Support national/provincial initiatives to accredit/ register labour brokers
	C3.2.2	Support national initiatives to attract and retain quality people and create careers in the industry **3**	i)	Encourage implementation of the national people development and tourism awareness strategy

Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

- **Cluster 3: People Development**

Thrust as per NTSS & GTSS		WRTS Strategic Action		WRTS Strategic Sub-Action
C3.3: Service Excellence	C3.3.1	Support the national service satisfaction/ excellence programme **2**	i)	Support the province's initiatives in respect of the national service satisfaction study
			ii)	Measure and monitor ongoing district performance by way of ad hoc visitor surveys and communicate to private sector
			iii)	Use results of the district provincial performance to identify training needs and ensure implementation of appropriate training programmes to improve service excellence across the province
			iv)	Encourage participation in provincial and national Service Excellence Awards, linked to the national Service Excellence Month
			v)	Support the implement of the national employee awareness campaign to encourage improved service
	C3.3.2	Tourism consumer feedback system **2**	i)	Link to the national tourism consumer feedback system and implement on district level and feed back provincially. Ensure that feedback is channelled back to the service provider for action and follow-up to ensure that there is a response. Consider implementing penalties for non-response.

Thrust as per NTSS & GTSS		WRTS Strategic Action		WRTS Strategic Sub-Action
C3.4: Community Participation	C3.4.1	Work with national programmes to build awareness and understanding of tourism among communities to eliminate unrealistic expectations **3**	i)	Implement community campaigns, developed nationally. Encourage community participation and knowledge of local tourism projects (big and small) - distribute relevant, factual information in the local community where new developments are planned/ underway
	C3.4.2	Identify areas and destinations in the province where communities could be beneficiaries of tourism projects, and identify and support appropriate product development **3**	i)	Work with the national programme to encourage community swopping programmes i.e. hosting rural visitors for shopping and entertainment and city visitors being hosted by rural communities

Strategic Clusters, Thrusts and Actions

Actions and Sub-actions

The high-level actions and sub-actions identified for the West Rand tourism industry, by thrust are as follows:

- **Cluster 4: Enablers of Growth**

Thrust as per NTSS & GTSS	WRTS Strategic Action		WRTS Strategic Sub-Action	
C.4.1: Tourism Awareness	C4.1.1	Exchange programme **3**	i)	Encourage Gauteng tourism service providers to participate in the national tourism exchange programme

Thrust as per NTSS & GTSS	WRTS Strategic Action		WRTS Strategic Sub-Action	
C4.2: Safety & Security	C4.2.1	Support the national safety campaign **2**	i)	Implement the national tourism safety and awareness strategy in the district consultation with relevant stakeholders
			ii)	Formalise relationships with the national Tourism Safety Initiative (TSI) by way of GTA
			iii)	Establish and strengthen safety and security relationships and partnerships within the district to ensure the implementation in the district of the national tourism safety and awareness strategy
			iv)	Support a youth safety and ambassador programme for the province, deployed to tourism areas and/or hotspots. Couple safety with the responsibility of maintaining cleanliness in the area.

Thrust as per NTSS & GTSS	WRTS Strategic Action		WRTS Strategic Sub-Action	
C4.3: Ground Transportation	C4.3.1 **3**	Work with the NDT to ensure the continued improvement in ground transportation and the tourism transport licensing system to make these efficient and consistent	i)	Support and where possible implement a provincial tourism transport plan, that links in with the broader transport plan for the province and the national tourism transport plan.
	C4.3.2 **3**	Improve tourist transport registration and management	i)	Encourage all district relevant tourism transport enterprises to adhere to certification and registration requirements and to be members of associations such as SATSA.
	C4.3.3 **2**	Ensure an efficient intermodal transport system in the district linking in to that of Gauteng and the national transport system, that allows domestic and international tourists to move about easily - to, from and within the destination	i)	Link with the national assessment of current transport provision in the province
			ii)	Engage tourism ground transport providers tin the district to identify challenges in respect of ground transport
			iii)	Prioritise tourism transport needs. Identify key tourism transport routes and ensure that there is transport available as well as appropriate tourism signage for self-drive tourists. Take the tourism marketing strategy into consideration as well as tourism segments

Strategic Clusters, Thrusts and Actions

Summary of Priority Strategic Actions (1 Priority only)

Thrusts as per NTSS & GTSS or adjusted for WRTS		WRTS Priority Strategic Actions
C1.1: Research, information and knowledge management	C1.1.1	Enhance capacity of research and knowledge management at WRDM to enable it to co-ordinate and guide tourism-related research required for the district
	C1.1.3	Maintain the tourism database in the WRDM
C1.3: Collaborative Partnerships	C1.3.1	Promote and formalise structures to ensure collaboration and interaction within the public and between the public and private sector and communities in the district
C1.4: Prioritising tourism at local government level	C1.4.1	Develop a clear framework within which all appropriate roles and areas of responsibility are clearly spelled out for all government role players (Establishment of the RTO and supporting structures/forums)
	C1.4.2	Raise the profile of tourism in the district (currently tourism just is and is expected to deliver without much investment or support from the public sector)
C2.1.1: Tourism Brand Development & Management	C2.1.1.1	Update WRDM tourism branding and align to new Brand South Africa tourism brand format as specified by SAT and as per the provincial implementation decisions of GTA
	C2.1.1.4	Align marketing tools and marketing activities with Experience based Positioning of the WRDM
C2.1.2: Tourism Market Segmentation, Positioning & Distribution	C2.1.2.1	Develop WRDM prioritised tourism market segmentation
	C2.1.2.2	Develop Positioning Statements by market segments in line with overall branding
	C2.1.2.3	Specify the Distribution to be undertaken by Market Segment
C2.2.2: Product Development & Investment Promotion	C2.2.2.1	Develop product development plan for the WRDM
	C2.2.2.2	Implement product development and investment plan in respect of district municipal tourism assets.
C2.2.3: Product Information	C2.2.3.1	Develop and implement a district structure, linked with the provincial/national structures, for tourism information provision which covers information provision on all WRDM and possibly also all Gauteng tourism products and experiences. Ensure that this structure links with the national, central electronic database
	C2.2.3.2	Training of tourism information officials
C3.1: Transformation	C3.1.1	Develop and implement strategies to promote businesses with a BBBEE scorecard and encourage businesses to improve their scores and reach the tourism charter targets

Section 6

Institutional Structure

Institutional Structure

Institutional structure for tourism in South Africa

The NTSS outlines an institutional structure for tourism in South Africa. The recommended institutional structure, as per the NTSS, will be adopted in Gauteng and it is suggested that as far as possible given the institutional structure interventions already undertaken, the West Rand should adopt it as well. It has to be clarified however that the below structure pertains only to the interaction envisaged within public sector and within tourism specific entities and does not indicate the interaction between public and private sector nor the interaction within government across relevant sectors where a tourism dialogue is required.

