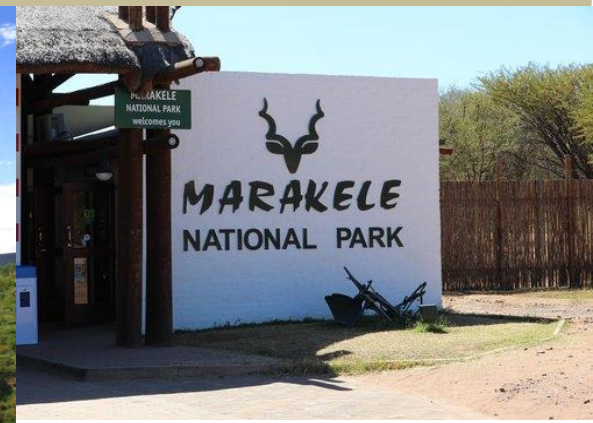




# Thabazimbi Tourism Strategy & Initial Action Plan



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*This strategic plan was inspired by the collective effort of a group of committed 'local' tourism champions that was informally called the Tourism Indaba Organising Committee (TIOC)<sup>1</sup>. These individuals – and others that will join - will continue to play a pivotal role in the development of tourism for the Thabazimbi Municipal Area.*

*This plan is a pro bono<sup>2</sup> contribution to put emphasis on the need for a community to come together and serve a vision bigger than short-term personal gain. If done well, there will be broad-based, long-term gain for all involved.*

*All glory is however to our God that blessed us with such awe-inspiring natural resources and a humble life worth living for.*



"Action is the great restorer and builder of confidence. Inaction is not only the result, but the cause, of fear. Perhaps the action you take will be successful; perhaps different action or adjustments will have to follow. But any action is better than no action at all."

-Norman Vincent Peale

<sup>1</sup> See Annexure E for list of contributing individuals

<sup>2</sup>pro bono - work undertaken voluntarily and without payment

# Foreword by Mayor

The Thabazimbi Local Municipal Economy is currently in a very unstable position and not conducive to growth and development. Unemployment is at unacceptably high levels. One of the primary objectives of this tourism strategy is to increase the number of employment opportunities for the community and lower the unemployment rate, thereby stimulating the local economy.

The economic sectors that have been identified as being the main drivers of TLM's economy are Agriculture, Tourism and Mining. Each of these sectors have their own unique opportunities and current constraints. What sets Tourism apart from the other two sectors is the potential sustainability the development of a strong tourism sector can offer over time. Our local economy recently felt and had to face the reality when a mine reaches the end of its life span. The closure of Kumba Iron Ore mine not only served as a wake-up call for all of us, but emphasised the need to develop tourism as a sustainable alternative.

With Marakele National Park as an anchor to build our tourism economy around, with infrastructure such as the Tourism Information Centre already built and with a well-established wildlife and hunting market boasting world-class facilities, there is no reason why Thabazimbi cannot grow into a destination of choice for domestic and international tourists. However, we need to diversify what our tourism product has on offer and that has to happen through the development and support of local SMME's. Local government must support this effort by providing clear direction through strategies such as this document, enabling policies that set up SMME's for success and the improvement of infrastructure, especially roads that can increase accessibility to our beautiful municipal area.

Our success and that of the sector will be determined by how we implement the proposed projects and programmes suggested in the strategy and how the sector transforms while doing that. Community engagement is crucial to the success of a tourism destination. If local communities understand the benefits of tourism, and believe they have a role to play in it, the destination will flourish. We have the opportunity here to establish real broad-based economic empowerment. All government efforts and that of sectors should be directed at changing the lives of communities, and this strategy document provides for that.

Lastly, tourism should be seen as establishing contact between tourist and host, between different cultures, people and places. While we are not immune to the effects of the global and national economic crisis, I am happy that the strategy placed before us offers underlying opportunities for vulnerable workers, women, youth and people with disabilities. Our hopes are high that this strategy will indeed bolster our efforts in driving and growing tourism in a way that leads to socioeconomic development. I am also most delighted with the attention and priority given to the need for effective partnerships with stakeholders, as well as other government spheres and sector departments.

“Working together we can do more”.

**Cllr Midah Moselane-Mayor**  
**Thabazimbi Local Municipality**



# Message Municipal Manager

We believe that Thabazimbi is a jewel waiting to be discovered. This is especially true if one is looking to unearth a thrilling blend of mining and tourism; to discover a soul rejuvenating heaven in eco-tourism; to spot the captivating wildlife and witty game; and most importantly to experience the best diversity in culture and heritage from a people full of life and consuming warmth.

The review of this Tourism Strategy 2011 could not have come at a better time. The municipal wide IDP/Budget public participation 2017/18 process which took place during the month of April 2018 was an eye opener to the high levels of unemployment and poverty within our communities. The closing of Kumba Mine had an alarming negative impact on the overall economic status of Municipality. As a result, many left town, and businesses closed down. However, those who remained looked within.

We are fortunate in that the Constitution of the Republic of South Africa and many other legislative frameworks such as the National Development Plan-vision 2030, and the Tourism Act, 2014 advocate for the advancement of tourism as a pillar of economic sustainability.

Our municipal area not only have the potential to answer to this call, but is also faced with a situation that we **MUST** make it happen. In fact, our municipal leadership feel so strong about this opportunity, that we made it our number one priority in our quest to achieve sustainable local economic development. Our TLM vision has also been rewritten to underline this priority.

It was my third day in office when I attended the October 2017 Indaba. It was promised that we as local government will enable the environment for the private sector to drive the tourism effort and for the local community to take ownership to ensure wide-spread benefit. This strategy is a momentous step in living up to that promise and demonstrates the spirit in which we as a collective – government, private sector & community – will put ***Destination Thabazimbi*** on the tourism map!

We thank everyone who's already got themselves involved in this effort and I personally invite many more to get involved as we now move towards realisation of our vision!

**Mr George Ramagaga – Municipal Manager**  
**Thabazimbi Local Municipality**



# Message by Manager: Planning & LED

In Thabazimbi the tourism sector may be likened to a stone once rejected, only to be recovered as a cornerstone and beacon of hope. From hereon, Thabazimbi Local Municipality through partnership with its business communities and residents look to tourism (although not in isolation to other sectors) for the reconstruction, revitalization and restoration of the local economy.

This Strategy is special and peculiar in that it was developed raw by a community of men and women from the private sector on a voluntary basis. From this lesson we saw the importance of community and private sector involvement in affairs of governance.

While the journey for launching Brand Thabazimbi remain, the sacrifice and hard work from the Team that put the Tourism Strategy 2018/19-2023/24 together does not go unnoticed. The Planning and Economic Development wishes to convey earnest appreciation and special thanks to the Team.

***A luta Continua!***

**Ms Lerato Peu – Manager: Planning & Economic Development  
Thabazimbi Local Municipality**



# Intention of Submission

The Thabazimbi Tourism Strategy 2018/19 – 2023/24 aims to build on and replace the previous Tourism Strategy adopted by the Thabazimbi Council in 2011.

It is proposed that the Thabazimbi Tourism Strategy aligns with the currently planned five-year Integrated Development Plan cycle, and that the Initial Action Plan that forms part of this document is considered as the introductory Annual Tourism Plan that informs the implementation of the Thabazimbi Tourism Strategy. An annual monitoring, evaluation and review of the Thabazimbi Tourism Action Plan by the nominated Thabazimbi Tourism Board should take place from hereon forward to ensure the realisation of the strategic pillars of thrust required to achieve the vision for tourism in Thabazimbi.

Although the vision is to develop the whole Thabazimbi Municipal Area as a tourism destination of choice, the town of Thabazimbi will be prioritised as the primary focus within the strategy, featuring Marakele National Park as tourism anchor. Secondary focus will be given to Northam, Rooiberg, Leeupoort and smaller agri towns. The overall goal is for tourism to be a catalyst for local economic development.

The Thabazimbi Council is therefore requested to adopt this document as the official Tourism Strategy for Thabazimbi 2018/19-2023/24 and furthermore endorse the Initial Tourism Action Plan.

Signed by the Honourable Mayor of Thabazimbi on this \_\_\_\_\_ day of \_\_\_\_\_ 2018.

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# Executive Summary

***The Thabazimbi Municipal Area has vast untapped potential for tourism.***

The business case for tourism in Thabazimbi is a “no brainer”, yet the difficulty to achieve sustainable results speaks to some of the fundamentals captured in this document that can no longer be ignored and may **never again be under-estimated for the effort these basics require** to bring forth noticeable and lasting social change.

## **These fundamentals are:**

- Alignment with national, provincial, district and local government strategies
- Making sure the ‘whole’ community – stakeholder groups included – align behind the opportunity and gets involved , because only if “We do Tourism”, can it be done sustainably.
- Having a ‘destination’ plan to coordinate efforts - random acts of investments not tied to an overall plan are random acts of scarce resources being wasted. We need to build momentum over multiple years to bolster the tourism sector and government, stakeholders, investors and the community must collaborate and coordinate their efforts to really make it happen.
- There must be belief in the vision, mission, values and guide posts
- Market understanding must be driven by current data and annually updated key enabler databases should be a given
- Tourism is a highly competitive market space. Laser-sharp execution of our brand strategy to achieve our brand position and attraction of targeted tourists to our destination must continuously be refined to catch-up with competitor destination... yes, catch-up, because we are years behind.
- Every Rand we spend on marketing must deliver return-on-investment. We must know why we chose a marketing channel and more importantly, we must know what we communicate through that channel
- If the tourists arrive, they must be treated with service excellence they have not experienced before. We must ‘wow’ them!
- Success is only success if the community benefited from the investments made. Be it skills improvement, job creation, SMME ownership and more, every effort must be inspired by inclusion of all races, gender, social classes - especially the historically disadvantaged.
- And finally, this continuous effort must happen in a clearly defined, good corporate and cooperative governance structure, free of party politics and ultimately accountable to the community.

***Tourism is everybody’s business... it is time for you to play your part and appreciate that after all is said and done, a lot less will have to been said than done!***

# Tourism Glossary



These four documents, as well as any formal NDT<sup>1</sup> publication may be used as references when searching for terms, definitions, acronyms or abbreviations related to tourism.

Where necessary, footnotes were used to quote the reference / source of the information that is shared or define the acronym / abbreviation used in the body of the document, similar to the footnote below.

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<sup>1</sup> National Department of Tourism

# Introduction

**Tourism is everybody's business...** also underlined by the most recent SA Tourism Month<sup>1</sup> theme - *"We do Tourism – Sustainably"*. For Thabazimbi and surrounding areas the focus must be on promoting eco-friendly, targeted, inclusive and socially responsible tourism practices that promote our unique tourism product and boost this sector's contribution to local job creation and the local economy.

This document further informs the basic, yet purposeful tourism planning framework for Thabazimbi, as shared and adopted by various representative stakeholders at a successful Thabazimbi Tourism Indaba held in October 2017<sup>2</sup>.

Some might refer to the document as a local tourism strategy. The intention, rather, was to seek alignment with ***already existing strategies*** at national / provincial / district / local government level and put forward practical, executable steps to give long-overdue life to tourism in Thabazimbi and surrounding areas.

The next section summarises the main strategic and other documents that were, and will continue to be consulted as we shape Thabazimbi Area's Tourism Product. At a local level, the Thabazimbi Local Municipality Local Economic Development Strategy (2014), specifically informs the importance of tourism as a local economic driver. In reference to tourism development potential the following is stated:

***"Although there are challenges to be overcome within the Thabazimbi Local Municipality (LM) tourism industry, the TLM is blessed with many natural and cultural resources that will enhance the desirability of the area as a tourism attraction. It has vast untapped potential..."***

---

<sup>1</sup> A National Department of Tourism initiative, Tourism Month is an annual celebration of South Africa's rich and varied tourism offering that seeks to encourage South Africans to explore and discover their own country.

<sup>2</sup> See Annexure A for background on the Tourism Indaba as well as a list of attendees

# ...continued

It is important that strategic thinking<sup>1</sup> is applied throughout the development of Thabazimbi's tourism sector and that tourism leaders make informed, confident strategic decisions<sup>2</sup>. Mobilising and aligning the thoughts, vision and efforts of people who operate in this sector will be crucial, but not to the detriment of swift action. Tourism leaders should not seek to gain full agreement, but seek to pursue well-defined goals through *dedicated* contributions by *relevant* stakeholders.

Borrowing from a workshop by *Urban Econ* at the April 2017 NDT<sup>3</sup> Local Government Tourism Conference, the 'Thabazimbi Tourism Strategy & Initial Action Plan' has been structured as follows:

- T** – Tourism Overview
- O** – Orientation (Direction)
- U** – Understanding our product & market
- R** – Realistic 'strategic' framework
- I** – Implementation Plan
- S** – Sourcing Funding
- M** – Monitoring & Evaluation

---

<sup>1</sup> *Strategic thinking is about making the best use of what will always be a limited amount and quality of resources. Hanford, 1983. (copied from AFLEAD)*

<sup>2</sup> *"Strategy is about saying no!" . David Maister. HBR, 2006. (copied from AFLEAD)*

<sup>3</sup> *National Department of Tourism*



# Methodology followed

This document is the result of various pieces of work and input from a variety of stakeholders and tourism role players. In summary, the following main approaches were applied:

**Face-to-face** information / data gathering meetings – interactions with the specific aim to gather tourism information and consult industry role players

**Telephone Surveys** – validating available, but scarce tourism enabler data

**Brainstorming sessions** – Sessions simply listing all ideas put forth by a group in response to a given problem or question

**Presentation of Tourism Case Studies** – speaker invitations to share insights from successful tourism efforts in targeted tourism segments

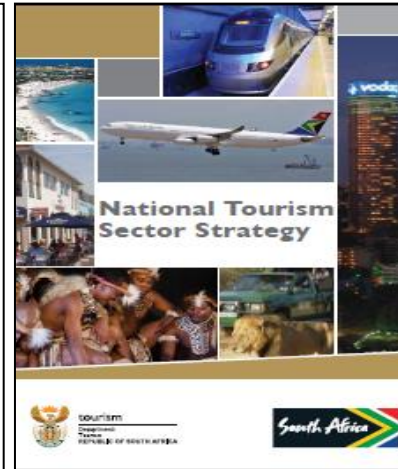
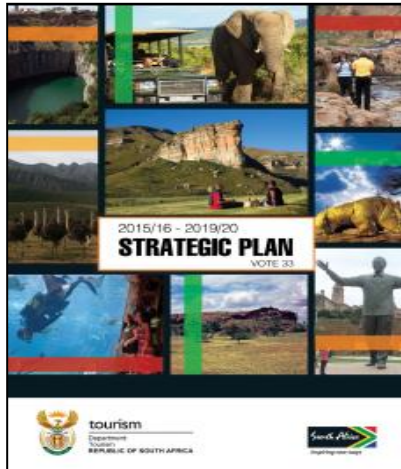
**Desktop Research** – Gathering, reviewing and integrating various documented strategies, policies, frameworks, plans, reports, case studies, tourism literature and topical articles.

**Extensive On-Line Research** – An in-depth search for specific tourism content / literature and gathering / analysing available tourism data

**Structured Questionnaires** – evaluation and identification of target tourism segments through defined measures of attractiveness

**Workshops** – initiating ‘deep-dives’ (detailed questions requiring detailed sharing of information) with tourism stakeholders into identified tourism segments

# Documents Consulted - National



## Legislative and other mandates

### *Constitutional mandate*

Part A of Schedule 4 to the Constitution of the Republic of South Africa, 1996, lists tourism as a functional area of concurrent national and provincial legislative competence.

### *Legislative mandate*

Tourism Act, 2014 (Act No.3 of 2014) aims to promote the practise of responsible tourism for the benefit of the Republic and for the enjoyment of all its residents and foreign visitors; provide for the effective domestic and international marketing of South Africa as a tourist destination; promote quality tourism products and services; promote growth in and development of the tourism sector, and enhance cooperation and coordination between all spheres of government in developing and managing tourism.

### *Policy mandates*

- The National Development Plan (NDP) is the 2030 vision for the country. It envisions rising employment, productivity and incomes as a way to ensure a long-term solution to achieve a reduction in inequality, an improvement in living standards and ensuring a dignified existence for all South Africans. The NDP recognises tourism as one of the main drivers of employment and economic growth.
- The New Growth Path (NGP) includes tourism as one of the six pillars of economic growth.
- **The National Tourism Sector Strategy (NTSS) provides a blueprint for the tourism sector in the pursuit of growth targets contained in the New Growth Path (NGP).**
- The White Paper on the Development and Promotion of Tourism in South Africa, 1996, provides a framework and guidelines for tourism development and promotion in South Africa.

# The National Tourism Sector Strategy



The first National Tourism Sector Strategy (NTSS) for South Africa was published in 2011 as a ten-year Strategy, with targets from 2010 to 2020. It has recently – Nov 2017 – been the subject of a review to determine what adjustments, if any, need to be made given the changing domestic and international environment and in light of lessons learned from the implementation process.

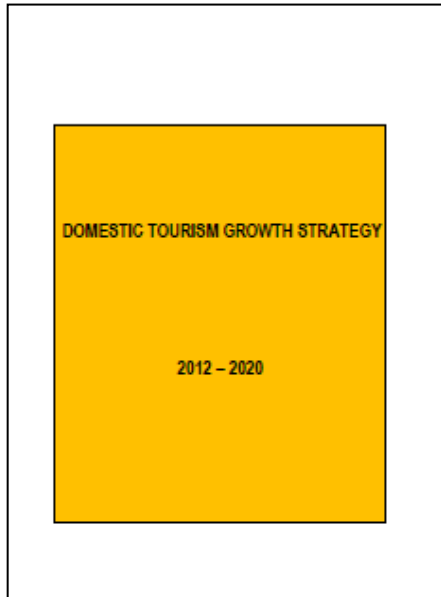
The review has taken into account the emergence of important trends in global markets, as well as South Africa's competitive strengths and weaknesses. An essential part of the exercise was an assessment of the potential and the identification of **pathways for the South African tourism economy to play an enhanced role in the growth of the overall economy**. The process has culminated in a second iteration of the NTSS. **The NTSS focuses on inclusive growth**, which must fundamentally be based on domestic and international tourist market growth and expenditure increases

While the national tourism marketing agency, South African Tourism (SA Tourism) has a detailed methodology for identifying priority markets, the NTSS further links the marketing plans to broader development imperatives, including addressing barriers to growth and **the building of a transformed and inclusive tourism economy**. This growth will, by the values that drive South Africa as a developmental state, be inclusive, responsible and sustainable. It will also be underpinned by an awareness of the imperative of **the wise use of scarce resources**.

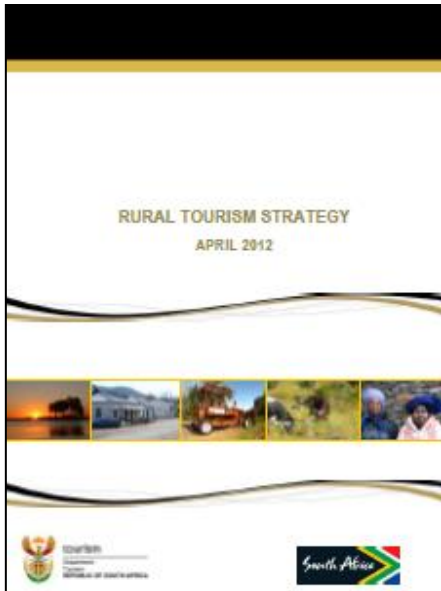
**Tourism is a partnership between the public and private sectors**. The NTSS focuses on harnessing the strengths of the public and private sectors to ensure alignment, the sensible use of resources, as well as drawing on pragmatic planning and prioritisation. While many areas warranting focus and enhancements exist within the tourism economy, the strategy identifies **five priority actions for implementation** in the short, medium and long term, namely,

1. Effective Marketing,
2. Facilitating ease of access,
3. The Visitor Experience,
4. Destination Management, and
5. Broad Based Benefits.