Proposed institutional structure for tourism in South Africa

NATIONAL	National Department of Tourism — MIPTECH: MINMEC interprovincial technical committee of officials — SAT (South African Tourism)
PROVINCIAL	MINMEC: TOURISM (intergovernmental forum of national Minister and MECs); MECs responsible for tourism; Tourism forum of provincial MEC and district/metropolitan council chairs & chief executive officers (CEOs); Provincial departments of tourism; Provincial tourism agencies
REGIONAL	Metropolitan tourism councils and convention bureau; Coordinators' committee; District council coordinators
LOCAL	Local tourism bureaux and municipalities

Source: National Tourism Sector Strategy, February 2011

Institutional Structure

The following information has been sourced from the National Tourism Sector Strategy.

Arrangements at national level

The key structures at the national level are:

MINMEC	The intergovernmental tourism forum of the National Minister of Tourism and the provincial MECs for Tourism that discusses and agrees on national tourism policy matters
MIPTECH	The interprovincial technical committee on tourism is an intergovernmental forum of national and provincial tourism officials, SALGA, heads of government of provincial tourism departments, and CEOs of tourism authorities, that coordinate provincial and national tourism affairs in preparation for and support of the MINMEC.
NDT	The Department is responsible for national tourism policy, regulation and development.
SAT	SAT is responsible for international and domestic marketing of South Africa as a tourism destination, quality assurance and provide strategic leadership on convention bureaus

Arrangements at provincial level

Effective tourism-coordinating mechanisms should be established at the provincial and local government spheres in order to ensure synergised efforts and optimal resource allocation and usage. The various tourism spheres should complement one another, culminating in a strong and effective provincial tourism development effort.

The following are the key entities at provincial level:

MEC tourism forum	It is vital that tourism be acknowledged and managed as a priority at provincial level. To this end, it is proposed that the provincial MECs for Tourism should establish an MEC tourism forum, where they can meet with the chairpersons of the district and metropolitan councils and voluntary regional tourism associations on a biannual basis to discuss the tourism strategy for the province. The MEC tourism forum should be informed by the provincial coordinators' committee comprising officials of the provincial tourism authorities and the district/metropolitan tourism coordinators. It should meet regularly to discuss and agree on cooperative tourism programmes and strategies.
Provincial tourism authorities	Provincial tourism authorities should align their international tourism marketing efforts with those of SAT to ensure synergy.

Institutional Structure

The following information has been sourced from the National Tourism Sector Strategy.

Responsibility schedule

The provincial tourism departments and the statutory provincial tourism authorities should be responsible for formulating and executing the tourism policy and strategy within the following responsibility schedule:

Distinct responsibilities of the provincial tourism departments and provincial tourism authorities	
Provincial tourism departments	**Provincial tourism authorities**
- Formulate, publish, legislate and monitor provincial tourism policy and strategy - Provide funding for tourism promotion and development, and monitor the application of the funds - Work with national safety and security departments and bodies to address tourism safety and security - Maintain and develop provincial public tourist attractions (e.g. historical, cultural and environmental) - Facilitate the provision of public infrastructure - Facilitate the provision of public amenities, such as parking, ablution and public transport, in support of the tourism industry - Conduct spatial planning in support of tourism, and allocate land and infrastructure for tourism development - Establish a road sign plan and provide road signs - Work with relevant departments to maintain the general safety, upkeep, cleanliness and beautification of the province	- Guide and lead the implementation of the provincial tourism marketing policy and strategy - Cooperate with SAT in generically marketing the province globally as a key part of the South African tourism product - Generically market the province domestically - Work with regional coordinators and LTBs to package new themes, routes and experiences - Develop a provincial marketing toolkit that represents all products, areas and towns - Establish an integrated provincial tourism information system (including an accredited information offices network) together with regional coordinators, LTBs and the private sector - Initiate provincial initiatives to raise awareness and understanding of tourism among the population at large - Manage and implement provincial tourism registration and accreditation systems in conjunction with LTBs
Joint responsibilities of provincial tourism departments and provincial tourism authorities	
- Formulate a provincial tourism development framework, and work with regional coordinators, LTBs, private sector and all other relevant bodies to develop new tourism products and attractions - Initiate basic training and education programmes to improve tourism knowledge and skills, within the framework set by the Sector Education and Training Authority (SETA) at national level - Establish a tourism business advisory network to encourage and stimulate entrepreneurship - Initiate provincial programmes to facilitate increased participation by previously disadvantaged communities and entrepreneurs in tourism	

Institutional Structure

The following information has been sourced from the National Tourism Sector Strategy.

Arrangements at regional level

The regional tourism function should be mainly a developmental one, and should focus on the following two structures:

Voluntary regional tourism associations	The tourism industry and LTB in an area may decide to form a voluntary regional tourism association, but such body should operate independently of government statutes or finance. There should be no obligation to establish such an association.
Tourism coordinating committee	Provincial tourism structure that provides for alignment and integration between provinces and local government within the province

Arrangements at metro level

As the gateways to the provinces, the tourism bodies for the metro councils require special attention, and the following is proposed:

Tourism and conventions bureau	A single tourism and conventions bureau should be established for each metropolitan area. In addition to the functions of a tourism coordinator (similar functions to LTB), such bureau should have a strong events and conventions management focus, and should arrange and bid for major tourism meetings, events and conventions. Existing LTBs in metropolitan areas should be amalgamated into, and fulfil the role of, information offices of the bureaux, depending on their location.

Responsibility schedule

Tourism body	Government
Regional tourism organisations (RTOs) • RTOs should be voluntary bodies that could be established by the private sector and/or local tourism bureau in an area. • Aimed at collectively packaging and marketing the products of a regional area in conjunction with LTBs and district council coordinators, in support of the provincial marketing strategy and information system	**District/metropolitan council coordinating function** • Primarily a developmental and coordinating role • Conduct similar functions to those of the local municipality, for areas without municipal status in the jurisdiction of the district council (see local authority functions above) • Assist with the establishment and maintenance of LTBs (at least information offices) in towns and settlements that are unable to establish these • Act as a coordinator of common actions among the various LTBs within the jurisdiction of the region • Assist the provincial tourism authority and RTO (should it exist) to package the products of the region collectively, in support of the provincial marketing strategy and information system

Institutional Structure

The following information has been sourced from the National Tourism Sector Strategy.

Arrangements at local level

The following proposals are made in relation to arrangements at the local level**:**

LTB	Tourism-specific functions should be carried out by an LTB, which should: • be established by the local authority (town or district council) and private businesses in a local area, as a legal entity that represents these parties; • be jointly funded by the local authority and private-sector/industry members in the area, as well as from own revenue, including marketing commissions; • include a significant number of persons who represent previously disadvantaged constituencies; and • be accredited to the provincial tourism authority if it meets the requirements.
Local authorities	The local authority's line function departments should be responsible for all integrated development matters, including the development of tourist attractions, the provision of public amenities and infrastructure in support of tourism, and the general maintenance of the environment. These should be part of the development plan of the local authority, who should consult the LTB in the planning and implementing phases.

Responsibility schedule

Local tourism authorities should perform the following functions:

Tourism body	Government
LTB • Manage the information office(s) of the local area, and feed into the provincial information system • Market specific events, conferences and meetings that occur in the local area • Act as a first point of registration for tourism businesses in respect of the provincial registration system, and monitor minimum standards maintained by registered businesses in local authority area • Receive and channel applications for local road signs from members to the municipality • Promote tourism awareness, a culture of hospitality, and involvement in tourism among the local population • Keep a general watch over tourism matters, and advise the municipal authority regarding tourism development requirements	**Local authority** • Establish, and provide financial support to, the LTB • Upkeep and development of public tourist attractions (e.g. historical, cultural and environmental) • Provide public infrastructure • Provide public amenities, such as parking, ablution facilities and public transportation, in support of the tourism industry • Conduct spatial planning in support of tourism, and allocate land and infrastructure for tourism development • Plan and provide local road signs • Maintain the general safety, upkeep, cleanliness and beautification of the local area • Assist the LTB in implementing the provincial registration and minimum standards system by providing health and safety inspection services

Institutional Structure

Alignment of WRDM Envisaged Institutional Structure with NSSS Recommended Institutional Structure

NATIONAL

PROVINCIAL

REGIONAL

LOCAL

National Department of Tourism

MIPTECH: MINMEC interprovincial technical committee of officials

SAT (South African Tourism)

MINMEC: TOURISM (intergovernmental forum of national Minister and MECs)

MECs responsible for tourism

Tourism forum of provincial MEC and district/metropolitan council chairs & chief executive officers (CEOs)

Provincial departments of tourism

Provincial tourism agencies

Coordinators' committee

Metropolitan tourism councils and convention bureau

West Rand RTO within WRDA
(Marketing & Development execution roles)

Department within LED of WRDM
(Policy & Supervisory role)

Local tourism bureaux and municipalities

Envisaged Structure for WRDM fits into NTSS Guideline

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Institutional Structure

Simplistic View of a REGIONAL FUNCTIONAL MODEL

DISTRICT LEVEL

GTA

WRDM

WRDA

West Rand Tourism (RTO)

Communication via West Rand Tourism Forum or Business Chamber

LOCAL LEVEL

Randfontein LTO

Mogale City LTO

Westonaria LTO

Merafong City LTO

COMMUNITY LEVEL

Randfontein LTA

Mogale Tourism

Crocodile Ramble

Greater Westonaria LTA

Merafong LTA

Munsieville LTA

Magalies Meander

Kagiso LTA

Magaliesburg LTA

Institutional Structure

Recommended Functions of West Rand Tourism

Strategic Pillars

Visitor Economy Development	Visitor Experience Marketing	Tourism Partnerships	Service Excellence
Functions:	**Functions:**	**Functions:**	**Functions:**
• Fund raising and maintenance • People development • Product & infrastructure development • Investment • SMME Development • Transformation& Responsible Tourism • Stakeholder relations	• Brand development & implementation • marketing campaigns and activities • event strategy • organisational focus on cooperative marketing	• Stakeholder partnerships • Trade partnerships • Trade and stakeholder CRM • Tourism information services	• Destination management and planning approach • Tourism research • Monitoring and reporting on tourism and organisational progress • Service Excellence promotion • Environmental and Social commitment promotion

Grant Thornton

Section 7 (A)

WRTSS Implementation Plan

WRTSS Implementation Plan

Explanation of Legends Used in Implementation & Cost Schedule

Timing:

Y1-1st 6m = Year 1 – 1st 6 months

Y1-2nd 6m = Year 1 – 2nd 6 months

The timing is indicated with a ▮ from the year the sub-action commences and onwards if applicable.

Responsibility:

Pro-active = the WRDM tourism officials controlling the action implementation

Responsive = the WRDM tourism officials encouraging or supporting the implementation of an action

RTO Impact:

With RTO = actions that will only be implemented should the RTO be established

Without RTO = actions that will be implemented without an RTO being established (either the current or another structure)

Budget/Resources Impact:

As is = actions that will be implemented if the tourism budget and resource capacity remains at current levels

Double = actions that will be implemented if the tourism budget and resource capacity is increased to double the current levels

Triple = actions that will be implemented if the tourism budget and resource capacity is increased to triple the current levels

Triple+ = actions that will be implemented if the tourism budget and resource capacity is increased to more than triple the current levels

Cost Projection:

The total projected cost in Rands to implement the action. Please note this excludes the administrative budget and pertains only to hard costs for actions.

Thousands of Rands indicated as "k" and millions indicated as "m".