# Domestic & Rural Tourism Strategies



South Africa's **National Domestic Tourism Growth Strategy** provides for the enhanced focus on domestic tourism by the sector. **Domestic tourism is an essential contributor to the growth of the tourism economy** and provides a foundation for sustainable tourism growth and development, more especially in times of global uncertainties. **The majority of adult South Africans have not had an opportunity to undertake a holiday trip within the country**, for various reasons. This resulted in the current lack of a travel culture amongst most South Africans (particularly amongst black Africans), with the percentage of adult South Africans that travel still at 44% of the total adult population. The NTSS has set out what needs to be achieved over the remaining 8 years. The most critical of these goals and targets is to Increase domestic tourism's contribution as a percentage of the overall tourism contribution to GDP from 54.8% in 2009 to 60% by 2020. This has largely informed the domestic tourism vision *'to grow domestic tourism for a sustainable tourism economy'*.



The National Department of Tourism has developed a **National Rural Tourism Strategy**, meant to ensure a developmental approach upon packaging rural tourism products and opportunities in South Africa. This approach is also meant to prioritise spatial nodes which have growth potential in order to stimulate growth of the tourism industry in South Africa. The White Paper on the Development and Promotion of Tourism in South Africa (DEAT 1996) contends that **prime tourism attractions are not located in the city centres but rather in rural areas**. The Comprehensive Rural Development Programme (2009) (CRDP) of the Department of Rural Development and Land Reform states that “between 10 – 15million South Africans live in areas that are characterized by extreme poverty and underdevelopment.” In some of these poverty stricken areas, world heritage sites and other major tourist attractions are found. This strategy further reviews product development, human development, tourism marketing and infrastructure and tourism research / information for equal access of tourism opportunities in rural areas.

# Other National Documents

A variety of documented tourism resources are available from the National Department of Tourism.

Local tourism decision-makers, stakeholders and the tourism community can save time by reviewing and using these resources to help accelerate the development of Thabazimbi's Tourism Product.

The bi-annual **Local Government Tourism Conference** hosted by the National Department of Tourism should receive specific mention as a platform for developing local government tourism managers, but also as an opportunity to build a reference network of tourism specialists that can provide input into local efforts. Various insights / best practices shared at previous conferences have already been incorporated into the development of this plan.

The **South African Tourism Planning Toolkit for Local Government** is another critical resource to guide local planning, implementation and monitoring efforts.

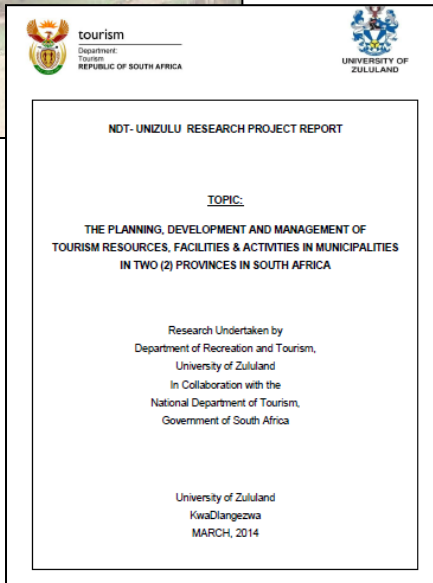


National Tourism Service  
Excellence Strategy



REPORT:  
LOCAL GOVERNMENT  
TOURISM CONFERENCE

DATE: 26 - 27 FEBRUARY 2013  
VENUE: SANDTON CONVENTION CENTRE GAUTENG  
THEME: 'TOURISM DEVELOPMENT:  
WHY LOCAL GOVERNMENT MATTERS'

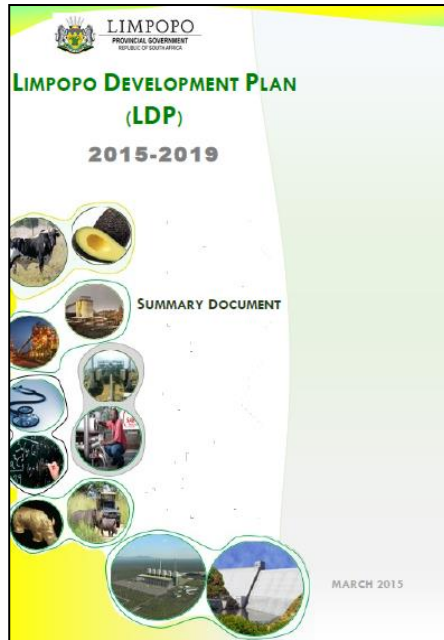


LOCAL GOVERNMENT TOURISM CONFERENCE

Sisa Ntshona  
CEO South African Tourism  
April 2017



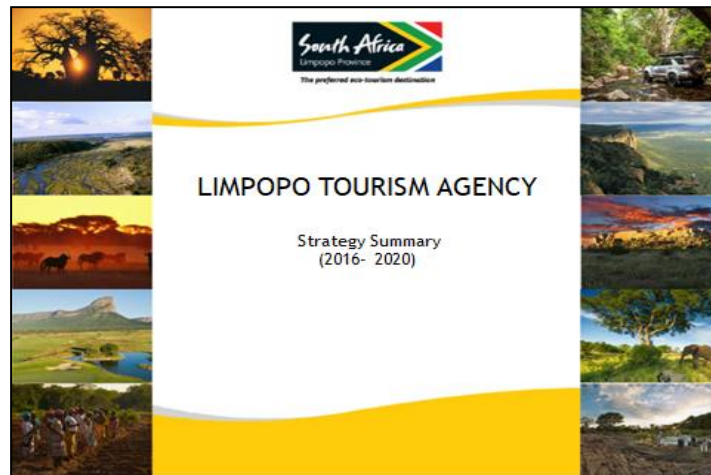
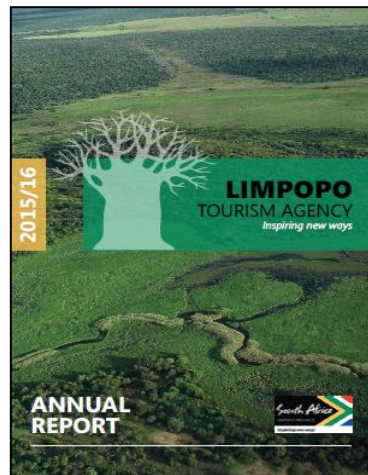
# Documents Consulted – Provincial



The **Limpopo Development Plan** highlights the role of **LEDET<sup>1</sup>** in achieving ***Decent employment and inclusive growth***. This must be achieved through investments in seven priority economic development clusters of which the **tourism cluster** is one. The need for ***Competitive Infrastructure***, for example **rural access roads** for the tourism cluster is also underlined. Finally, all municipalities are expected to reflect **MTSF<sup>2</sup>** outcomes in their **IDPs<sup>3</sup>**



The Limpopo Tourism Agency (LTA) is a critical role player in Thabazimbi's efforts to become a destination of choice in tourism. Alignment to LTA's vision "***To position Limpopo as a leading tourism destination in Southern Africa***" and their mission "***To promote and offer a sustainable and diverse tourism experience through strategic marketing (destination marketing) and support and facilitate tourism development programmes, collaborations with stakeholders and sector transformation***" will be critical to achieve much needed synergies with provincial tourism efforts. Developing a Thabazimbi Tourism Product will support LTA's '***destination marketing***' mandate.

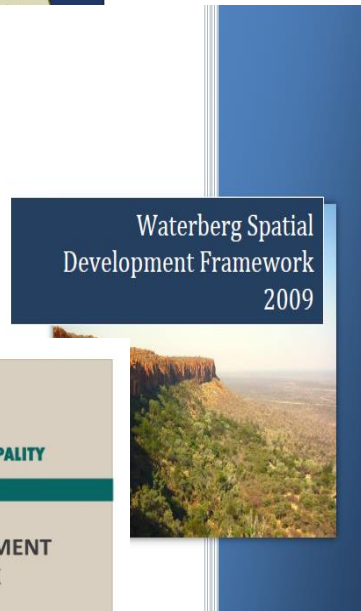
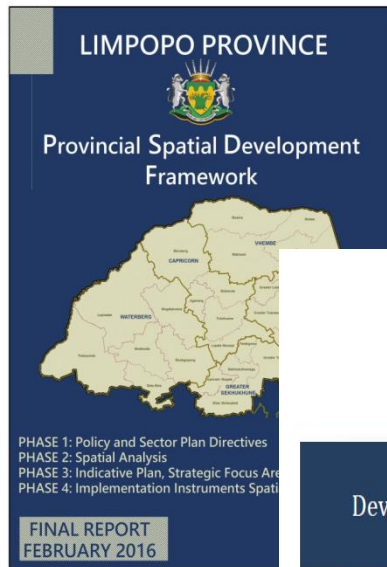


<sup>1</sup> Limpopo Department of Economic Development, Environment and Tourism

<sup>2</sup> Medium-term Strategy Framework

<sup>3</sup> Integrated Development Plans

# Documents Consulted – Spatial



**Spatial Development Frameworks** should only be a strategic, indicative and flexible forward planning tool to guide planning and decisions on land development; develop a spatial logic which guides private sector investment; and ensure the social, economic and environmental sustainability of the area.

**The Waterberg Biosphere**<sup>1</sup> features prominently in the Limpopo, Waterberg and Thabazimbi Spatial Development Frameworks. Biospheres do not necessarily exclude any development, but it is sensitive to development other than conservation and eco-tourism. The Waterberg Biosphere plays a pivotal role in conservation and eco-tourism in the Waterberg District Municipality. It is important that the environmental heritage, conservation areas, biodiversity hotspots and ecologically sensitive areas be actively protected, managed, and enhanced to ensure that they are not adversely affected by other activities. The biosphere is also something that all the local municipalities in the district share and it is therefore the responsibility of the Waterberg District Municipality to help and develop the biosphere.

Development of **buffer zones** to protect this environmentally sensitive area is an important consideration in the planning of Thabazimbi tourism nodes and corridors. Thabazimbi needs to develop as the eco-tourism gateway to the area between the Waterberg Biosphere and the Limpopo River.

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*1 Biospheres are environmentally unique areas which might be negatively affected by human activities that physically change the environment. The Waterberg Biosphere received its international status in March 2001 and now forms part of the World Network of biosphere reserves, registered with UNESCO. The Reserve is the first "savannah" biosphere reserve registered in Southern Africa*

# Documents Consulted – Local Strategies

*Urban-Econ* was appointed by the Thabazimbi Local Municipality (TLM) to write the **Local Economic Development (LED) Strategy** for the Municipality. The purpose of the document was to collate all economic information and investigate the coordinated and integration options available to broaden the economic base of the TLM. Although the strategy was completed in 2014/5, many of the analyses / findings / recommended projects & programmes related to tourism remain relevant today and were incorporated, where applicable, into this document.



The 2010 **Investment & Marketing Strategy** for the TLM, developed by *Mabu Management Solutions* was also reviewed from a tourism perspective. Tourism realities, investment opportunities and suggested tourism investment projects were considered and incorporated, where applicable, into this document. Not much value was derived from the 'marketing strategy' section of the document and therefore not considered for this plan.

The 2011 TLM **Tourism Strategy**, developed by Mputle's Tourism Consulting cc. state that the TLM is not viewed by visitors as a tourist destination. The Tourism Business Establishment Survey concluded the following: 98% of tourist were South Africans; 90% stayed with relatives; 35% of visitors chose it as a stop-over; about 1% stayed at camping sites for at least one evening; 81% of travellers passed through Gauteng; less than 1% used air travel; 65% of visitors are stop-over visitors; 28% of tourists spent one night; 60% spent two to three nights; 11% spent three to five nights; 1% spent more than five nights; 50% of visitors to Thabazimbi LM are undecided about revisiting the area; 33% would be willing to visit the area within a year; 81% of first-time tourist to TLM heard about the destination through word of mouth; 79% of visitors say road signage is inadequate.

# Documents Consulted – IDPs<sup>1</sup>



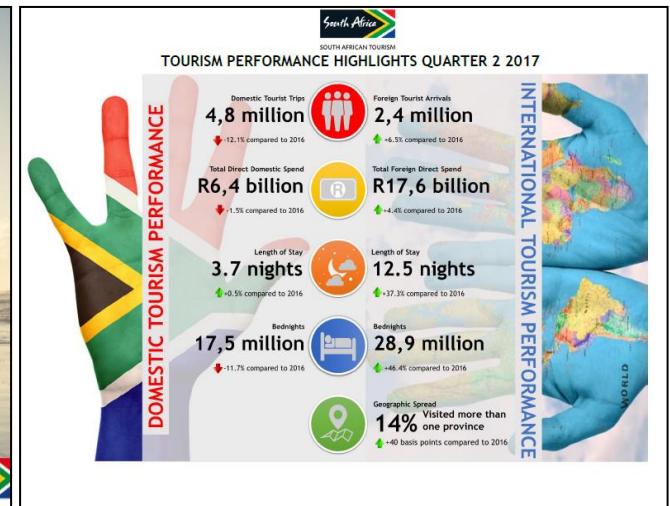
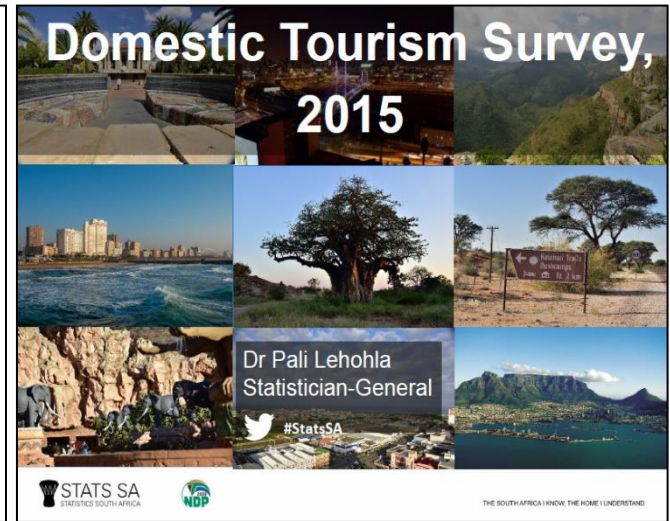
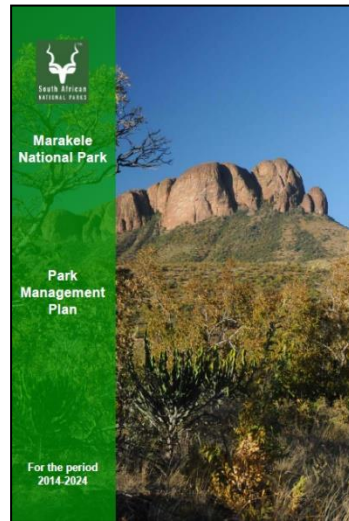
The **Waterberg District Municipality (WDM)** IDP identifies tourism and related sub-sectors as a first tier priority node in relation to investment promotion and strategic projects. It further targets small / medium scale enterprises trading in high-growth sectors of the district economy, particularly tourism, mining and agriculture. WDM, local municipalities, Limpopo Tourism and Parks established Local Tourism Associations to have a link between government and the industry; however, the existence of the associations is threatened by lack of resources. A Tourism Development and Implementation Plan is in place to guide the development and promotion of tourism and to position Waterberg as a preferred tourist destination. The WDM IDP also state the following as having **development potential** - tourism transport operators, tour operators, business tourism and theme parks / recreational facilities.

**Thabazimbi** can play a prominent role in the realisation of the WDM's vision "*To be the best energy hub and ecotourism destination in Southern Africa*". Thabazimbi is located in the Bushveld Region within an area that has a variety of fauna and flora, which is free from malaria and is relatively close to the major centres and airports. **Marakele National Park** – located in the northeast of Thabazimbi, is undoubtedly one of the greatest wilderness areas of South Africa, the park has become a place of sanctuary" for an impressive variety of wildlife due to its location in the transitional zone between the dry western and moister eastern regions of South Africa. The national park is also the main tourist attraction in the municipal area. Further strategic and primary tourism development nodes have also been identified through the SDF. Finally, on p154 some points highlighting the potential of tourism are summarised.

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<sup>1</sup> **Integrated Development Plans (IDPs)** are five year development plans of all spheres found within the applicable municipality. The IDP focuses on addressing key issues that require attention within the five year period.

# Other Documents Consulted



Desktop research / study was a primary method used in gaining key tourism insights to help inform the Thabazimbi Tourism Plan. This is just a selection of some of the **various other documents** that were studied / considered.



# Tourism Overview



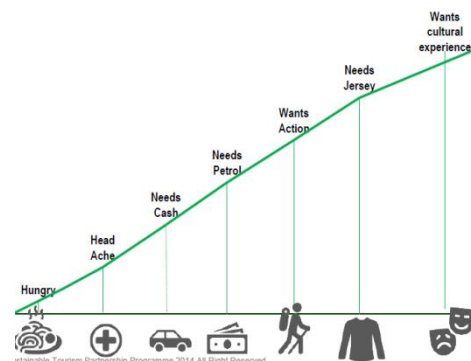
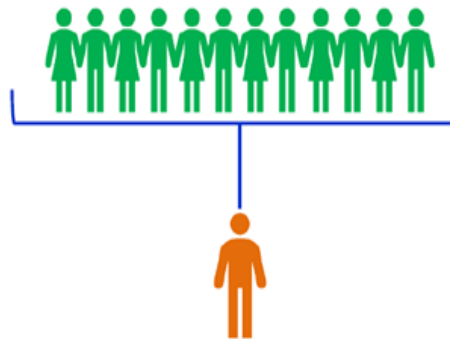
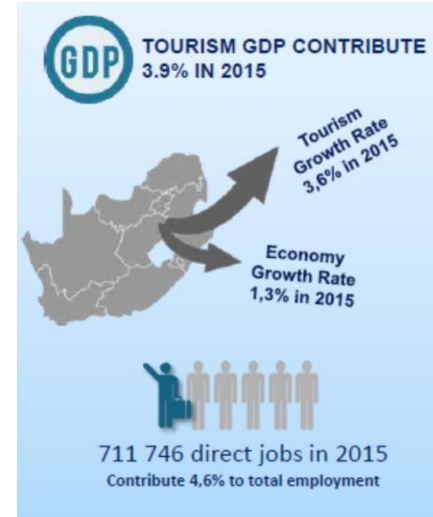
# Truths about Tourism

## Benefits to the Community

- Provides investment opportunities
- Boosts, grow & expand the local economy
- Holds potential for sustainable development & transformation
- Creates new jobs
- Preserves our cultural heritage
- Promotes a focus on the local environment
- Enhances community pride
- Encourage community involvement
- Involves public facilities

## Impact on the Community

- Crowding & congestion
- Increased traffic
- Ad-hoc development
- Degradation of environment
- Higher costs