WRTS Implementation Plan

Action Hard Costs:
R75k in YR1
R225k from YR3 onwards

Implementation & Cost Schedule

- **Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation; Thrust C1.1: Research, Information & Knowledge Management**

WRTS Strategic Action		WRTS Strategic Sub-Action	Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Respon-sive	With RTO	Without RTO	As Is	Double	Triple	Triple +	
C1.1.1: Enhance capacity of research and knowledge management at WRDM to enable it to co-ordinate and guide tourism-related research required for the district **1**	i)	Develop and undertake a twice yearly West Rand Tourism Sector Index (on selected tourism product owners) in order to assess performance, core experiences offered/bought by visitors, patronage/ usage, seasonality, source markets, transformation, etc by area within the WRDM							✓		✓	✓	✓				R25k pa
	ii)	Use the WRDM database of supply in order to measure available capacity and in combination with the West Rand Tourism Sector Index measure the patronage/ usage, seasonality, source markets, transformation, etc by region for the WRDM							✓		✓	✓	✓				No cost only time
	iii)	Undertake ad-hoc visitor surveys at key tourism establishments to measure recognition of the WRDM tourism brand and core experiences offered/bought, marketing tool performance, source markets of visitors, perceptions and opinions of tourism in the WRDM, visitor satisfaction, etc							✓		✓				✓		R100k pa
	iv)	Undertake ad-hoc visitor surveys at key tourism events to measure number, type, extent of events and measure impact of major events as well as visitor satisfaction							✓		✓				✓		R100k pa
	v)	Monitor implementation of tourism projects at local level. Ensure addition of this strategy in local IDP and development plans							✓		✓				✓		No cost only time
	vi)	Monitor number of new tourism projects in the district including investment by public and private sector as well as direct investment							✓		✓				✓		No cost only time
	vii)	Monitor crime statistics against visitors and tourists as well as negative reporting about safety and security in the district							✓	✓	✓				✓		No cost only time
C1.1.2: Link to and work with GTA on tourism research requirements **3**	i)	Provide input into GTA on WRDM tourism research requirements in respect of research surveys undertaken specifically by GTA.								✓	✓		✓				No cost only time
	ii)	Provide input into GTA for it to interact with NDT and SAT to ensure that national research is able to inform tourism strategic direction in Gauteng province and in the WRDM. Ensure that the following national research projects are able to provide relevant information for the WRDM area of Gauteng: Visitor satisfaction surveys, community participation and beneficiation, responsible tourism monitoring, BBBEE monitoring and reporting in the tourism sector, national tourism index, industry competitiveness, performance of marketing for African markets, packaging of domestic leisure holidays, domestic tourism trends by LSM, race and type of traveller, etc.								✓	✓		✓				No cost only time
C1.1.3: Maintain the tourism database in the WRDM **1**	i)	Improve the current WRDM tourism product database (ensure it provides required information for analysis purposes)							✓		✓	✓		✓			R50k once off
	ii)	Continuously update the WRDM tourism database with new product details							✓		✓	✓		✓			No cost only time
	iii)	Undertake a database audit annually to ensure existing data is correct and to delete establishments no longer in existence							✓		✓			✓			No cost only time
	iv)	Ensure that the database links with the provincial and consequently the national databases, ie collect the required information to populate the WRDM database to be able to link correctly								✓	✓			✓			No cost only time

WRTS Implementation Plan

Action Hard Costs:
None

Implementation & Cost Schedule

- **Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation; Thrust C1.2: Policy & Legislative Framework**

WRTS Strategic Action		WRTS Strategic Sub-Action	Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Respon-sive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C1.2.1: Ensure that all WRDM tourism strategies, plans and actions are in compliance with provincial and national legislation, policy and strategy. **3**	i)	Regularly review WRTS and documents/plans resulting from it or related to it whenever policies, legislation, regulations or strategies are changed at national and provincial level and adjust where relevant.							✔		✔	✔	✔				No cost only time
C1.2.2: Ensure that all WRDM local municipality tourism strategies, plans and actions are in compliance with district policy and strategy. **3**	i)	Regularly review local municipal tourism documents/plans to assess alignment with WRTS and its resulting documents and advise of adjustments to be made where relevant.							✔		✔	✔	✔				No cost only time
C1.2.3: Ensure that the WRTS is aligned to WRDM policy, strategy and plans. **2**	i)	Whenever IDP is revised provide input so that tourism is properly incorporated and represented in the IDP (and other framework).	As is Required						✔		✔	✔	✔				No cost only time
	ii)	Provide tourism related input into any other WRDM strategies and plans (ie economic growth plans, spatial development frameworks, etc) and ensure that tourism is properly incorporated and represented.	As is Required						✔		✔	✔	✔				No cost only time

WRTS Implementation Plan

Action Hard Costs:
R200k in YR1
R50k from YR2 onwards

Implementation & Cost Schedule

- **Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation; Thrust C1.3: Collaborative Partnerships**

WRTS Strategic Action	WRTS Strategic Sub-Action		Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Respon-sive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C1.3.1: Promote and formalise structures to ensure collaboration and interaction within the public and between the public and private sector and communities in the district — **1**	i) Continue with the formation of a regional tourism organisation and ensure that the RTO has strong private sector representation & that the RTO structure and constitution supports the Unicity 2016 vision, ie it can if required become the single representative tourism organisation for the Unicity				✔	✔	✔	✔	✔		✔				✔		R200k once off (excluding actual budget for RTO)
	ii) Encourage and assist with the establishments of effective LTOs at local municipality level and ensure clear communication channels with the RTO									✔	✔	✔	✔				No cost only time
	iii) Encourage district and local private sector tourism associations and ensure clear communication channels between the associations and the LTOs and with the RTO, ie forums.				✔	✔	✔	✔		✔	✔				✔		R50k pa for forums
C1.3.2: Strengthen the collaboration partnerships with other relevant WRDM government departments/entities — **3**	i) Actively encourage for the tourism sector to be incorporated into district municipality development projects and programmes (ie WRDA programmes/initiatives)		As is Required							✔	✔		✔				No cost only time
C1.3.3: Strengthen the collaboration partnership with GTA as well as other relevant provincial and national departments/institutions — **2**	i) Actively participate in all relevant provincial tourism dialogues and tourism activities with GTA				✔	✔	✔	✔		✔	✔	✔		✔			No cost only time
	ii) Actively encourage for the WRDM to be represented in respect of provincial events and economic development projects/programmes (ie Blue IQ initiatives)		As is Required							✔	✔			✔			No cost only time
	iii) Actively encourage for the WRDM to be represented in respect of national events and economic development projects/programmes (ie tourism development areas)		As is Required							✔	✔			✔			No cost only time