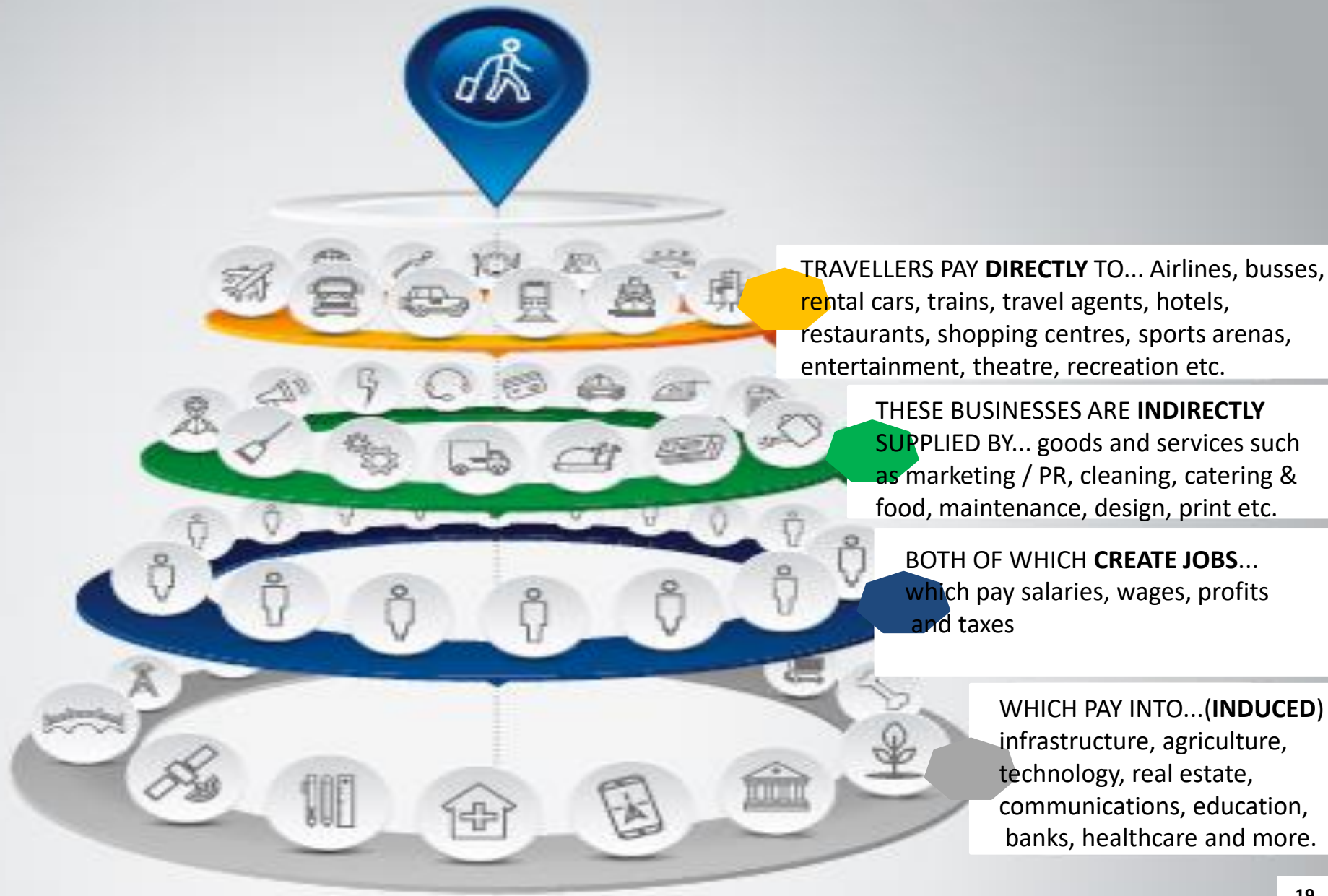


- Tourism is **one of the largest and fastest growing economic sectors** in the world and in South Africa
- Tourism is especially **important for smaller areas** that are outside the metropolitan economic hubs
- Tourism is a **job creator** – in first world economies every 12 tourists create one permanent job
- Tourism can play a supportive role in **stimulating local economic development**
- **Catalytic tourism projects** can bring about job creation, small business development, local value chains and capital investment
- Tourism is about an **experiences** along every step of the tourist's journey
- **Tourism spending** has a multiplier effect

# Small-Business development through tourism



# Tourism spending has a multiplier effect

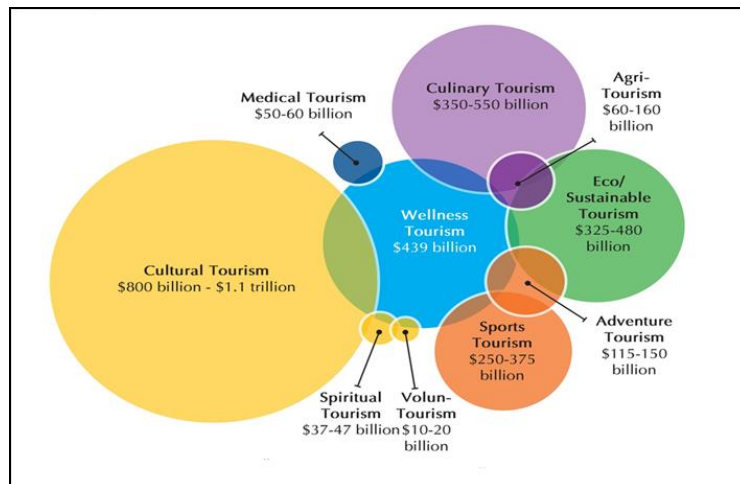


# Tourism in Numbers

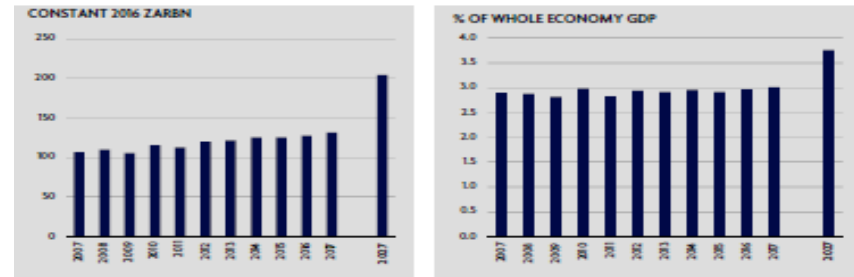
The **travel and tourism industry** is one of the world's largest industries with a total contribution to GDP of USD7,613.3bn (10.2% of GDP) in 2016, and is forecast to rise by 3.6% in 2017, and to rise by 3.9% pa to USD11,512.9bn (11.4% of GDP) in 2027. The industry is already defined through different sub-segments with cultural tourism the largest.

In **South Africa** the total contribution of Travel & Tourism to GDP was ZAR402.2bn (USD27.3bn), 9.3% of GDP in 2016, and is forecast to rise by 2.5% in 2017, and to rise by 4.2% pa to ZAR624.2bn (USD42.4bn), 11.5% of GDP in 2027.

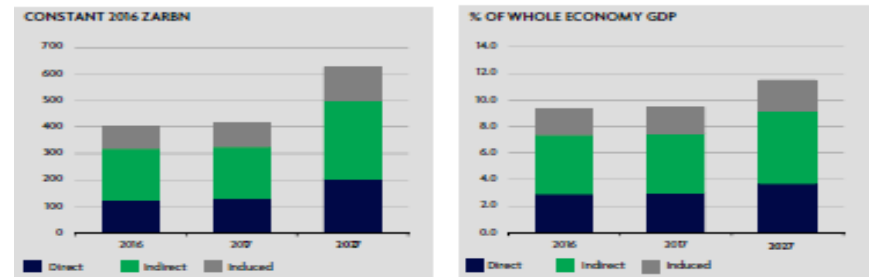
Travel & Tourism generated 716,500 jobs directly in 2016 (4.6% of total employment) and this is forecast to grow by 3.6% in 2017 to 742,000 (4.6% of total employment). By 2027, the industry will account for 1,110,000 jobs directly, an increase of 4.1% pa over the next ten years.



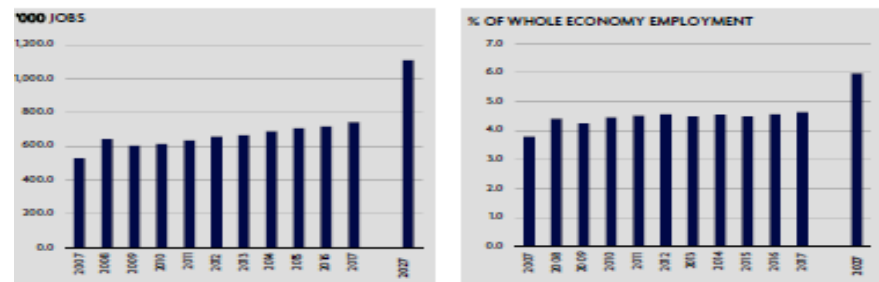
SOUTH AFRICA: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO GDP



SOUTH AFRICA: TOTAL CONTRIBUTION OF TRAVEL & TOURISM TO GDP



SOUTH AFRICA: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT



SOUTH AFRICA: TOTAL CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT



Insights from the recently published **Domestic Tourism Survey, 2015** by STATS SA, provide important trend data to assist local tourism planning and decision-making. The survey looked at all private households and residents in workers' hostels in all 9 provinces of SA, sampling approximately **32,000 households** in face to face interviews and capturing data from their most recent trips. The number of domestic day trips **decreased** from 54 million in 2013 to 44 million in 2015 with Limpopo capturing 23,1%. Overnight trips also **decreased** from approximately 51 million in 2013 to 45 million in 2015 with Limpopo capturing 15,6%.

## Tourism and employment in South Africa

Key findings from *Tourism Satellite Account for South Africa, 2015*

NUMBER OF PEOPLE EMPLOYED IN THE TOURISM INDUSTRY



711 746

**1 in 22** EMPLOYED INDIVIDUALS WORK IN THE TOURISM INDUSTRY\*



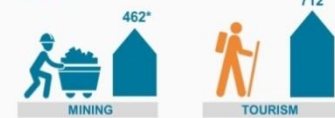
\*4,5% of the total workforce

WHERE ARE TOURISM JOBS CONCENTRATED?  
711 746 jobs



- 1 29% - ROAD TRANSPORT
- 2 20% - FOOD & BEVERAGES
- 3 19% - ACCOMMODATION
- 4 16% - RETAIL OF PRODUCTS
- 5 16% - OTHER

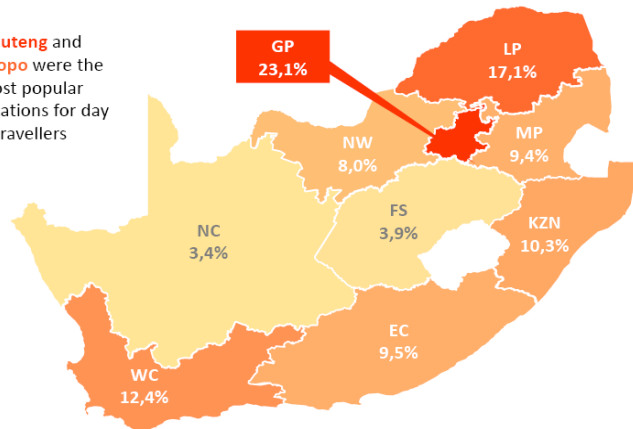
TOURISM EMPLOYS MORE WORKERS THAN THE MINING INDUSTRY  
Thousands



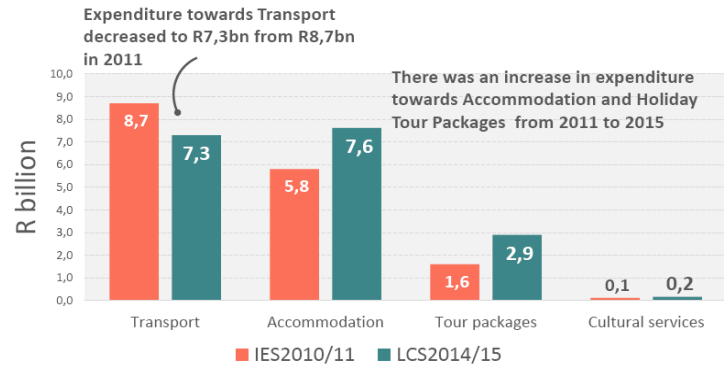
\*Source: Quarterly Employment Statistics, December 2015

## Percentage of most recent day trips by province of destination, 2015

Gauteng and Limpopo were the most popular destinations for day travellers



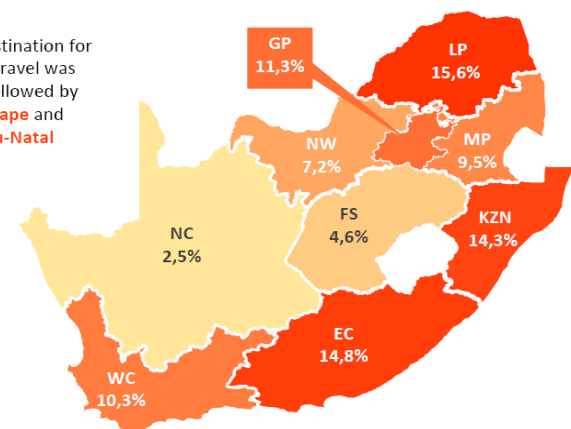
## How much did we spend on leisure related travel 2011-2015?



Source: IES 2010/2011 and LCS 2014/15









## Percentage of most recent overnight trip by province of destination, 2015

The main destination for overnight travel was Limpopo followed by Eastern Cape and KwaZulu-Natal



## TOURISM PERFORMANCE HIGHLIGHTS QUARTER 2 2017



|               |  |  |  |  |  |  |  |  |
|---------------|--|--|--|--|--|--|--|--|
|               | Arrivals   | Spend (Millions)   | Mean   | Length of stay   | Bednights  | % Visited other provinces  | Top 3 Markets  | Top 3 Markets - Air Only   |
| Gauteng       | 965 400  | R 6 557  | R7 100   | 11.8   | 11 014 600   | 48.8%  | Mozambique<br>Zimbabwe<br>Lesotho  | USA<br>UK<br>India   |
| Limpopo       | 336 100  | R2 271   | R5 600   | 4.2  | 1 685 700  | 6.9%   | Zimbabwe<br>Botswana<br>USA  | USA<br>UK<br>France  |
| Mpumalanga    | 76 100   | R1 131   | R3 300   | 9.1  | 3 180 400  | 15.1%  | Mozambique<br>Swaziland<br>USA   | USA<br>Germany<br>UK   |
| Western Cape  | 183 500  | R4 243   | R13 600  | 14.6   | 4 759 900  | 50.5%  | USA<br>UK<br>Germany   | USA<br>UK<br>Germany   |
| Free State    | 360 300  | R 828  | R3 200   | 12.9   | 3 569 800  | 1.7%   | Lesotho<br>Mozambique<br>Swaziland   | USA<br>UK<br>Germany   |
| North West    | 418 000  | R 322  | R1 800   | 6.5  | 1 221 200  | 3.8%   | Botswana<br>Lesotho<br>Zimbabwe  | India<br>UK<br>USA   |
| Kwazulu Natal | 195 600  | R1 320   | R7 600   | 11.0   | 1 954 500  | 11.2%  | Swaziland<br>Lesotho<br>USA  | USA<br>UK<br>Germany   |
| Eastern Cape  | 29 800   | R 725  | R10 200  | 15.1   | 1 111 000  | 11.1%  | Germany<br>USA<br>UK   | Germany<br>USA<br>UK   |
| Northern Cape | 286 000  | R 177  | R6 300   | 12.6   | 363 100  | 1.3%   | Namibia<br>Lesotho<br>USA  | USA<br>UK<br>Germany   |

As the tourism marketing arm of the South African Government, **South African Tourism (SAT)** has developed an integrated marketing strategy that focuses on leisure and business events. Part of their business is to monitor and evaluate the performance of the tourism sector. A consolidated quarterly tourism report, prepared by the SAT Strategy, Insights & Analytics Unit, provides a review of the performance of the tourism sector in 2017 against the South African Tourism mandate. Above are extracts from the latest available report - Q2, 2017 - at the writing of this plan. To access this report online, visit the research section on the South Africa Tourism website at [www.southafrica.net/research](http://www.southafrica.net/research) or for more information, e-mail [research@southafrica.net](mailto:research@southafrica.net).

**Thabazimbi Tourism** does not currently capture / report any tourism data through a consistent methodology or process – one of the biggest current weaknesses and a challenge to tourism planning and informed decision-making. However, **Marakele National Park** capture and report on SanParks metrics that might be a starting point when developing a broader approach to monitoring & evaluation of tourism in Thabazimbi.

# What is planning?

The following definitions / extracts were drawn from a March 2014 research project report from NDT<sup>1</sup> and University of Zululand on ***The Planning, Development and Management of Tourism Resources, facilities & activities in municipalities in two (2) provinces in South Africa.***

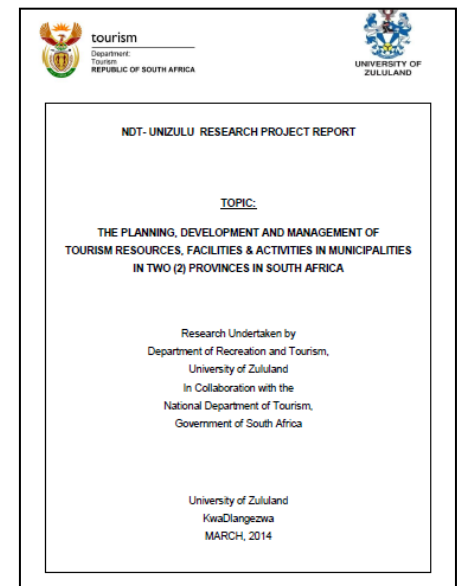
According to Hall (2000), planning is concerned with anticipating and regulating change in a system to promote orderly development so as to increase the social, economic and environmental benefits of the development process. Planning must therefore be regarded as a critical element in ensuring the long-term sustainable development of tourist destinations (Hall, 2000:11). Following on these cited definitions, Evans, Campbell and Stonehouse (2003) have described “strategic planning” as a process whereby the leadership and staff of an organisation go beyond day-to-day activities and give a big picture of what the organisation is going to do and where it is going. It relates to closing the gap between **where the organisation is now and where it aims to be in the future.**

Importantly, strategic planning helps with making sure that everyone in the organisation, including the leadership and all the staff, is **working from the same script.** It provides a **common understanding to everyone of what should be done** and how the organisation proposes to go about doing it. Thus the strategic plan **gives unity of purpose and action** across the organisation.

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<sup>1</sup> National Department of Tourism

*Hall, C. 2000. Tourism Planning: Policies, Processes and Relationships. London: Prentice-Hall.*  
*Evans, N.; Campbell, D. & Stonehouse, G. 2003. Strategic Management for Travel and Tourism. Oxford: Butterworth-Heinemann.*



# ...continued

## Tourism Planning

According to Goeldner and Ritchie (2009) “planning” is defined as an **ordered sequence of operations and actions** that are designed **to realise** one single goal or **a set of interrelated goals**. However, Page (2007) sees tourism planning as being about the public sector leading the endeavour to organise, plan and control tourism development in relation to policies in each destination or community. Tourism planning requires, for example, complex co-ordination of stakeholder interest, visitors, residents, private sector and public sector agencies.

## Development and Tourism Development

Goeldner & Ritchie (2009) define development as modification of the environment to whatever degree, and **the application of human, financial, living, and non-living resources to satisfy human needs and improve the quality of human life**. Similarly Thirlwall (2005) sees development describing change and the process of economic and social transformation within a country. Aaronson (2000) seems to agree with the above definition that development is associated with **positive social change**, which means **moving forward to something better than at present**. The two definitions highlight the issue of change and transformation, but the second definition stresses that it is not just any change, but a positive one. According to Keyser (2010), tourism development is seen as an activity that seeks to improve the livelihood of society. In other words, it is **the process of economic and social transformation** within countries.

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*Goeldner, C. R. & Ritchie, J. R. B. 2009. Tourism: Principles, Practices, Philosophies. New Jersey John Wiley & Sons.*

*Page, S. J. 2007. Tourism Management, London: Elsevier Publishers.*

*Thirlwall, A. 2005. Growth and Development: with Special Reference to Developing Economies. London: Macmillan Press*

*Aaronson, L. 2000. The Development of Sustainable Tourism. London: Continuum Press.*

*Keyser, H. 2010. Developing Tourism in South Africa: Towards Competitive Destinations. Cape Town: Oxford University Press.*

# Why plan?

**Planning gives direction.** It helps deciding on how to make the best use of what will always be a limited amount and quality of resources. There are glaring resource limitations for the LED function in its entirety in municipalities. However, there are many other funding sources in government, the two challenges being knowing what funding is available and the skill to structure funding proposals. Planning helps understand the “business” we are in, where competitive advantage exist within one’s sphere of control and then building the competencies needed to harvest that advantage in the face of resource constraints, future uncertainty and prevailing market conditions<sup>1</sup>. Tourism is not a community service, but a highly competitive, commercial industry and plans are crucial for customers to be attracted and to spend their money at your destination. There are various other benefits associated with integrated tourism planning:

- Ownership and buy-in by local stakeholders (municipality; private sector; communities; etc.)
- Allocation of dedicated resources
- Investment in capacity building; building of networks;
- District, Provincial and National Government gain confidence in allocating their resources
- Better understanding of departmental programmes

The **advocacy role** for the tourism sector is critical – this increases the chances of dedicated resource allocation. **Tourism champions** are required to speak for tourism. However, a clear understanding of current **tourism resources / facilities** is essential. Although blessed with, for example, abundant natural resource, Thabazimbi does not have a reference base summarising currently available tourism resources / facilities. Until this is put in place, it will make any advocacy effort for more dedicated resource allocation a very challenging endeavour.

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<sup>1</sup> **Mitchell, C et al. 2012** George Municipality Economic Development Strategy.

# ...continued

## Tourism Resources

According to Ivanovic (2008:111), a tourism resource is any factor – natural or man-made, tangible (material) or intangible (immaterial) within a country, region or defined geographic area – which makes a positive contribution to tourism. In addition to this definition, Goeldner and Ritchie (2009) define the concept “tourism resources” as any natural element, any human activity or any product that is usable and integrated into a comprehensive tourism product . Viljoen and Tlabela (2006:1) add another dimension to this definition when they assert that tourism resources may also consist of leisure activities carried out in the natural environment and seeking to benefit community-based tourism, ecotourism, cultural tourism, adventure tourism and agritourism. Tourism resources are elements of attraction modified by people and have a clear interest either by nature or by the use to which they were designed.

## Tourism Facilities

The concept of tourism or recreation facilities includes a wide range of resources, services and environments, such as game parks, cultural villages, outdoor and facilities in and around residences in urban and rural environments, or in the countryside (Torkildsen, 2005). Tourism facilities therefore, denote the physical and non-physical structures that cater for both outdoors and indoors leisure and sporting activities and for socio-cultural necessities enjoyed by the travellers. In planning for provision of tourist facilities, planners and local authorities have to provide a wide range of facilities and services for all forms of leisure and for community participation in social and cultural programmes.

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*Ivanovic, M. 2008. Cultural Tourism. Cape Town: Juta and Company Ltd*

*Goeldner, C. R. & Ritchie, J. R. B. 2009. Tourism: Principles, Practices, Philosophies. New Jersey: John Wiley & Sons.*

*Viljoen, J. & Tlabela, K. 2006. Rural Tourism Development in South Africa. Pretoria: Human Sciences Research Council*

*Torkildsen, G. 2005. Leisure and Recreation Management. London: Routledge, Taylor & Francis.*

# ...continued

The term “facility” is also understood to refer to the infrastructure and amenities, which are provided for communities specifically for participation in tourism-related activities (Jones, Openshaw, & Robinson, 1998). The concept “facility” has also been interpreted to refer to a service or activity which is non-physical in character, but facilitates participation in tourism and recreation activities (Magi, 1989).

In later sections of this plan, tourism resources and facilities are referred to and summarised as “**enablers of tourism**” – the 5 A’s – and will be given more specific consideration.

- **Accommodation** (Variety, where to stay?)
- **Accessibility** (Routes, how to get there?)
- **Amenities** (Signage, general services, retail, restaurants etc.)
- **Attractions** (Natural, Cultural, Man-made, what to see?)
- **Activities** (Uniqueness, entertainment, what to do?)

A case will also be made to add two further enablers with specific local relevance to the “A” list, those being:

- **Appearance** (Visual aspects, what is seen / the ‘first’ impression left?)
- **Attitudes** (Local community, values & beliefs, curiosities, the social fibre)

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*Jones, D. ; Openshaw, R. & Robinson, J. 1998. Travel and Tourism. Lynnwood Ridge: Collegium Educational Publishers.*

*Magi, L. M. 1989. Cognized Use of Natural Recreation Resources: A Black Perspective. Development Southern Africa. Vol. 6 (3): 326-339.*

# Barriers to growth in tourism

Various challenges / barriers to tourism growth exist. However, the purpose here is to list barriers / challenges with specific local implication, rather than an endless list of 'potential barriers':

- Tourism is currently an “unfunded” local municipality mandate and service delivery needs outweigh tourism funding needs, i.e. little to no reference of tourism in other sector plans.
- The Thabazimbi Local Municipality (TLM) are severely resource constrained due to historic corruption & mismanagement. This is the situation for capital, human and financial resource.
- A conducive environment for private sector business to thrive is severely hampered by state of basic infrastructure services i.e. electricity, water, waste management, road maintenance, park maintenance etc.
- An doubtful regulatory environment due to inadequate by-laws and limited enforcement of planning principles create a ‘free-for-all / do-what-you-want’ culture to the detriment of increased / new private sector investments.
- Investment in innovation & technology is almost non-existent.
- There is a lack of tourism skills and tourism standards in both the local government and private sector.
- Roles and responsibilities of the local municipality and tourism stakeholders are not clearly defined / articulated.
- “Tourism for Thabazimbi” is currently very generally defined, leading to a lack of focus, motivation and action and provides little chance of building tourism into a sustainable sector of the local economy.
- Private sector has a local competition (“protect my own”) approach, rather than competing as a destination to grow the market to the benefit of all.
- Previous local marketing efforts characterised by “shotgun” attempts leading to no brand / destination positioning and consumer confusion.
- When all is said and done about tourism, it seems to be generally 100% said and very little to nothing done, i.e. not enough people that wants to help do the work required to be successful

# Tourism Trends... the latest

**Uncharted destinations:** In light of the growing overtourism problem in major cities around the world, travellers will increasingly search for off the beaten path destinations in the coming year.

**Authentic culinary tourism:** The future of culinary tourism however will move away from expensive dining to more authentic food experiences. Visiting local markets and dining with locals in their homes (made easier by websites like [EatWith](#) and [Meal Sharing](#)) will be major interests for travellers exploring new destinations.

**Achievement is the new experiential:** Travellers tired of doing the same old thing will seek out travel experiences that will allow them to achieve a goal or accomplish something they have never done before. Challenging situations like completing a marathon for the first time, climbing Mt. Kilimanjaro or walking the Santiago de Camino for example will play a major factor in where travellers decide to go next year.

**Work and travel:** Continuing last year's 'bleisure' trend (mixing business with leisure), business travellers in 2018 will extend the concept for even longer periods of time. Next year however, extending a business trip by a few days will not be enough. Instead, working full-time or even part-time as a digital nomad for a month or more will become the next thing to do. With access to reliable Wi-Fi almost all around the world, advances in online communication tools and professional co-working spaces in major cities around the world, it will be easier than ever to live and work in different destinations for longer periods of time. Programs such as [Remote Year](#) help to facilitate these experiences.

**Community-focused hotels:** Many hotels will focus efforts on creating large communal spaces for guests, rather than enlarging the size of individual rooms. Today's travellers increasingly seek out accommodation with designated spaces to hang out in and mingle, similar to a hostel concept. These open lounge areas will be the focus point for social travellers who are looking for the comfort and privacy of a hotel, as well as the additional benefit of meeting new people and networking.

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*Trends copied from [www.momondo.com](#) is a flight, hotel and car hire booking site. Information for this article was collected from leading travel industry sources including [Skift.com](#), [Intrepid Travel](#), [Travel Weekly](#), [US News](#) and [Adventure Student Travel](#)*

# ...continued

**New hotel technology:** Investing in new technology will be a major priority for hotels this year. In particular, many hotels will dedicate higher budgets to improving Wi-Fi services with higher speeds and wider bandwidths. In an effort to make guests' hotel stay more simple and seamless, hotels will be investing in things such as artificial intelligence, automated check in and check out and mobile applications that cater to guests' needs inside and out side of the hotel.

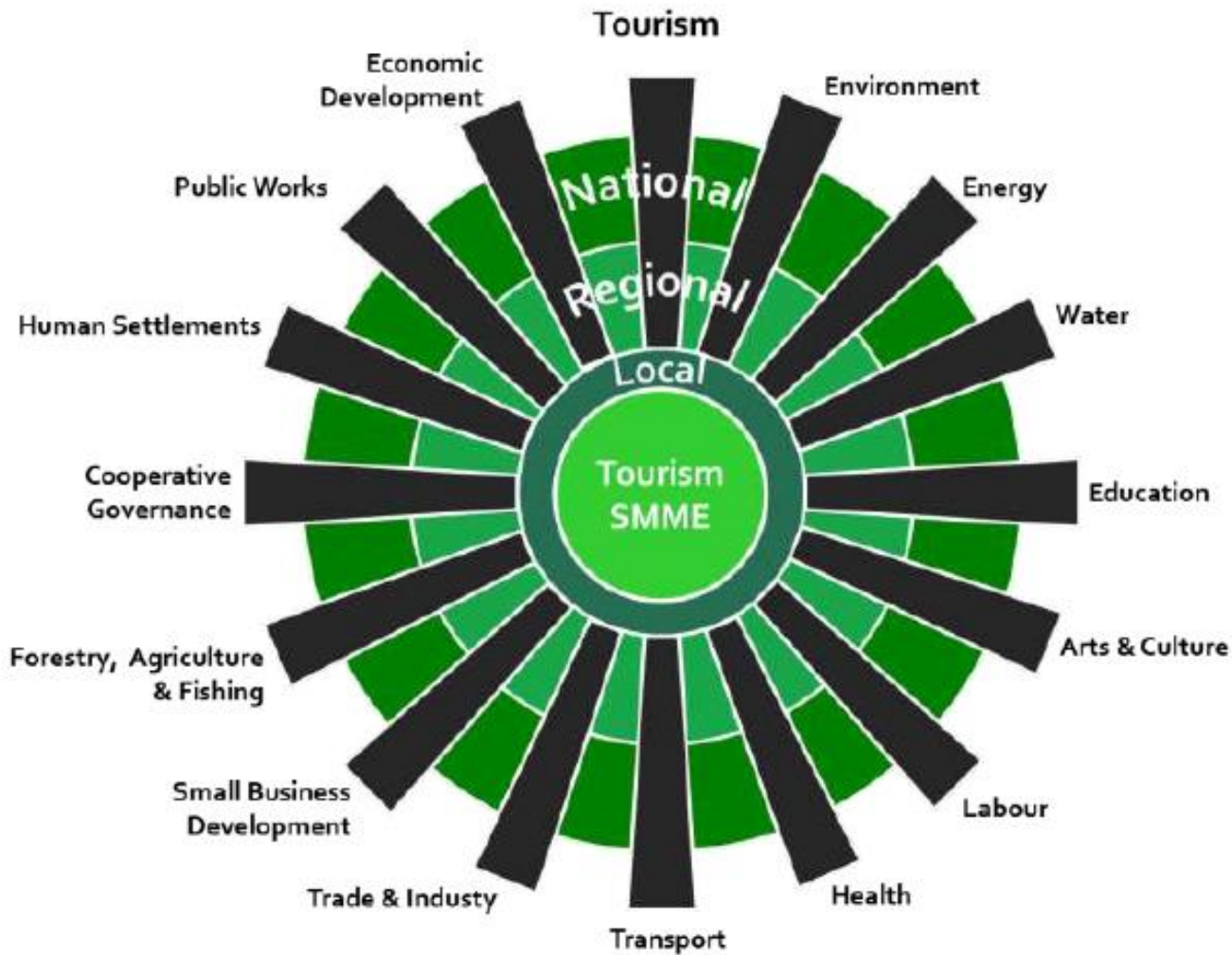
**Multigenerational travel:** Travel in 2018 will see a major spike in interest in multigenerational travel. Family members of all ages, including parents, children and grandparents, will be traveling to reconnect and create new memories together. Options for all ages will be a necessity for travel brands, whether it be accommodation or activities, they will need to cater to not just one age range.

**Conscious travel is in:** Travellers will be mindful of their impact on the economy as well as the lives of those living in the destination that they are visiting. In addition to making a conscious effort to go on eco-friendly tours and buy organic produce at local markets, travellers will be spending their money in ways that benefit the local economy and community, rather than large corporations and foreign investment companies. That includes opting for small boutique hotels over big chain hotels and local shops over international malls.



*Trends copied from **www.momondo.com** is a flight, hotel and car hire booking site. Information for this article was collected from leading travel industry sources including Skift.com, Intrepid Travel, Travel Weekly, US News and Adventure Student Travel*

# Whose business is tourism?



***'WE do Tourism!'*** certainly has relevance if one considers how many levels of government and how many different sectors are essential and have a high degree of influence on the delivery of a complete tourist experience, for example frequent interactions with the Department of Home Affairs around immigration policies.

**Tourism is a complex industry** which involves a wide range of stakeholders and businesses working together at different levels to provide a service for individuals or a group of people travelling away from home for purposes of either leisure, business or visiting friends or relatives. These relationships are further illustrated when analysing the tourism value chain<sup>1</sup>.

These complexities explain why good intentions alone are never enough to achieve tourism success and why, even with untapped potential, the tourism journey calls for continuous coordination, collaboration and a frequent dose of tenacity.

<sup>1</sup> Refer to Tourism Value Chain – Page 67

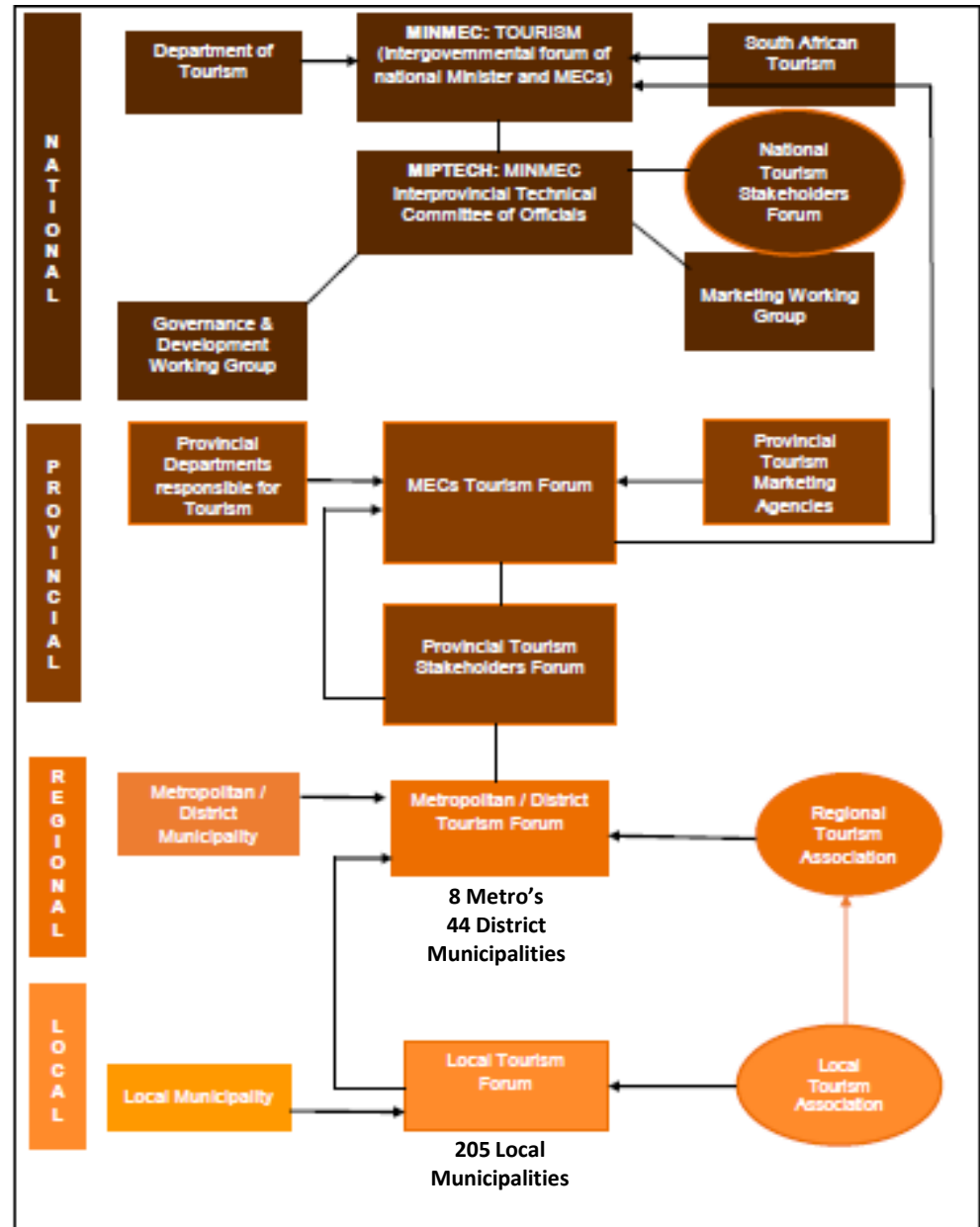
# SA Tourism Institutional Structure

The successful implementation of the NTSS<sup>1</sup> to realise the inclusive and quality growth of the South African tourism economy is dependent on the commitment of all stakeholders to adopt an integrated approach in implementing the identified strategic priorities and actions. This requires sound and effective governance structures and processes that manage and support tourism. Engagement of the private sector and other stakeholders, alongside government, at a national, provincial and local level is crucial.

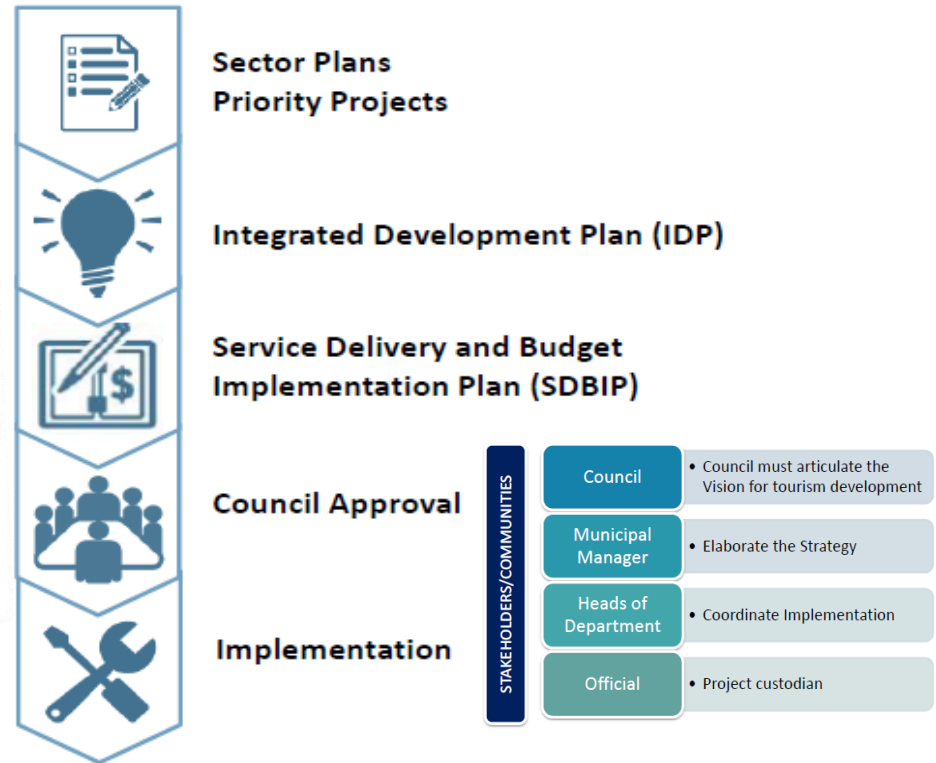
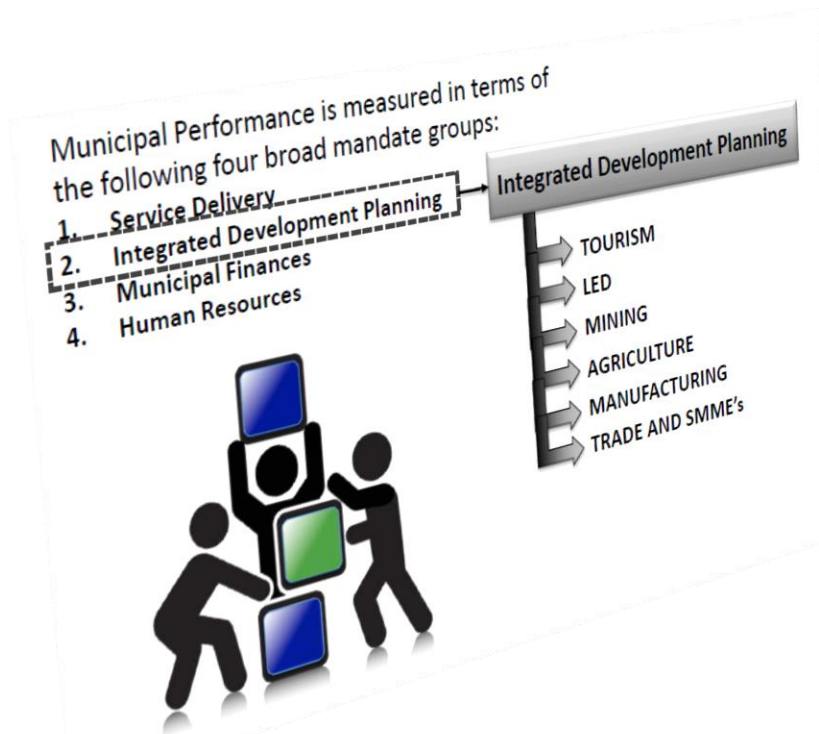
The institutional structures to manage and support tourism, are set out in the diagram.