WRTS Implementation Plan

Action Hard Costs:
None - already in costs

Implementation & Cost Schedule

- **Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation; Thrust C1.4: Prioritising tourism at local government level**

WRTS Strategic Action		WRTS Strategic Sub-Action	Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Respon-sive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C1.4.1: Develop a clear framework within which all appropriate roles and areas of responsibility are clearly spelled out for all government role players **1**	i)	Implement the Gauteng agreed institutional structure at district level., ie continue with the formation of a regional tourism organisation and ensure that the RTO and the Department of Tourism in the WRDM are adequately funded and resourced							✔		✔				✔		R200k once off (excluding actual budget for RTO)
	ii)	Encourage the formation of proper LTO structures within the local municipalities within the WRDM and ensure that these structures undertake the required roles and are adequately funded and resourced								✔	✔	✔	✔				No cost only time
C1.4.2: Raise the profile of tourism in the district (currently tourism just is and is expected to deliver without much investment or support from the public sector) **1**	li)	Formulate structures for ongoing dialogue at district and local government level. Develop bilateral relations with other relevant departments/ agencies at district level							✔		✔	✔	✔				No cost only time
	ii)	Lobby for adequate tourism budgets and other resources. Ensure that tourism projects/programmes are reflected in the WRDM IDP to ensure funding allocation.							✔		✔				✔		No cost only time
	iii)	Continuously identify and establish a strong political champion for the tourism sector within the WRDM Council. Ensure that such a political champion is kept well advised of the tourism sector environment, needs, challenges and activities							✔		✔				✔		No cost only time

WRTS Implementation Plan

Implementation & Cost Schedule

- **Cluster 2.1: Tourism Growth and Development – Demand; Thrust C2.1.1: Tourism Brand Development & Management**

Action Hard Costs:
R400k in YR1
R100k in YR2

WRTS Strategic Action	WRTS Strategic Sub-Action		Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Responsive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C2.1.1.1: Update WRDM tourism branding and align to new Brand South Africa tourism brand format as specified by SAT and as per the provincial implementation decisions of GTA **(1)**	i) Agree with GTA how the Brand South Africa tourism brand format will be implemented in Gauteng and adjust the WRDM tourism brand architecture accordingly		✓	✓	✓	✓			✓		✓	✓	✓				R100k once off
	ii) Enhance and refine the current WRDM brand architecture (after alignment to provincial tourism branding) to be more experience (and particularly core experience) orientated by adding "Experiential" (ie what to do) tag lines and positioning materials to existing brand architecture– no generic destination selling, always by core experience (*see core and supporting experiences defined in next page*)		✓	✓	✓	✓			✓		✓			✓			R200k once off
C2.1.1.2: Strongly align the tourism branding and activities of local municipalities within the WRDM with the WRDM tourism brand **(2)**	i) Encourage/agree a policy of no separate branding by sub-regions within the WRDM, but rather by experience. Sub-regions (local municipalities) to utilise the various district experiential brandings prominent in their area. Ensure that this policy is supportive of an eventual single Unicity tourism brand				✓	✓	✓		✓	✓	✓			✓			No cost only time
	ii) Encourage/agree a policy of no separate branding/positioning strategies to be developed by local municipalities. District branding and positioning strategies to be followed instead.				✓	✓	✓		✓	✓	✓			✓			No cost only time
	iii) Communicate to the local municipalities the district tourism branding strategy, the branding materials available and how they are to use it and monitor the usage of the district branding materials by local municipalities and if not used determine concerns and adjust accordingly if required.				✓	✓	✓		✓	✓	✓			✓			No cost only time
C2.1.1.3: Strongly align the tourism branding and activities of private sector within the WRDM with the WRDM tourism brand **(2)**	i) Through continuous dialogue with the private sector determine whether experiences branded are in fact experiences sold by private sector and sought and bought by their customers.				✓	✓	✓		✓		✓				✓		No cost only time
	ii) Communicate to the private sector the branding strategy, the branding materials available and how they are to use it. and monitor the usage of the materials by private sector and if not used determine the reasons why and adjust materials accordingly if required				✓	✓	✓		✓	✓	✓				✓		No cost only time
C2.1.1.4: Align marketing tools and marketing activities with Experience based Positioning of the WRDM **(1)**	i) Review all marketing tools based on tourism experience based positioning of the WRDM, prioritise which tools are most appropriate to use and either adjust existing marketing tools or develop new tools as is required. Particularly identify and develop tools that are "call to action" rather than "destination awareness" orientated.		✓	✓	✓	✓			✓		✓				✓		R100k once off
	ii) Review all marketing activities based on tourism experience based positioning of the WRDM, prioritise which activities are most appropriate and either adjust existing activities/campaigns or develop new activities as is required.. Particularly identify and develop activities that are "call to action" rather than "destination awareness" orientated.		✓	✓	✓	✓			✓		✓				✓		R100k once off

WRTS Implementation Plan

Implementation & Cost Schedule

- **Cluster 2.1: Tourism Growth and Development - Demand; Thrust C2.1.2: Tourism Market Segmentation, Positioning & Distribution**

Action Hard Costs:
R1,15m to R2.65m from YR1 onwards

WRTS Strategic Action	WRTS Strategic Sub-Action		Timing (Y1-1st 6m / Y1-2nd 6m / Year 2 / Year 3 / Year 4 / Year 5)						Responsibility (Pro-Active / Respon-sive)		RTO Impact (With RTO / Without RTO)		Budget/Resources Impact (As is / Double / Triple / Triple +)				Cost Projection
C2.1.2.1: Develop WRDM prioritised tourism market segmentation ①	i)	Develop a base WRDM tourism market segmentation grid based on SAT and GTA grid and prioritise	●	●	●	●	●	●	✔		✔			✔			Should be done in house with minimal external input
	ii)	Specify 5-year focus by market segment within the grid	●	●	●	●	●	●	✔		✔			✔			Should be done in house with minimal external input
	iii)	Adjust the market segmentation grid to be Core experience & Key Supporting experience based	●	●	●	●	●	●	✔		✔			✔			Should be done in house with minimal external input
C2.1.2.2: Develop Positioning Statements by market segments in line with overall branding ①	i)	Develop positioning statements for core experience segments	●	●	●	●	●	●	✔		✔			✔			R75k once off
	ii)	Develop positioning statements for key support experience segments	●	●	●	●	●	●	✔		✔			✔			R75k once off
C2.1.2.3: Specify the Distribution to be undertaken by Market Segment ①	i)	Specify and implement the marketing tools to be utilised for core experience and key support experience market segments	●	●	●	●	●	●	✔		✔				✔		R1m – R2,5m per annum
	ii)	Specify and implement the marketing channels to be utilised for core experience and key support experience market segments	●	●	●	●	●	●	✔		✔				✔		
	iii)	Specify and implement tourism packaging initiatives including route development	●	●	●	●	●	●	✔		✔				✔		