In smaller towns such as Thabazimbi, the Local Tourism Association is often merged with the Local Tourism Forum due to shortage of skills / people to fill both such structures. The key factor however is engagement of the local structure with the local municipality.

<sup>1</sup> National Tourism Sector Strategy



# Tourism and the local municipality



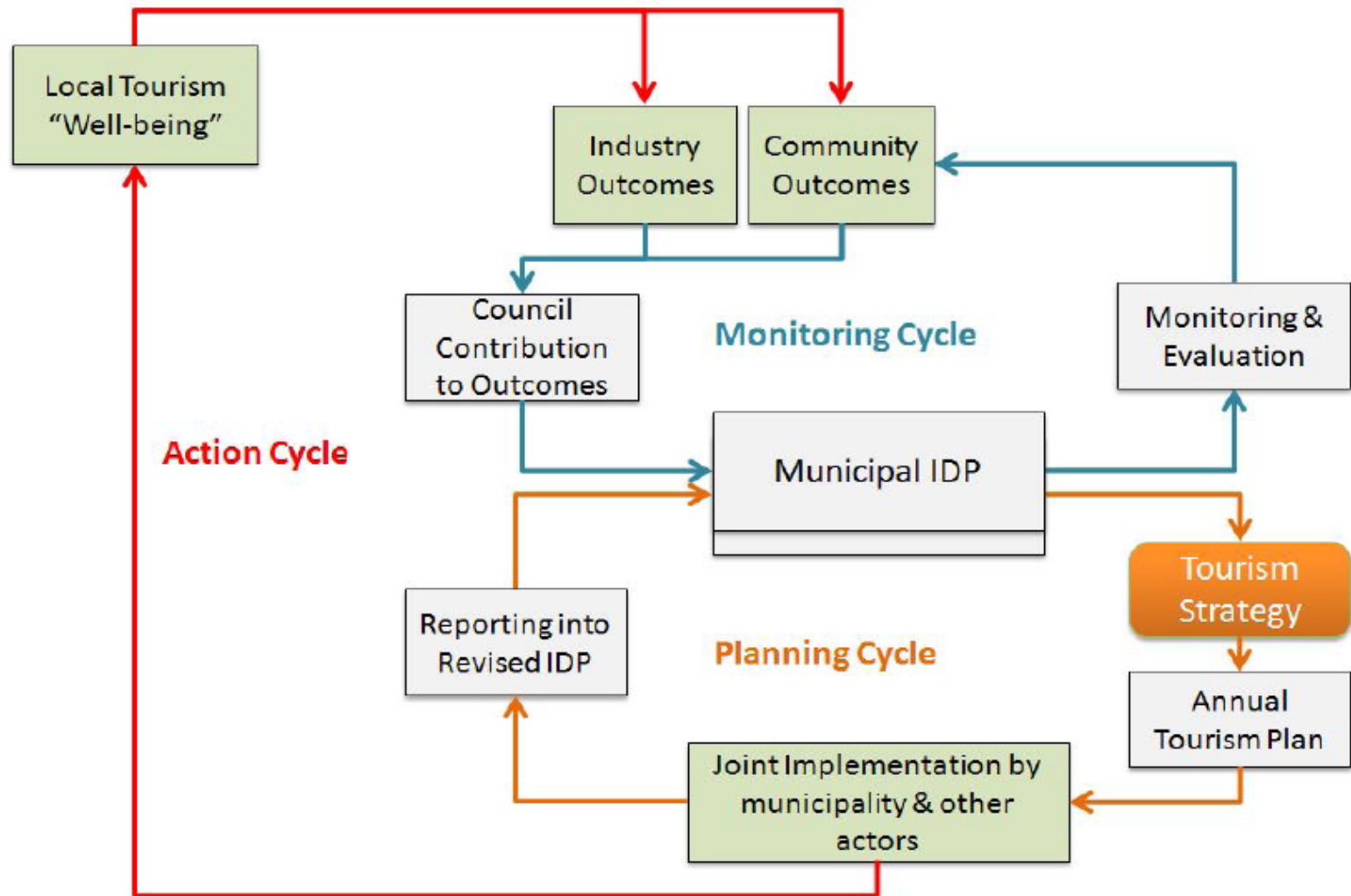
Tourism development is a **joint responsibility** of local government with the private sector. It is predominantly a private sector business whilst public sector facilities, services and amenities are complementary to successful tourism. Hence, the role of local government is to attract investors with their capital, undertake planning and provide leadership while the private sector's role is to attract customers with its capital and the quality of its tourism offering. Fulfilling these roles will drive sustainable development / social benefit to local communities. So, tourism should be **government enabled, private sector driven and community owned**. The South African Tourism Planning Toolkit promotes and further support tourism planning at local municipality level and outlines a framework and tools that informs local tourism planning.



**The South African  
Tourism Planning  
Toolkit**  
for Local Government

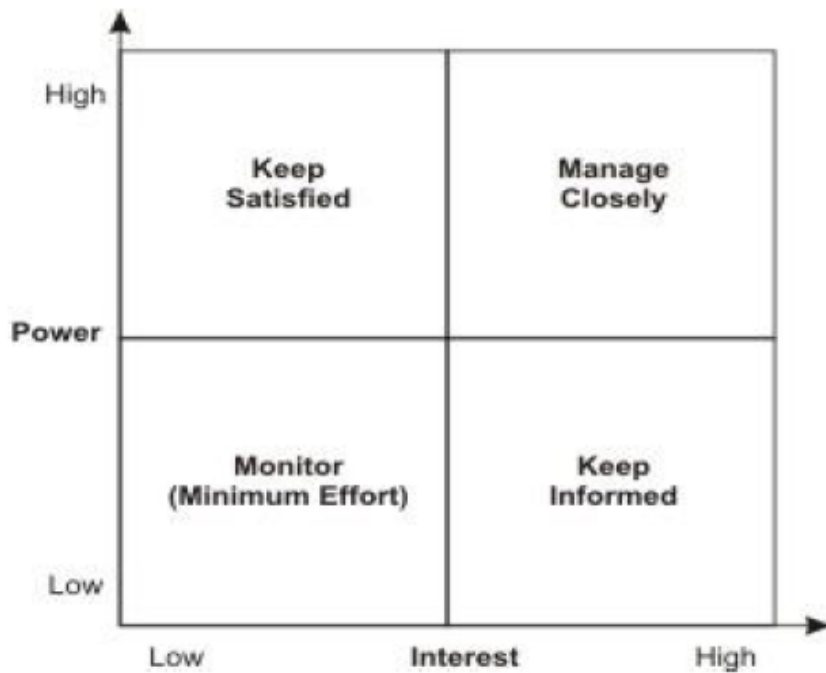
# ...continued

The diagram below indicates the location of the municipal tourism plan under the existing policy environment as informed by the Municipal Systems Act (2000) and indicates where a tourism strategy could fit in that process.



# Tourism Stakeholders

Various tourism stakeholders should be considered at different steps in the planning, action and monitoring cycles. Mobilising and aligning the thoughts, vision and efforts of organisations / groups / people who operate in this sector will be crucial, but not to the detriment of swift action. Tourism leaders should not seek to gain full agreement, but seek to pursue well-defined goals through *dedicated* contributions by *relevant* stakeholders. With such a wide range of stakeholders and businesses in the tourism space the 'power grid' is a useful tool to assign priority to the necessary engagements required and how to use the scarce resource of time optimally. Annexure B provides a starting list of potential stakeholders to be considered when developing the Thabazimbi Tourism Product.



Power/Interest Grid for Stakeholder Prioritisation





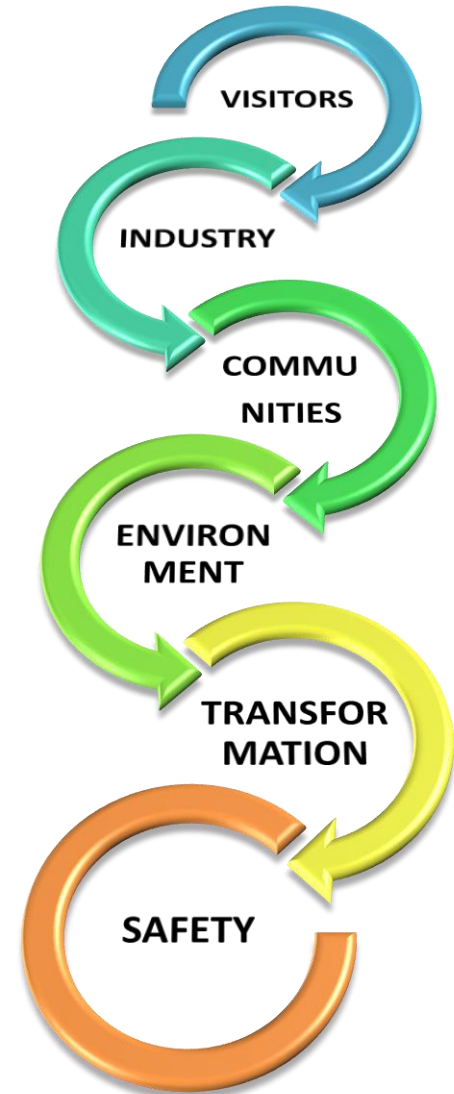
# Orientation (Direction)



# Taking Aim...

A successful tourism strategy identifies how to...

- Welcome, involve & satisfy VISITORS
- Achieve a profitable & sustainable INDUSTRY
- Engage and benefit the host COMMUNITIES
- Protect & enhance the local ENVIRONMENT
- Promote industry TRANSFORMATION
- Instill principles of visitor SAFETY



# Tourism Vision for Thabazimbi

**Develop an inclusive, integrated and sustainable local tourism product that will position Thabazimbi as a leading tourism destination in the Limpopo Province and beyond, resulting in a rapidly growing local tourism economy**

*translating to “cultivating a participative, well-coordinated and lasting tourism industry which will create jobs and contribute towards local economic activity by competitively positioning Thabazimbi as a tourism destination of choice”*

# Vision alignment from National to Local

## The NTSS<sup>1</sup> Vision is:

“rapidly and **inclusively growing tourism economy** that leverages South Africa’s competitive edge in **nature**, culture, and heritage, underpinned by **Ubuntu** and supported by innovation and service excellence.” - A top world responsible tourism **destination**. “

## The LTA<sup>2</sup> Vision is:

“To **position** Limpopo as a **leading tourism destination** in Southern Africa”

## The TLM<sup>3</sup> newly suggested organisational Vision is:

“A **leading eco**-tourist municipality in the provision of **sustainable** and excellent services.”

## Thabazimbi Tourism’s Vision is:

*“Develop an **inclusive, integrated and sustainable** local tourism product that will **position** Thabazimbi as a **leading tourism destination** in the Limpopo Province and beyond, resulting in a **rapidly growing local tourism economy**”*

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<sup>1</sup> National Tourism Sector Strategy

<sup>2</sup> Limpopo Tourism Agency

<sup>3</sup> Thabazimbi Local Municipality

# Tourism Mission for Thabazimbi

**To define, grow and sustain local tourism for the benefit of all stakeholders whilst making a lasting contribution to the local community and leaving a legacy for future generations through:**

- *Government enabled, private sector driven and community owned participation*
- *Collaborative stakeholder engagements*
- *Innovation and knowledge management*
- *Good corporate and cooperative governance*
- *Strategic Destination Marketing*

# Mission alignment from National to Local

## The NTSS<sup>1</sup> Mission is:

“To **increase the direct contribution of tourism** to the economy through **partnerships**, **research based collaborative** planning, and the **implementation** of **agreed priority actions**”.

## The LTA<sup>2</sup> Mission is:

“To promote and offer a **sustainable** and diverse tourism experience through **strategic marketing (destination marketing)** and **support and facilitate tourism development programmes**, **collaborations with stakeholders** and sector transformation

## The TLM<sup>3</sup> newly suggested organisational Mission is:

“Promote, coordinate, and **implement** the financial and environmental growth and development through committed staff and a **partnership** with **communities** and **stakeholders**.”

## Thabazimbi Tourism’s Mission is:

*“To define, grow and **sustain local tourism** for the benefit of all stakeholders whilst making **a lasting contribution to the local community** and leaving a legacy for future generations through:*

- ***Government enabled, private sector driven and community owned participation***
- ***Collaborative stakeholder engagements and partnerships***
- ***Innovation and knowledge management***
- ***Good corporate and cooperative governance***
- ***Strategic Destination Marketing**”*

---

<sup>1</sup> National Tourism Sector Strategy

<sup>2</sup> Limpopo Tourism Agency

<sup>3</sup> Thabazimbi Local Municipality

# Values to strengthen tourism in Thabazimbi

- **Customer Focus**
  - *Provide services and solutions in a manner that is efficient and which are effective and responsive*
- **Empowerment**
  - *Growth, Training, Develop, Skills: Create an environment conducive for our local people's growth and development.*
- **Integrity**
  - *We will act with integrity by being accountable, showing respect and serving with honesty and trustworthiness.*
- **Innovation**
  - *Leveraging resources and partnerships to optimise delivery to our stakeholders; and responsive to change.*
- **Recognition**
  - *Appreciated, Get Support, and Fairness: We want to be an organisation that values its own people by ensuring fairness of the systems and processes, supportive, recognising and rewarding performance.*

# Guide Posts – for tourism decision-making in Thabazimbi

Guide posts<sup>1</sup> provide **decisive** “checks” for suggested ideas and planned programmes / projects to assist decision-makers in much needed prioritisation and allocation of very scarce resources.

These pre-determined guide posts can be used as a “check list” to evaluate if an idea / programme / project should be further considered or not.

1. **Government enabled, private sector driven and community owned:** Are the roles / required actions of these three spheres defined and understood?
2. **Does the idea / project support a targeted tourism segment,** i.e. will it further boost Thabazimbi’s tourism product?



3. **Is it really unique,** i.e. will it have a competitive advantage compared to offerings at other nearby tourism destinations such as Bela-Bela, Hartbeespoortdam etc.?
4. **We do Tourism Sustainably,** i.e. is the idea / project well researched with widely accepted support and does it have a sustainable funding / income model?

These guide posts should be applied consistently by the governance structures put in place for tourism in Thabazimbi.

---

<sup>1</sup> These guide posts were agreed by invited stakeholders at an October 2017 Thabazimbi Tourism Indaba. See Annexure A for further detail on the Indaba.



# Understanding our product and market



# Spatial Analyses - with a focus on tourism

Spatial planning respects and builds on critical natural resources and features – water, soils, terrain, and interacting ecosystems. Likewise, **spatial development frameworks** provide a view of where money is / should be spend in space over time. Such frameworks identify the “place” for certain development goals . Following a review of various spatial planning resources, including a recent spatial study by Anglo American, the following selection of maps are included for their specific relevance to tourism in the Thabazimbi municipal area. From these maps the following insights are gained:

- Thabazimbi is a key district growth point and Northam is a key municipal growth point.
- Lephalale – a provincial growth point – is linked to Gauteng and North West Province via Thabazimbi as a gateway.
- Thabazimbi is also a gateway to four SA / Botswana border posts, namely Derdepoort (Sikwane), Tlokweng, Stockpoort & Groblers Bridge (Martin’s Drift) further north. These border posts link a very successful eco-tourism destination – Botswana – with Thabazimbi.
- The towns of Lephalale, Thabazimbi, Bela-Bela & Modimolle form a “conservation triangle” through three secondary routes (R33, R511 & R516) that encase the core of the Waterberg Biosphere.
- Different spatial frameworks all identify similar tourism corridors for the Thabazimbi Municipal Area.
- Two proclaimed areas – Marakele National Park & Atherstone Nature Reserve, together with two large private nature reserves – Welgevonden & Thaba Tholo forms a prominent east-west conservation zone.
- Thabazimbi is home to the south-western portion of the Waterberg Biosphere which is also the ‘core’ of the biosphere. An expanded transition ‘buffer zone’ to protect the core should be considered.
- The proposed / planned heavy haul freight railway line will pass through Thabazimbi. The status of the existing rail line should be explored as an tourism access opportunity.



## Thabazimbi Municipality

Total Area 981,000 ha

Suitable Area<sup>1</sup> 600,000 ha

Protected Area 250,000 ha

Population ~ 85,000-95,000

<sup>1</sup> Medium or High Suitability Net of Constrained Areas (towns, protected areas, etc)

# ...continued

- Marakele National Park is the municipal area's TOURISM ANCHOR.
- The Thabazimbi Municipal Area consist of vast game farming areas, although very fragmented.
- A tourism corridor linking Kromdraai, Leeuwpoort, Rooiberg & Thabazimbi should be investigated.
- Kromdraai is home to a threatened eco-system.
- The formal establishment of a Vaalwater / Thabazimbi tourism corridor holds great potential for both areas. It will define the Waterberg Meander more prominently and provide a scenic mountain pass route along the eastern side of the Waterberg Biosphere Core, linking Bakkers<sup>1</sup> & Rankin's<sup>2</sup> Pass
- Strong integration potential exists with Waterberg tourism hot spot areas, but district-level road infrastructure planning will be required to improve linkages and improved tourist accessibility
- Thabazimbi Municipal Area includes various Agri Villages – Sentrum, Makoppa, Koedoeskop, Dwaalboom & Rooibokkraal
- The Anglo American spatial study confirms the potential tourism corridors for the Thabazimbi area
- The poverty score spatial map confirm the need for job creation
- Farm sizes in the municipal area are generally small, meaning a broad ownership base that makes it challenging to integrate and implement area-wide tourist routes / attractions
- The Thabazimbi CBD Design Framework highlights the possibility of an extended pedestrian / cycling route along a well-defined open space system that could be developed as a tourist attraction
- A tourist entering Thabazimbi town will pass the mine / industrial area first

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Credit to [www. mountainpassessouthafrica.co.za](http://www.mountainpassessouthafrica.co.za)

<sup>1</sup> Bakkers Pass - this fairly steep gravel pass lies between Rankin's Pass in the east (40 km) and Thabazimbi 18 km to the south-west. Bakkers Pass summits at 1464m and descends a total of 314 vertical metres producing an average gradient of 1:14. The steepest sections are at 1:8. We recommend using a reasonable clearance vehicle for this road as it gets a bit rough in places. An SUV, bakkie or 4x4 will cope well.