WRTS Implementation Plan

Implementation & Cost Schedule

- **Cluster 2.2: Tourism Growth and Development – Supply; Thrust C2.2.1: Relevant Capacity Building**

Action Hard Costs:
R600k from YR2 onwards

WRTS Strategic Action		WRTS Strategic Sub-Action	Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Respon-sive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C2.2.1.1: Implement NDT capacity building programmes for local government (2)	i)	Through GTA link in with NDT audit of local government skills audit and ensure that the NDT training programmes targeted at local government officials to address skills gaps and shortages identified is undertaken in the district and relevant local municipalities. Assist GTA/NDT with the roll-out of tourism awareness and training programmes among all local government councillors and management members in relevant municipalities			X	X	X	X		✔	✔		✔				R200k per annum
C2.2.1.2: Ensure that tourism is an important criterion in infrastructure development planning (2)	i)	Identify key infrastructure projects in the WRDM and underlying relevant municipalities that could assist in the development of tourism and liaise with relevant responsible agencies/municipal departments to prioritise these projects			X	X	X	X	✔		✔		✔				No cost only time
	ii)	Ensure that tourism development is a key factor considered when an infrastructure project is included in the WRDM and its local municipalities' IDPs			X	X	X	X		✔	✔		✔				No cost only time
	iii)	Implement NDT mechanisms to encourage participation in local tourism organisations			X	X	X	X		✔	✔			✔			No cost only time
C2.2.1.3: Manage and implement a human resources development strategy (2)	i)	Implement any components of the national tourism human resource development strategy that is relevant to tourism in the WRDM			X	X	X	X		✔	✔						No cost only time
	ii)	Engage with district and local associations to promote formal training, improve the quality of the people working in the industry and ensure an increased intake of tourism graduates			X	X	X	X		✔	✔	✔					No cost only time
C2.2.1.4: Engage with Cathsseta (prev. Theta) and GTA to implement specific training programmes in the WRDM (2)	i)	Identify through interaction with the tourism stakeholders in the WRDM specific training needs across the district, with an emphasis on improving skills and quality of service delivery and engage with GTA/Cathsseta to identify an opportunity to roll-out a mass training programme, supported by the SETA, for all relevant employees in the province.			X	X	X	X	✔		✔	✔					R300k per annum (for support of relevant individuals)
	ii)	Link with the national roll-out of a customer relations training programme for all travel and tourism employees (service excellence training)			X	X	X	X		✔	✔	✔	✔				No cost only time
C2.2.1.4: Encouraging participation of youth in tourism (2)	i)	Encourage the industry to take on leadership/ apprenticeship learnerships. Consider incentivising industry to take-on learners and youth in learnership programmes. Continue with learnership intake within district and local government.			X	X	X	X		✔	✔	✔	✔				R100k pa for stipends. Rest of costs only time related

WRTS Implementation Plan

Implementation & Cost Schedule

- **Cluster 2.2: Tourism Growth and Development – Supply; Thrust C2.2.2: Product Development & Investment Promotion**

Action Hard Costs:
R250k pa in YR1
R3,25 m to R7,25 m from YR2 onwards

WRTS Strategic Action	WRTS Strategic Sub-Action		Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Respon-sive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C2.2.2.1: Develop product development plan for the WRDM **(1)**	Based on tourism experiences identified for the WRDM, undertake a product gap analysis to satisfy each experience (particularly core and key support experiences). Identify both product development and upgrade/improvement needs.	i)							✔		✔			✔			No cost already done in this strategy
	Prioritise locations for product development, type of development needed as well as likely developer (ie public sector – national, provincial, local – or private sector)	ii)							✔		✔			✔			No cost only time
	Prioritise locations for product upgrading/improvement	iii)							✔		✔			✔			No cost only time
C2.2.2.2: Implement product development and investment plan in respect of district municipal tourism assets **(1)**	Liaise with the relevant departments/agencies to identify process for and challenges in proceeding with product development/improvement	i)							✔		✔		✔				No cost only time
	Develop business plans/feasibility studies for key projects that have a strong government asset base	ii)							✔		✔			✔			R750k once off spread over 3 years
	Lobby for these tourism product development projects (particularly catalyst projects) to be included in the IDP and allocated sufficient funding for implementation or undertake funding drive	iii)							✔		✔		✔				No cost only time
	Execute the large scale government asset based product/project development projects	iv)							✔		✔				✔		Minimum R1m to R5m over the 5 year period
	Support the Gauteng revitalisation of parks and waterways, ie work with the relevant departments to improve public infrastructure in the district around waterways and parks and implement a clean-up programme initially, followed by a safety and security plan followed by the development of recreational infrastructure along waterways throughout the district	v)							✔		✔			✔			R1m per annum
	Improve government owned and managed tourism infrastructure by upgrade of facilities and services of district government owned and managed tourism infrastructure and encourage local government to upgrade their owned facilities and services	vi)							✔		✔			✔			R1m per annum
C2.2.2.3: Encourage private sector to develop product gaps identified in product development plan or determine collaboration projects **(2)**	Advise the private sector by way of associations and public access documentation of the existence and content of the product development plan and advise of any government related product development initiatives	i)							✔	✔	✔			✔			No cost only time
	Encourage the private sector, through continuous engagement by way of associations, to undertake required product improvements and developments .	ii)								✔	✔			✔			No cost only time

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Implementation & Cost Schedule

Action Hard Costs:
R1,15m in YR2
R1,25m from YR3 onwards

- **Cluster 2.2: Tourism Growth and Development – Supply; Thrust C2.2.3: Product Information**

WRTS Strategic Action	WRTS Strategic Sub-Action		Timing (Y1-1st 6m / Y1-2nd 6m / Year 2 / Year 3 / Year 4 / Year 5)						Responsibility (Pro-Active / Responsive)		RTO Impact (With RTO / Without RTO)		Budget/Resources Impact (As is / Double / Triple / Triple +)				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Responsive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C2.2.3.1: Develop and implement a district structure, linked with the provincial/national structures, for tourism information provision which covers information provision on all WRDM and possibly also all Gauteng tourism products and experiences. ...ure that this structure links with the national, central electronic database.	i) Structure design to link with national design such that all are accredited, uniformly branded information centres (could be virtual; mobile; exclusively for information provision or coupled with a travel agency, petrol station; consider franchising option; etc)				✔				✔	✔	✔			✔			R500k once off
	ii) Implement tourisms signage permissions and standards, linked to national permissions and standards, including the use and ownership of the sign				✔	✔	✔	✔	✔	✔	✔	✔		✔			R500k per annum
	iii) Develop and manage tourism information centres and ensure local information centres fit in with the uniformly branded national designs.					✔	✔	✔	✔	✔		✔				✔		R1.8m over three years
C2.2.3.2: Training of tourism information officials	i) Link with NDT training programmes for tourism information officials and ensure that all such officials are appropriately trained, ensuring that officials obtain knowledge about the entire country.				✔	✔	✔	✔	✔	✔	✔	✔		✔			R400k over 4 years
	ii) Ensure that internships are provided to local learners (tourism) and students (tourism) at tourism information centres				✔	✔	✔	✔	✔	✔	✔	✔		✔			R50k per annum in stipends

- **Cluster 2.2: Tourism Growth and Development – Supply; Thrust C2.2.4: Responsible Tourism**

WRTS Strategic Action	WRTS Strategic Sub-Action		Timing (Y1-1st 6m / Y1-2nd 6m / Year 2 / Year 3 / Year 4 / Year 5)						Responsibility (Pro-Active / Responsive)		RTO Impact (With RTO / Without RTO)		Budget/Resources Impact (As is / Double / Triple / Triple +)				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Responsive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C2.2.4.1: Promote adherence to 'responsible tourism' standards and guidelines	i) Promote adherence to universal access standards by existing and new tourism products				✔	✔	✔	✔		✔	✔			✔			No cost only time
	ii) Support implementation of training programmes, developed nationally, for responsible tourism practices "how to guides"				✔	✔	✔	✔		✔	✔			✔			No cost only time
	iii) Promote awareness of responsible tourism among tourism businesses and encourage participation of tourism enterprises in "green" or "responsible" tourism accreditation programmes				✔	✔	✔	✔		✔	✔			✔			No cost only time
C2.2.4.2: Implement 'responsible tourism' standards and guidelines	i) Ensure the usage of responsible tourism messages by the WRDM marketing organisation				✔	✔	✔	✔	✔		✔	✔	✔				Already in marketing costs
	ii) Ensure/ encourage all new structures within the WRDM tourism industry and particularly structures that are government assets to comply with the "green buildings" guidelines/ principles.				✔	✔	✔	✔		✔	✔	✔		✔			No cost only time
	iii) Ensure that district government initiatives focus on "cleaning-up" the area - making services and facilities environmentally friendly, responsible, neat and tidy				✔	✔	✔	✔		✔	✔	✔		✔			Already in product development / improvement costs

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- **Cluster 2.2: Tourism Growth and Development – Supply; Thrust C2.2.5: Quality Assurance**

Action Hard Costs:
None - already in costs

WRTS Strategic Action	WRTS Strategic Sub-Action		Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Respon-sive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C2.2.5.1: Encourage participation in the national grading scheme **3**	Make use of the TGCSA customer feedback system as well as public comment websites such as Hello Peter, Trip Advisor, etc to monitor quality and service levels within the district	i)	■	■					✔	✔	✔	✔		✔			No cost only time
	Ensure that the district government only supports graded organisations for government use/ events, etc . Also ensure that graded establishments are supported in respect of WRDM tourism marketing activities	ii)	■	■					✔	✔	✔	✔	✔				No cost only time
C2.2.5.2: Encourage visitors to comment on grading and quality of service, services and facilities **2**	Ensure that the TGCSA's customer feedback system is included in visitor information, information centres, etc so that customers can provide feedback	i)			■	■	■	■	✔		✔				✔		Already included in Product Information costs
C2.2.5.3: Measure the levels of service provision in the province **2**	Link to the national service index and monitor the district's performance against this. Also include visitor satisfaction ratings in ad-hoc visitors surveys to be undertaken by the WRDM	i)			■	■	■	■	✔	✔	✔				✔		Time only costs and also included in Research costs

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Implementation & Cost Schedule

- **Cluster 3: People Development; Thrust C3.2: Decent Work**

Action Hard Costs:
None - already in costs

WRTS Strategic Action	WRTS Strategic Sub-Action		Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Respon-sive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C3.2.1: Encourage provincial tourism businesses to comply with the principle of providing decent work	i)	Support GTA and NDT initiatives to determine the current status of 'decent work' provision in the province across various sub-sectors of the tourism industry								✔	✔	✔		✔			No cost only time
	ii)	Assist the GTA and NDT to determine the gap between current actual work scenario and the ideal scenario in the district								✔	✔	✔		✔			No cost only time
	iii)	Support GTA and NDT programmes to reduce the identified gap								✔	✔	✔		✔			No cost only time
	iv)	Approach the Decent Work Country Programme for assistance in implementing programmes to reduce the identified 'decent work' gaps in the sector							✔		✔			✔			Costs funded
	v)	Encourage the implementation of ILO convention 172 and recommendation 179 in the industry								✔	✔			✔			No cost only time
	vi)	Support national/provincial initiatives to accredit/ register labour brokers								✔	✔			✔			No cost only time
C3.2.2: Support national initiatives to attract and retain quality people and create careers in the industry	i)	Encourage implementation of the national people development and tourism awareness strategy								✔	✔	✔		✔			No cost only time

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Implementation & Cost Schedule