<sup>2</sup> Rankin's Pass lies in the heart of the Waterberg Conservancy and is rich in game reserves. The road links Thabazimbi in the West with Modimolle in the south east. The small settlement of Alma lies near the start of the pass. Rankin's Pass is not actually a true mountain pass but more of an outpost or toll point as there is no sign of any proper climbing or bends. It is nothing more than a small police station close to the Rhenosterfontein farm. This "pass" is the only official pass in South Africa, that is not actually a pass.

- Arable Agriculture
- Subsistence Farming
- Game and Cattle Farming

## ENVIRONMENTALLY SENSITIVE

- Biosphere Core
- Biosphere Buffer
- Biosphere Transition 1
- Biosphere Transition 2
- Proclaimed/ Protected Areas

## MINING

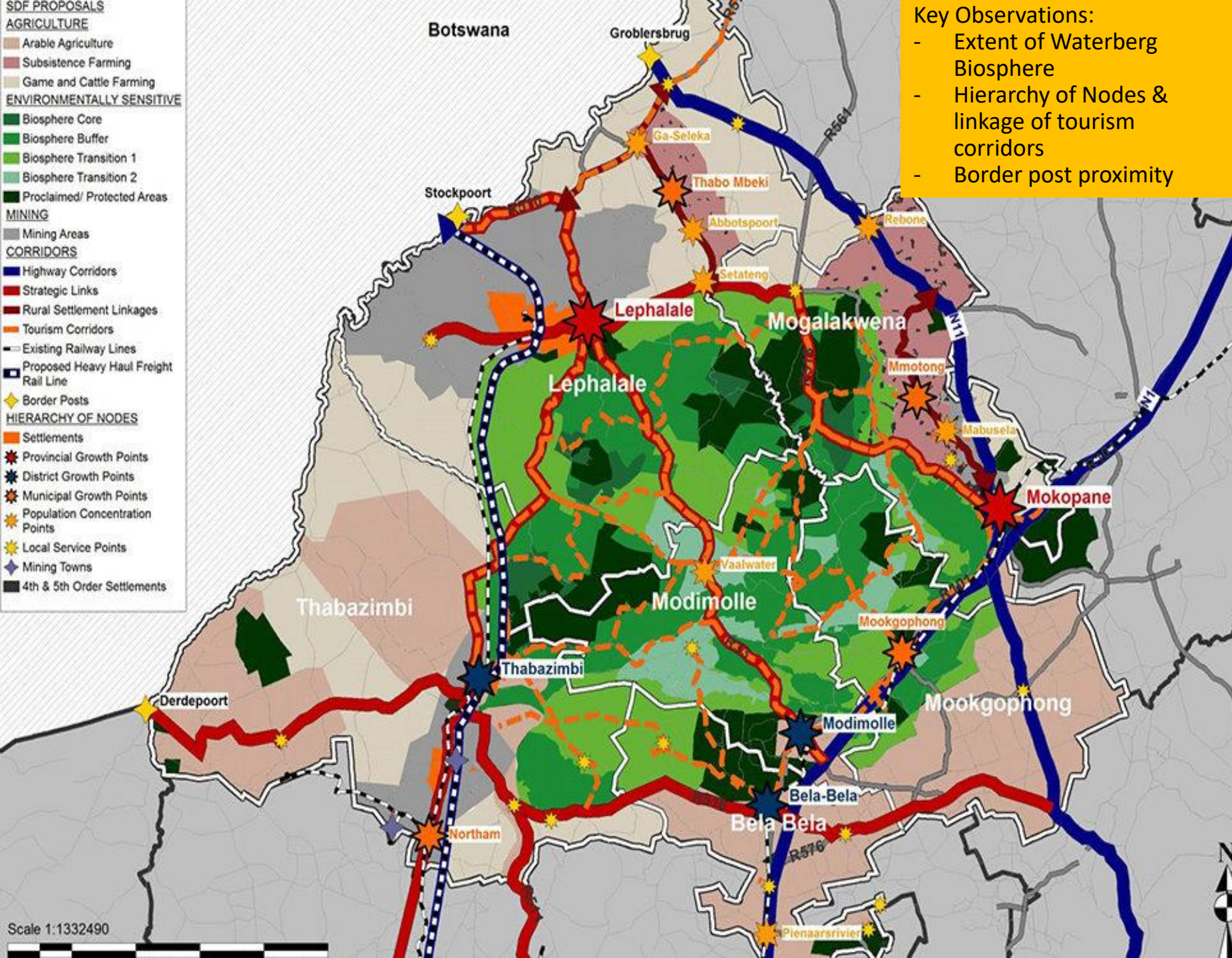
- Mining Areas

## CORRIDORS

- Highway Corridors
- Strategic Links
- Rural Settlement Linkages
- Tourism Corridors
- Existing Railway Lines
- Proposed Heavy Haul Freight Rail Line

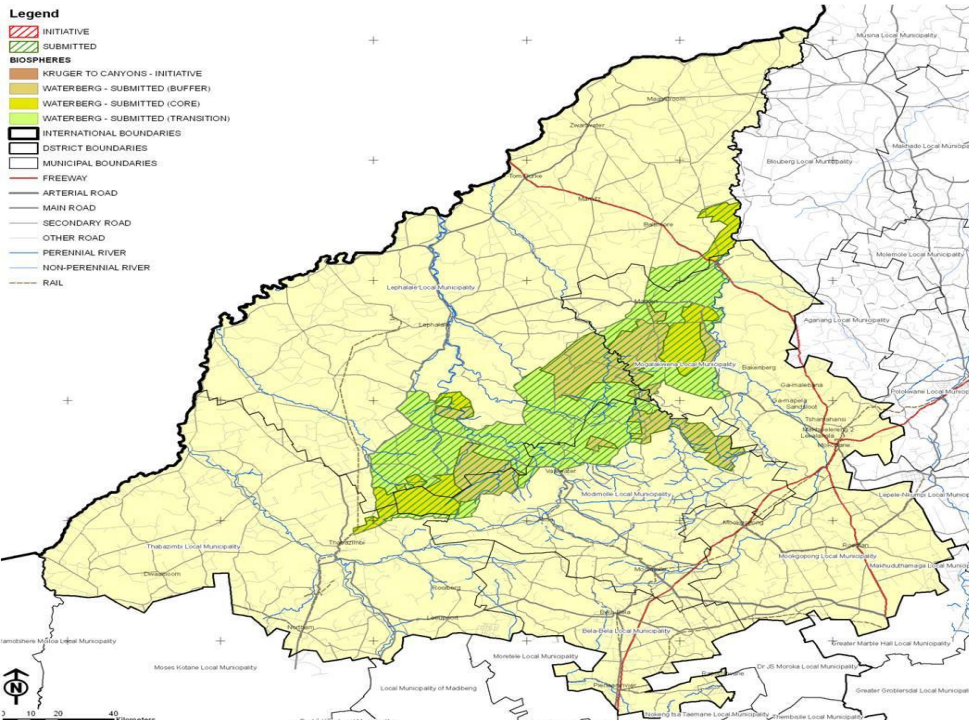
## HIERARCHY OF NODES

- Settlements
- Provincial Growth Points
- District Growth Points
- Municipal Growth Points
- Population Concentration Points
- Local Service Points
- Mining Towns
- 4th & 5th Order Settlements



## Key Observations:

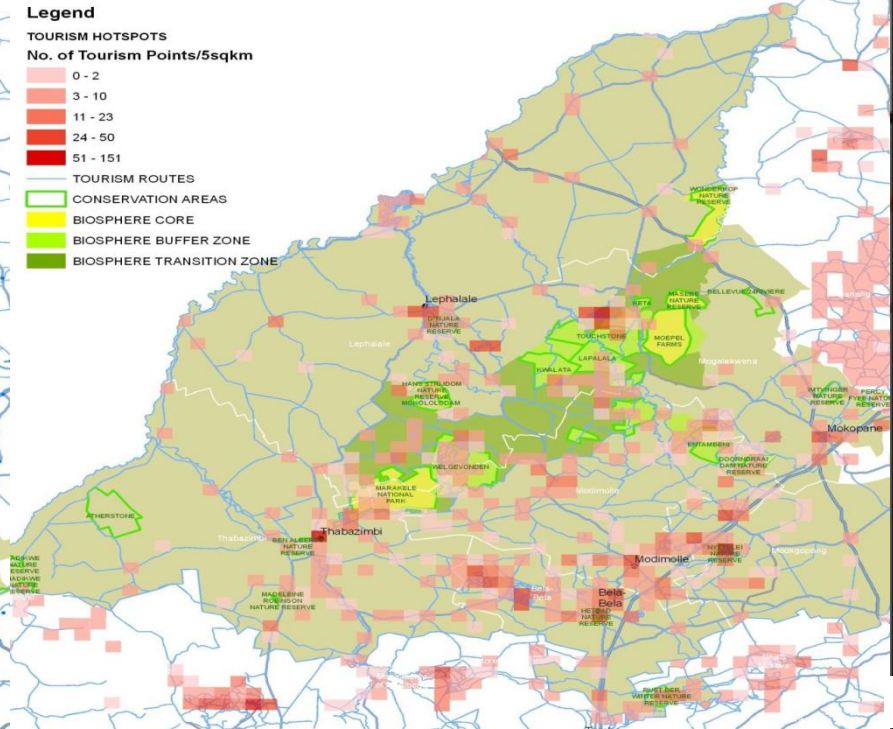
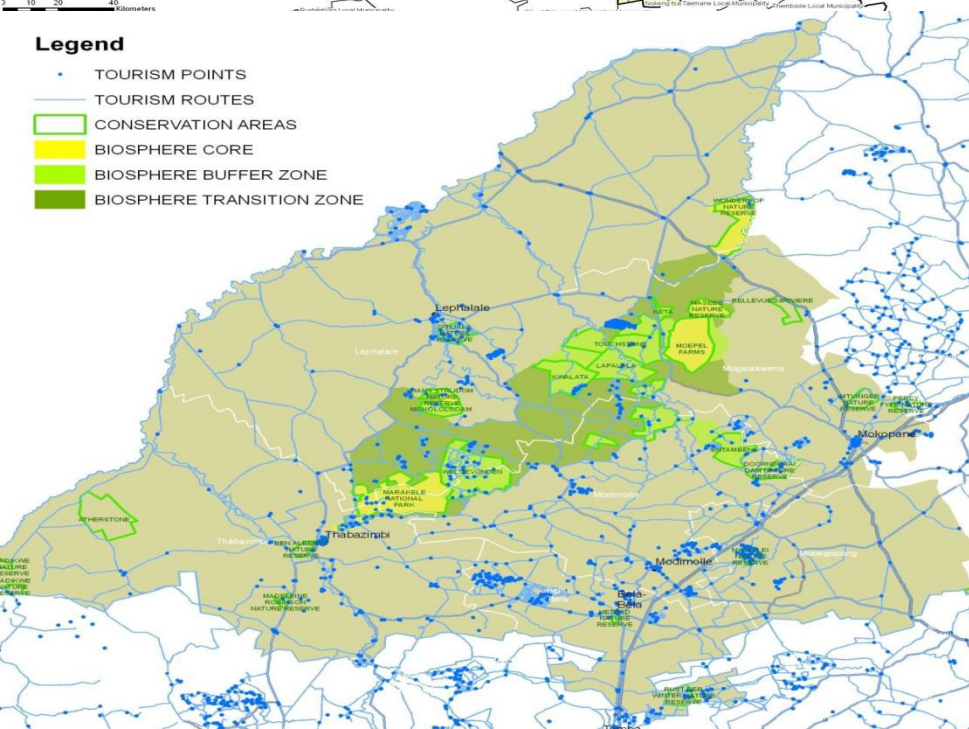
- Extent of Waterberg Biosphere
- Hierarchy of Nodes & linkage of tourism corridors
- Border post proximity



It is difficult to assess the extent of tourism and tourism related activities in the district economy. The only available measure is the data provided through **Tracks4Africa's maps**. These maps are compiled based on GPS recordings made by tourists when travelling. It therefore reflects all the points of interests logged by tourists as well as the routes travelled. The maps below shows the tourist points in the WDM area. There are a general lack of activities outside the parks and reserves in the biosphere.

The high intensity areas are focused around:

1. The Nylvlei reserve
2. Modimolle
3. Bela Bela extending along the Rooiberg road
4. Thabazimbi
5. Lephalale
6. The mountainous area south west of Marken.



## Key Observations:

- Tourism Anchor
- Thabazimbi Tourism Corridors
- Freight Corridor
- Agri Villages

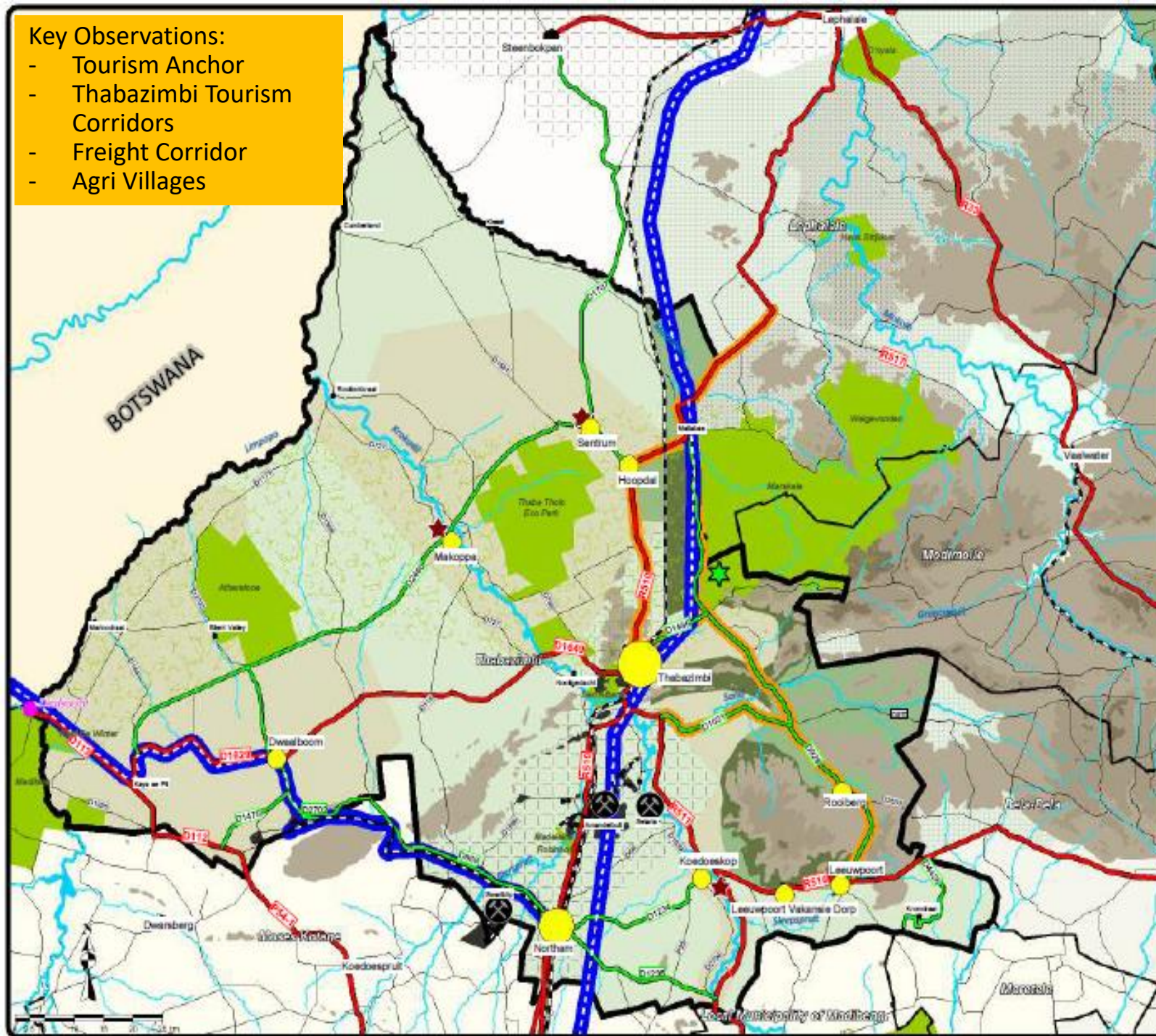


## Thabazimbi Local Municipality

### Spatial Development Framework

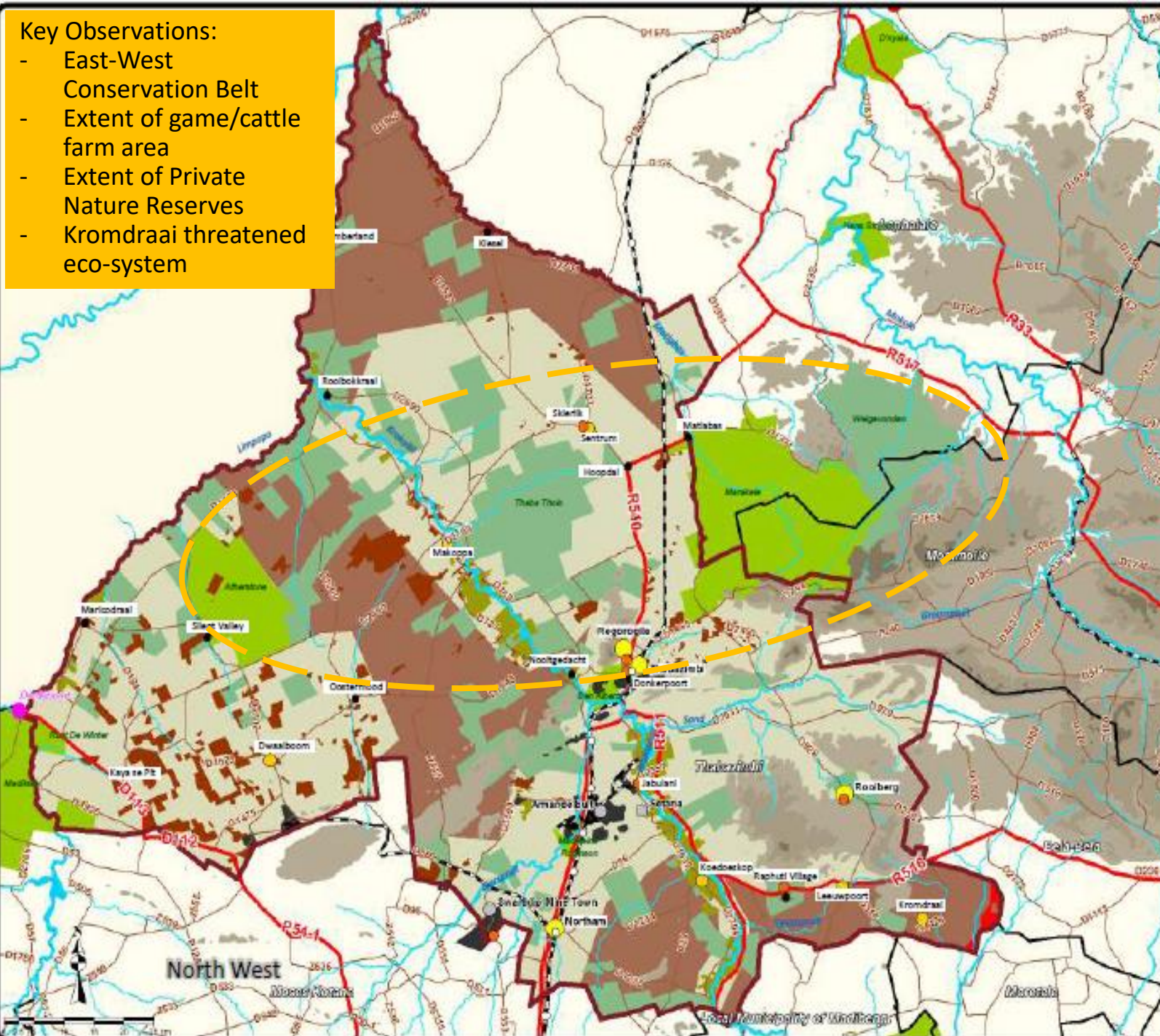
#### Legend

- Ridges
- Primary Node (District Growth Point)
- Secondary Node (Municipal Growth Point)
- Rural Service Centre (Local Service Point)
- Mining Towns
- Priority Road Network
- Second Order Priority Linkages
- Existing Rail
- Proposed Rail
- Freight Corridor
- Tourism Corridor
- Border Post
- Arable Agriculture
- Game and Cattle Farming
- Agri Village
- Existing Mining Activities
- Mining Focus Area
- Nature Reserves / Conservation Areas
- Tourism Anchor
- Watersberg Biosphere**
  - Core 1
  - Buffer
  - Transition 1
  - Transition 2
  - Tourism Belt