Action Hard Costs:
R450k pa in YR1
R650k pa from YR2 onwards

- **Cluster 3: People Development; Thrust C3.3: Service Excellence**

WRTS Strategic Action	WRTS Strategic Sub-Action		Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Responsive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C3.3.1: Support the national service satisfaction/ excellence programme	Support the province's initiatives in respect of the national service satisfaction study	i)	■	■						✓	✓			✓			No cost only time
	Measure and monitor ongoing district performance by way of ad hoc visitor surveys and communicate to private sector	ii)	■	■	■	■	■	■	✓		✓				✓		Already in Research costs
	Use results of the district provincial performance to identify training needs and ensure implementation of appropriate training programmes to improve service excellence across the province	iii)			■	■	■	■	✓		✓				✓		R200k per annum
	Encourage participation in provincial and national Service Excellence Awards, linked to the national Service Excellence Month	iv)	■	■	■	■	■	■	✓	✓	✓	✓			✓		R450k per annum
	Support the implement of the national employee awareness campaign to encourage improved service	v)	■	■	■	■	■	■		✓	✓			✓			No cost only time
C3.3.2: Tourism consumer feedback system	Link to the national tourism consumer feedback system and implement on district level and feed back provincially. Ensure that feedback is channelled back to the service provider for action and follow-up to ensure that there is a response. Consider implementing penalties for non-response.	i)								✓	✓			✓			No cost only time

- **Cluster 3: People Development; Thrust C3.4: Community Participation**

WRTS Strategic Action	WRTS Strategic Sub-Action		Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Responsive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C3.4.1: Work with national programmes to build awareness and understanding of tourism among communities to eliminate unrealistic expectations	Implement community campaigns, developed nationally. Encourage community participation and knowledge of local tourism projects (big and small) - distribute relevant, factual information in the local community where new developments are planned/ underway	i)			■	■	■	■	✓	✓	✓			✓			Already in product development / upgrading costs
C3.4.2: Identify areas and destinations in the province where communities could be beneficiaries of tourism projects, and identify and support appropriate product development	Work with the national programme to encourage community swopping programmes i.e. hosting rural visitors for shopping and entertainment and city visitors being hosted by rural communities	i)			■	■	■	■		✓	✓	✓		✓			No cost only time

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Action Hard Costs:
None - already in costs

Implementation & Cost Schedule

- **Cluster 4: Enablers of Growth; Thrust C4.1: Tourism Awareness**

WRTS Strategic Action	WRTS Strategic Sub-Action		Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Respon-sive	With RTO	Without RTO	As is	Double	Triple	Triple +	
3 C4.1.1: Exchange programme	Encourage Gauteng tourism service providers to participate in the national tourism exchange programme	i)								✔	✔			✔			No cost only time

- **Cluster 4: Enablers of Growth; Thrust C4.2: Safety & Security**

WRTS Strategic Action	WRTS Strategic Sub-Action		Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
			Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Respon-sive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C4.2.1: Support the national safety campaign	Implement the national tourism safety and awareness strategy in the district consultation with relevant stakeholders	i)							✔	✔	✔	✔		✔			No cost only time
	Formalise relationships with the national Tourism Safety Initiative (TSI) by way of GTA	ii)								✔	✔	✔		✔			No cost only time
2	Establish and strengthen safety and security relationships and partnerships within the district to ensure the implementation in the district of the national tourism safety and awareness strategy	iii)								✔	✔	✔		✔			No cost only time
	Support a youth safety and ambassador programme for the province, deployed to tourism areas and/or hotspots. Couple safety with the responsibility of maintaining cleanliness in the area.	iv)							✔	✔	✔			✔			Already in Product Upgrading costs

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Implementation & Cost Schedule

- **Cluster 4: Enablers of Growth; Thrust C4.3: Ground Transportation**

Action Hard Costs:
None - already in costs

WRTS Strategic Action	WRTS Strategic Sub-Action	Timing						Responsibility		RTO Impact		Budget/Resources Impact				Cost Projection
		Y1-1st 6m	Y1-2nd 6m	Year 2	Year 3	Year 4	Year 5	Pro-Active	Respon-sive	With RTO	Without RTO	As is	Double	Triple	Triple +	
C4.3.1: Work with the NDT to ensure the continued improvement in ground transportation and the tourism transport licensing system to make these efficient and consistent 3	i) Support and where possible implement a provincial tourism transport plan, that links in with the broader transport plan for the province and the national tourism transport plan.							✓	✓	✓			✓			No cost only time & already in Infrastructure Development costs
C4.3.2: Improve tourist transport registration and management 3	i) Encourage all district relevant tourism transport enterprises to adhere to certification and registration requirements and to be members of associations such as SATSA.								✓	✓	✓		✓			No cost only time
C4.3.3: Ensure an efficient intermodal transport system in the district linking in to that of Gauteng and the national transport system, that allows domestic and international tourists to move about easily - to, from and within the destination 2	i) Link with the national assessment of current transport provision in the province								✓	✓	✓		✓			No cost only time
	ii) Engage tourism ground transport providers tin the district to identify challenges in respect of ground transport								✓	✓	✓		✓			No cost only time
	iii) Prioritise tourism transport needs. Identify key tourism transport routes and ensure that there is transport available as well as appropriate tourism signage for self-drive tourists. Take the tourism marketing strategy into consideration as well as tourism segments							✓	✓	✓				✓		No cost only time & already in Infrastructure Development costs

WRTS Implementation Plan

Summary of Total Action Budget

Action Hard Costs:
R75k in YR1
R225k from YR3 onwards

Action Hard Costs:
R200k in YR1
R50k from YR2 onwards

Action Hard Costs:
R400k in YR1
R100k in YR2

Action Hard Costs:
R1,15m to R2.65m from YR1 onwards

Action Hard Costs:
R600k from YR2 onwards

Action Hard Costs:
R250k pa in YR1
R3,25 m to R7,25 m from YR2 onwards

Action Hard Costs:
R1,15m in YR2
R1,25m from YR3 onwards

Action Hard Costs:
R450k pa in YR1
R650k pa from YR2 onwards

Action Hard Costs:
R2,475 to R4,025m in YR1
R6.95 to R12,45m in YR2
R7,125 to R12,675m from YR3 onwards

Projected costs significantly higher than current budget.

If budget not obtained then strategic actions excluded accordingly.