## Key Observations:

- East-West Conservation Belt
- Extent of game/cattle farm area
- Extent of Private Nature Reserves
- Kromdraai threatened eco-system

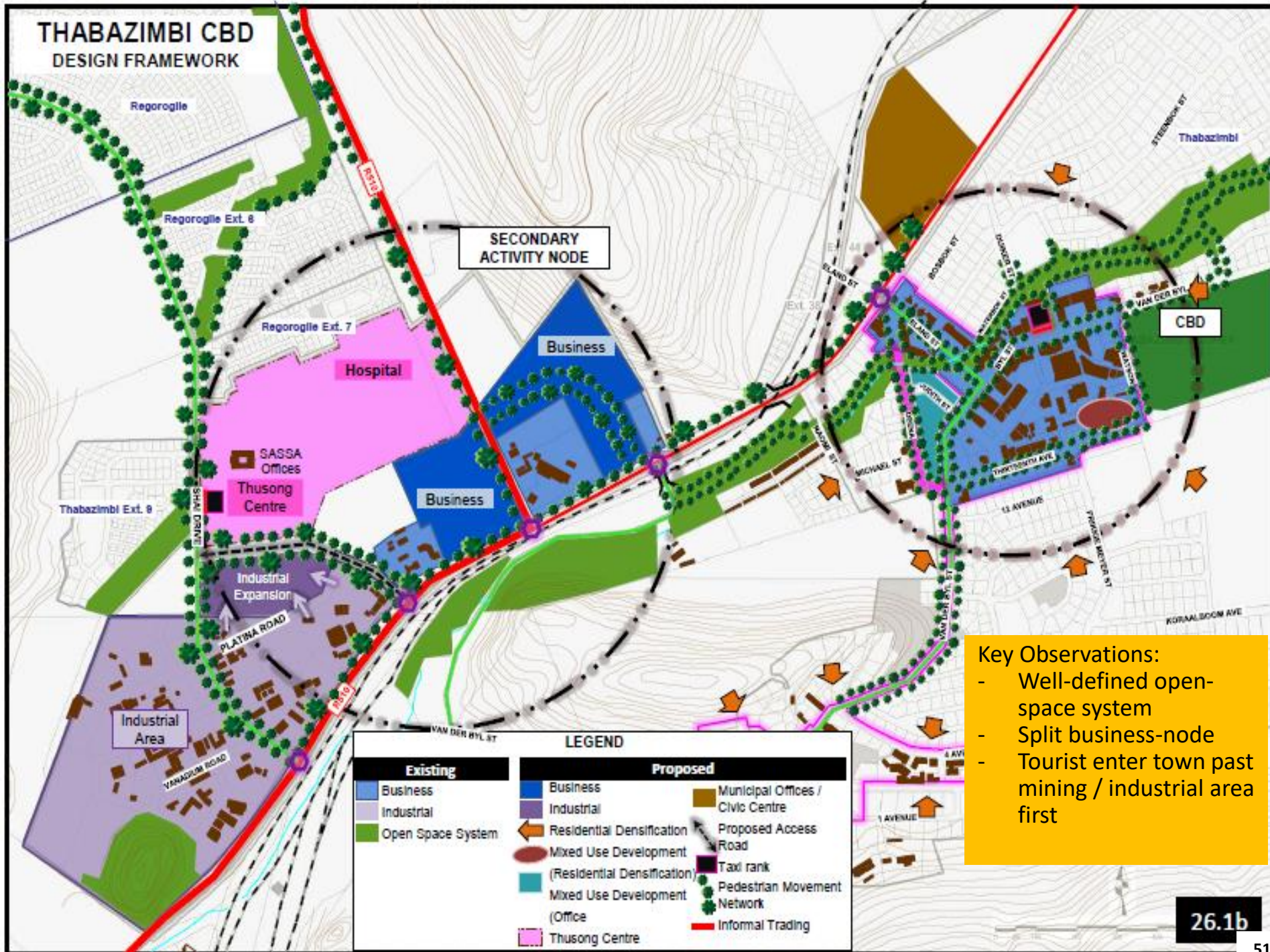


## Thabazimbi Local Municipality

### Spatial Structure, Land Use and Transportation Infrastructure

- Local Municipality
- District Municipality
- Towns
- Irrigation Farming
- Dry Crop Farming
- Game and Cattle Farming
- Mining
- Nature Reserves / Conservation Areas
- Private Nature Reserves
- Ridges
- Threatened Eco System
- Main Roads
- Secondary Roads
- Railways
- Railway Stations
- Formal Towns
- Mining Town
- Rural Settlement
- Informal
- Other Settlements
- Border Post

# THABAZIMBI CBD DESIGN FRAMEWORK



# POVERTY SCORE

## LEGEND

-  Municipal Boundary
-  Platinum Mining Right

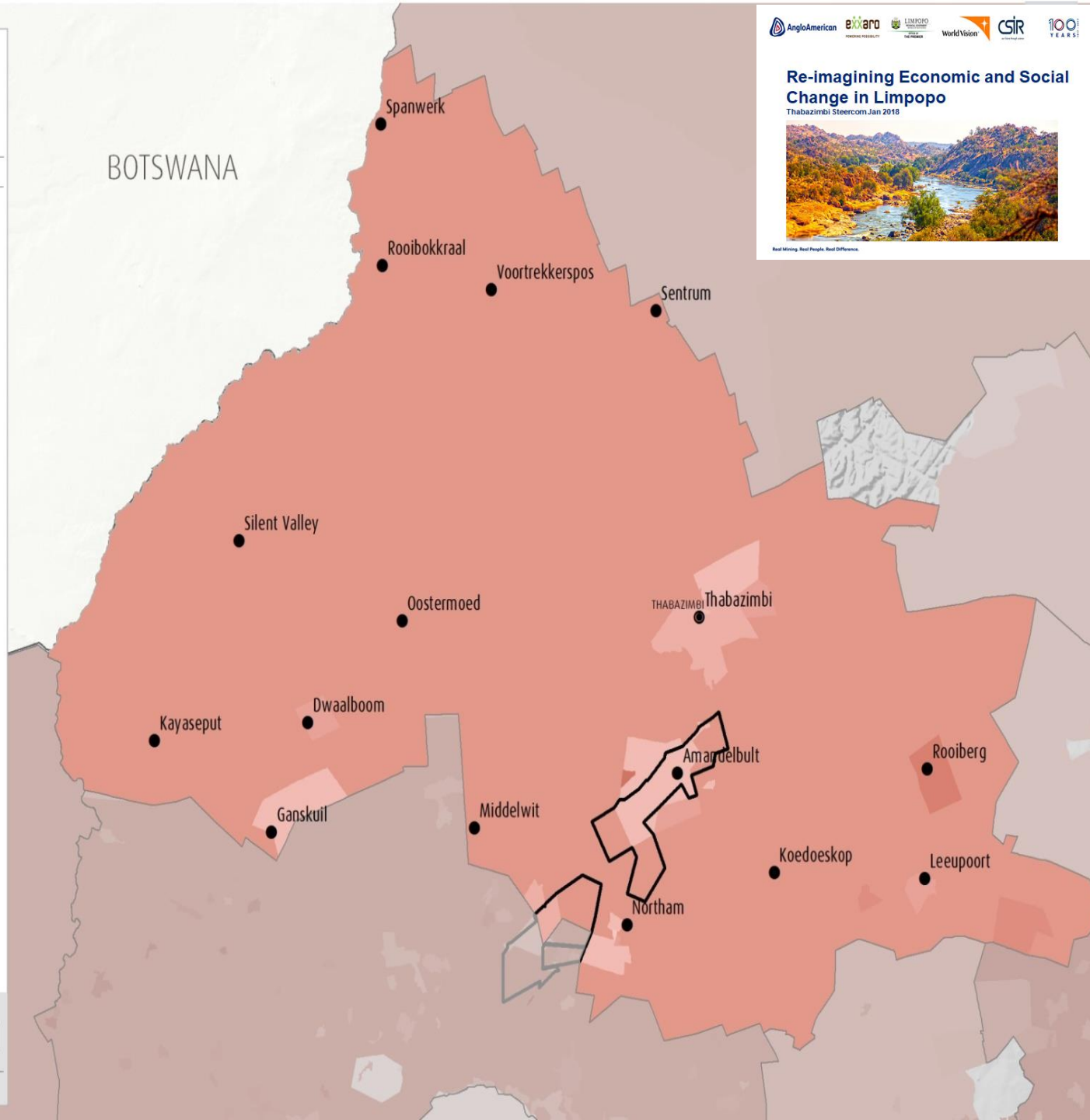
## Poverty Score

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15
- 16
- 18

SCALE:  
0 5 10 20 Kilometers

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BOTSWANA



# FARM SIZE

## LEGEND

-  Municipal Boundary
  -  Platinum Mining Right
- Farm Size Area (Ha)

-  0 - 200
-  201 - 550
-  551 - 1200
-  1201 - 2000
-  2001 - 5000

SCALE:  
0 5 10 20 Kilometers



BOTSWANA

## Re-imagining Economic and Social Change in Limpopo

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Real Mining. Real People. Real Differences.

# INFRASTRUCTURE

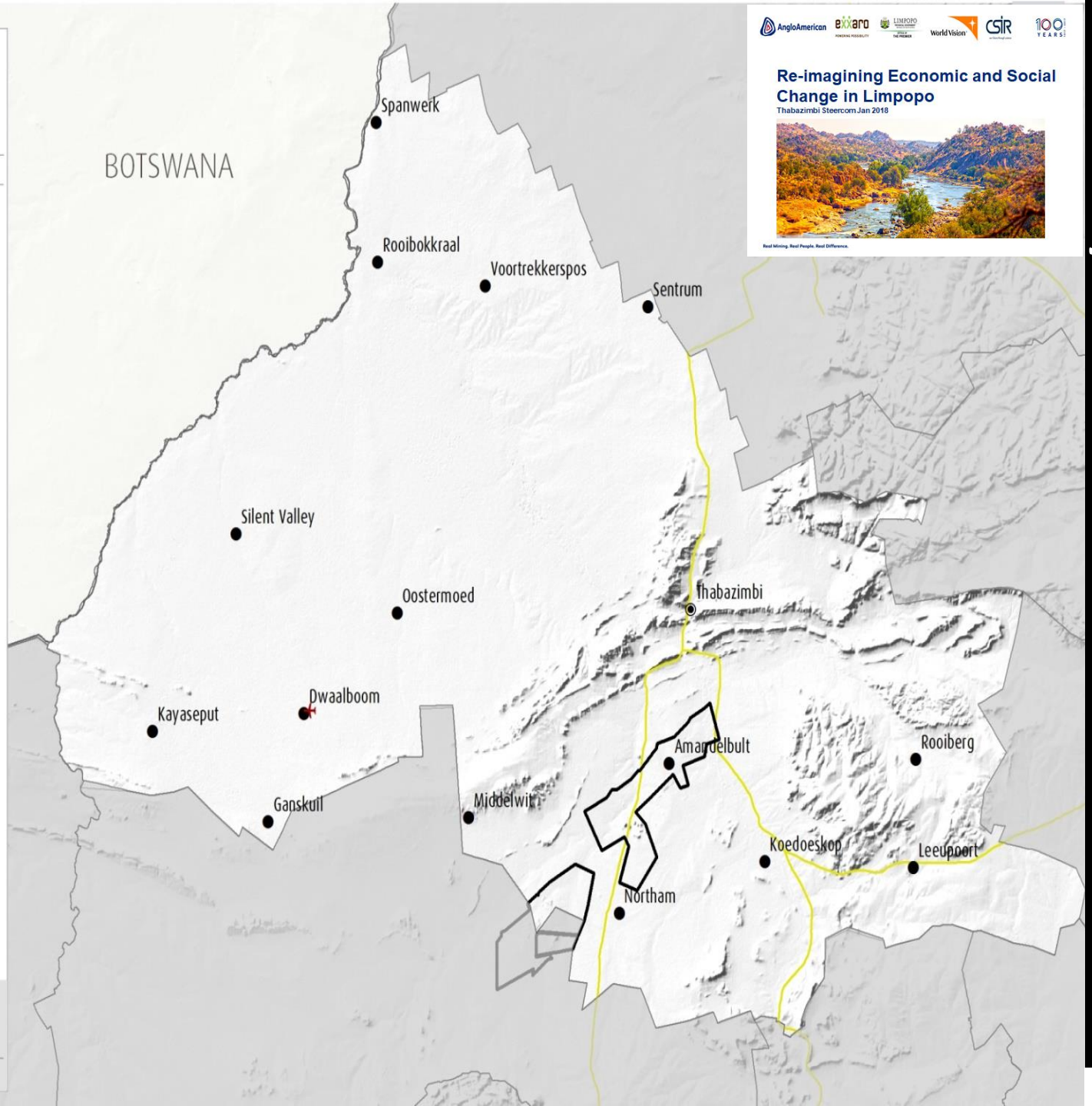
## LEGEND

-  Municipal Boundary
-  Platinum Mining Right
-  Domestic Airports
- Vehicle Infrastructure**
  -  Main
  -  National
  -  Secondary

SCALE:  
0 5 10 20 Kilometers

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BOTSWANA



# CONSERVATION STRATEGY

## LEGEND

-  Municipal Boundary
-  Platinum Mining Right
-  Perennial Rivers
- Conservation Strategy**
  -  Highest Priority
  -  High Priority
  -  Medium Priority
  -  Low Priority

SCALE:  
0 5 10 20 Kilometers



BOTSWANA

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# UTILISABLE GROUNDWATER

## LEGEND

-  Municipal Boundary
-  Platinum Mining Right

## Utilisable Groundwater Exploitation Potential

M3 / Km2 per year

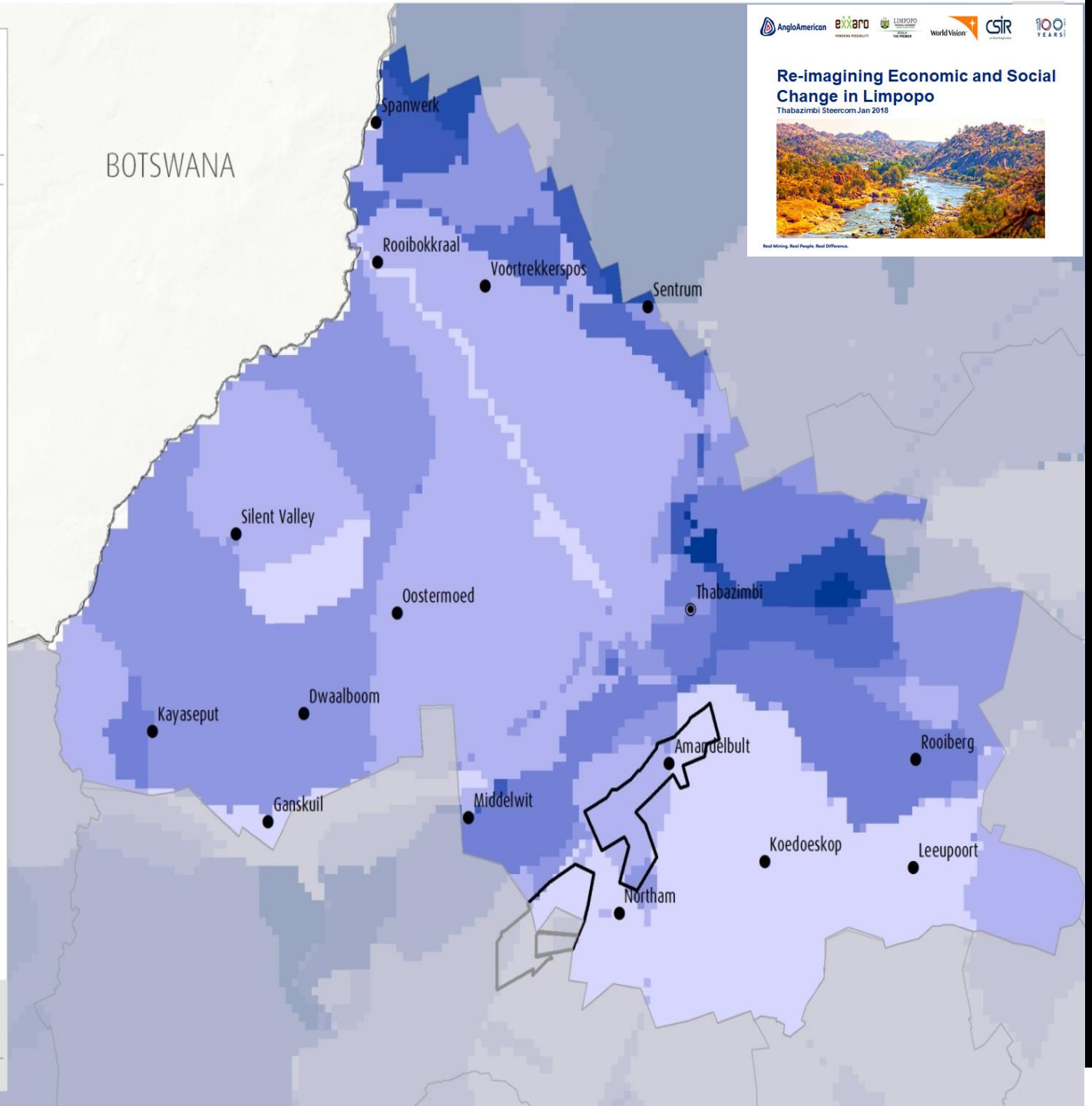
-  < 2,500
-  2,500 - 4,000
-  4,000 - 6,000
-  6,000 - 10,000
-  10,000 - 15,000
-  15,000 - 25,000
-  25,000 - 50,000
-  50,000 - 100,000
-  > 100,000

SCALE:  
0 5 10 20 Kilometers



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## RIVER BUFFERS

### LEGEND

-  Municipal Boundary
-  Platinum Mining Right
-  Rivers
-  100 Meter Buffer

SCALE:  
0 5 10 20 Kilometers



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BOTSWANA

Spanwerk

Rooibokkraal

Voortrekkerspos

Sentrum

Silent Valley

Oostermoed

Thabazimbi

Kayaseput

Dwaalboom

Ganskuil

Middelwit

Amandelbult

Rooiberg

Northam

Koedoeskop

Leeupoort



## WATER MODEL

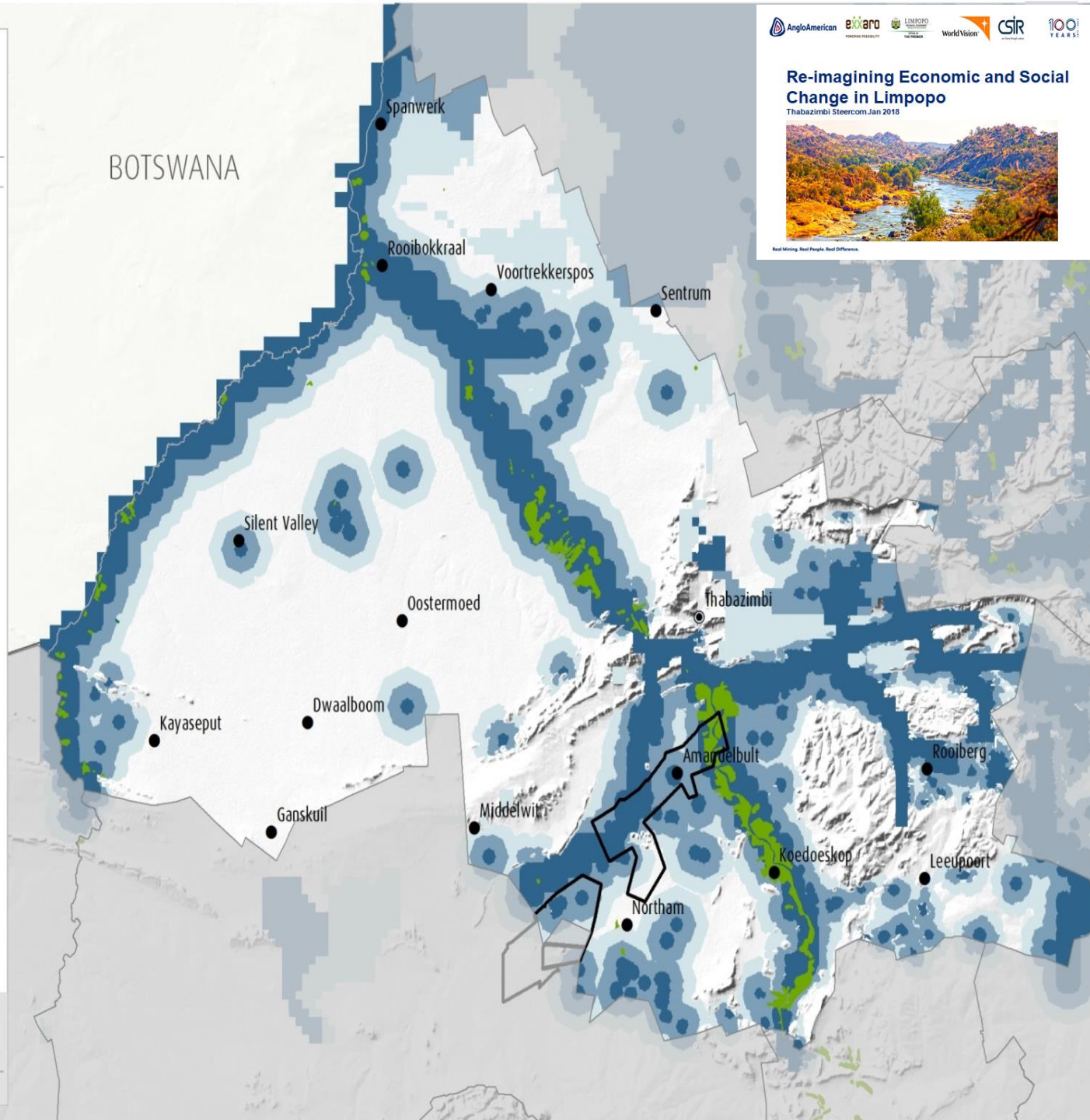
### LEGEND

-  Municipal Boundary
-  Platinum Mining Right
- Irrigated land**
-  Cultivated: permanent
-  Cultivated: temporary
- Irrigation Potential**
-  High
-  Medium
-  Low

SCALE:  
0 5 10 20 Kilometers

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## Re-imagining Economic and Social Change in Limpopo

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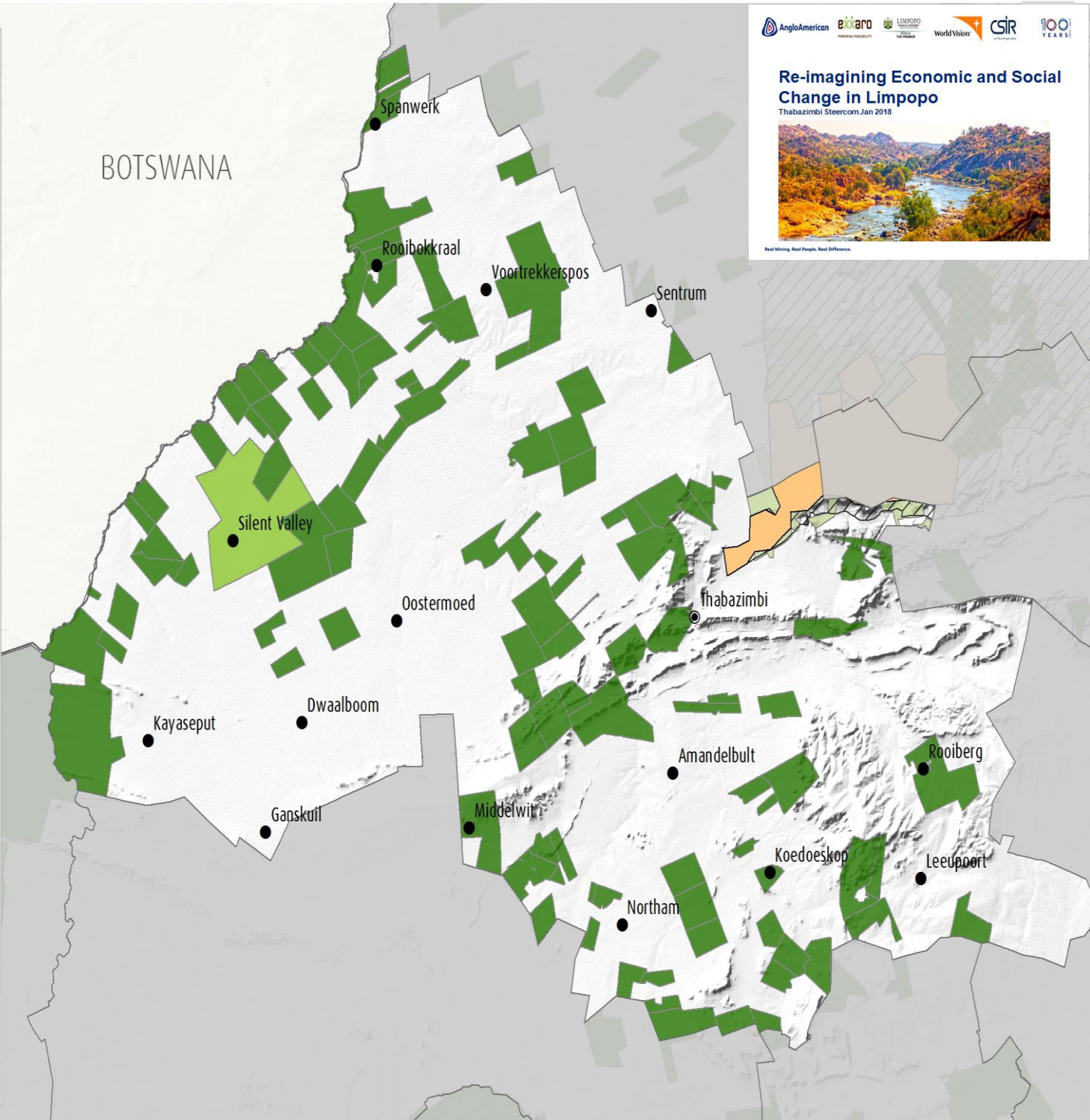


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PROTECTED AREAS

LEGEND

- Municipal Boundary
- Protected Areas
  - National Park
  - Biosphere Reserve
  - Nature Reserve
  - Protected Environment



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# TOURISM

## LEGEND

-  Municipal Boundary
-  Platinum Mining Right
-  Proposed Tourism Circuit B
- Protected Areas**
  -  National Park
  -  Biosphere Reserve
  -  Nature Reserve
  -  World Heritage Site
  -  Biosphere Reserves Buffer Zones
  -  Biosphere Reserves Core Zones

## Accessibility from Johannesburg

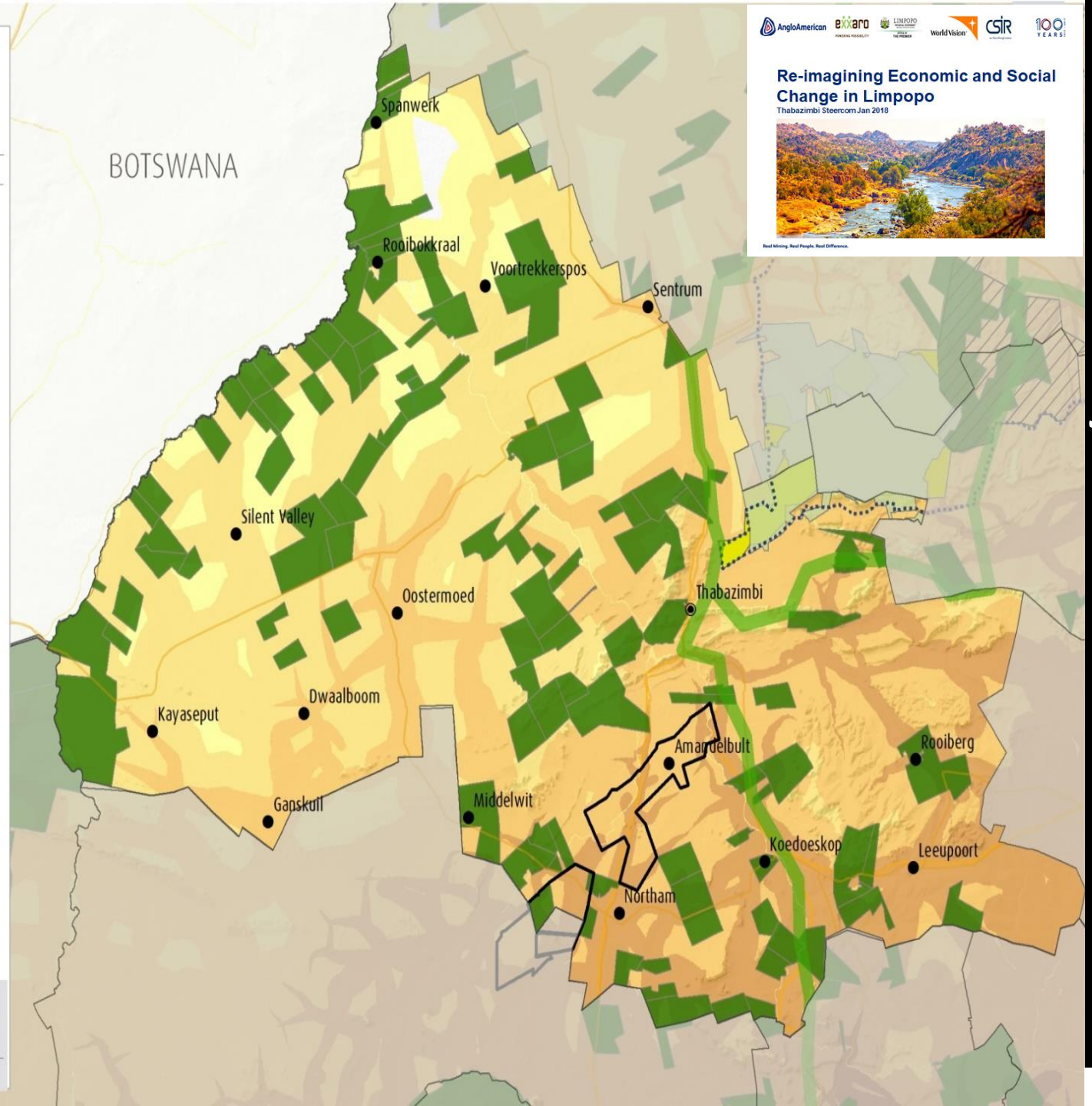
-  2h - 3h
-  3h - 4h
-  4h - 5h
-  5h - 6h

SCALE:

0 5 10 20 Kilometers



BOTSWANA



## Re-imagining Economic and Social Change in Limpopo

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## RE-IMAGINE THABAZIMBI

### LEGEND

 Proposed Tourism Circuit

 Platinum Mining Right

#### Conservation Priorities

 Highest Priority

 High Priority

 Medium Priority

#### Protected Areas

 National Park

 Biosphere Reserve

 Nature Reserve

 Biosphere Reserves Buffer Zones

 Biosphere Reserves Core Zones

 Road River Crossings

#### Irrigated Crop Suitability

 Cactus

 GuarBean + Moringa + Cactus

 International Roads

 Perennial Rivers

#### Water Availability

 High

 Medium

 Low

#### Settlements

 Municipal Capital

 Settlement

SCALE:

0 5 10 20 Kilometers



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### Interesting observations:

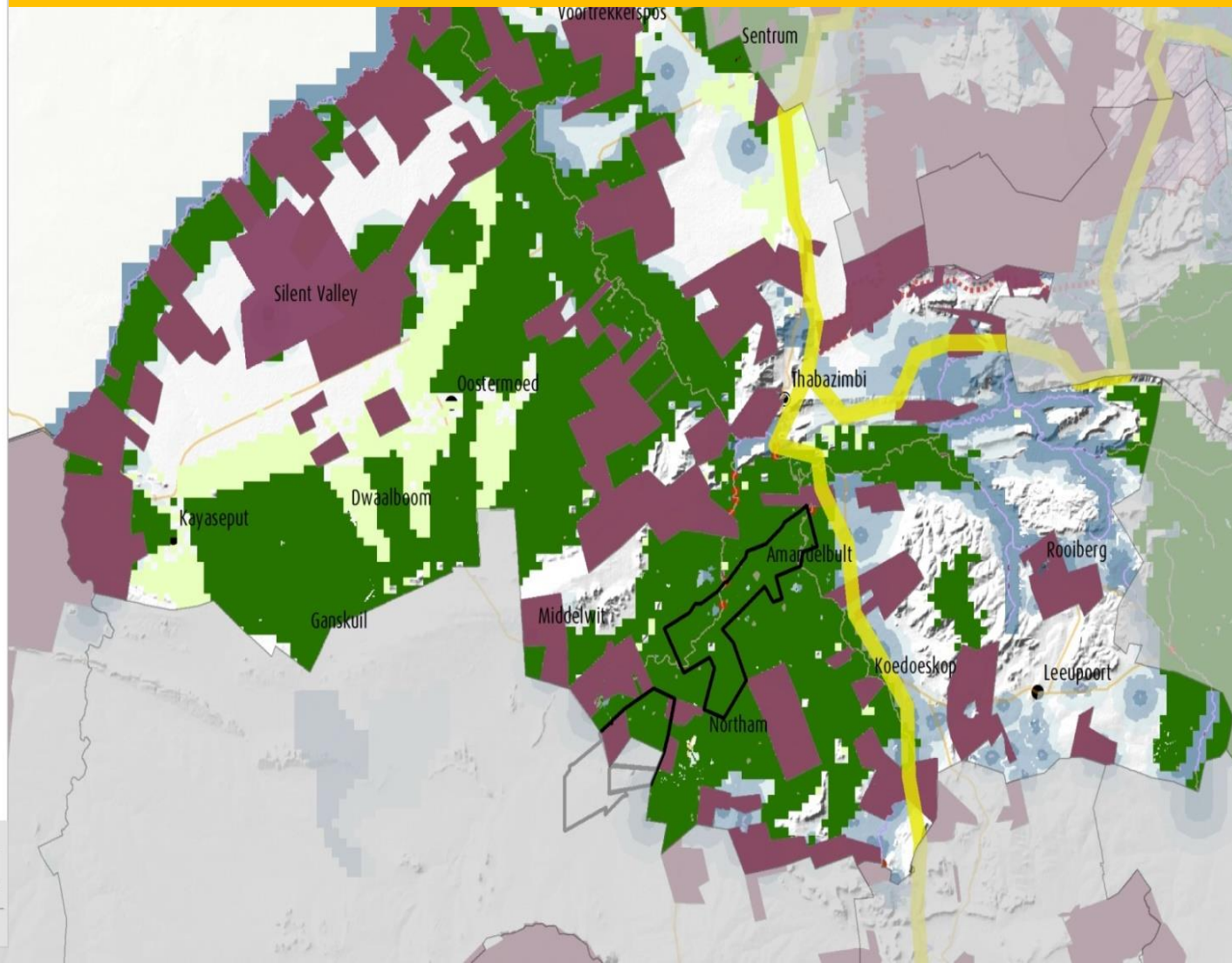
1.Joburg to TBZ is a transport corridor

2.Many other secondary roads going through Thabazimbi elsewhere include road-river crossings and areas of high suitability for forests, Guar, Moringa, Prickly Pear and tourism and are considered resource corridors with high potential development opportunity – large areas to the west and northwest of municipality and in mining concessions with good water availability

3.Farm size analysis – high potential but VERY small farm size close to all main water sources (rivers).

4.Good water availability

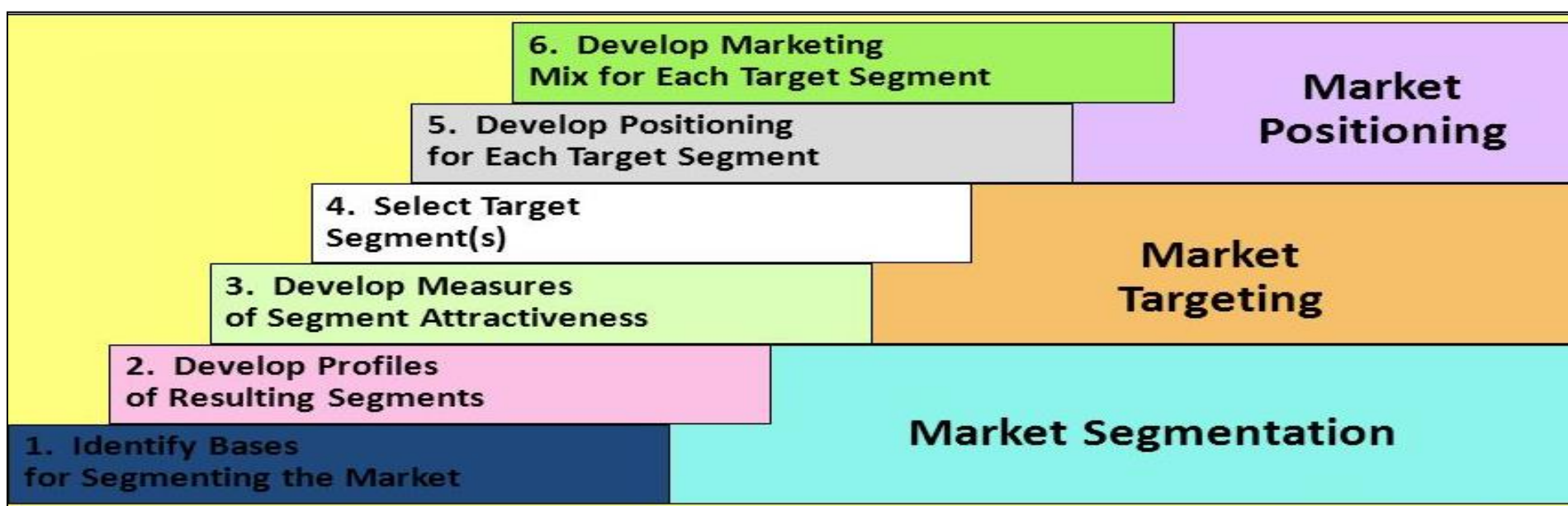
5.Good game farm potential



# Market Segmentation

The tourism industry use market segmentation widely to study opportunities for competitive advantage in the marketplace. There are various approaches to market segmentation. Market segmentation consists of viewing a heterogeneous market (one characterized by differing demand) as a number of smaller homogeneous markets.

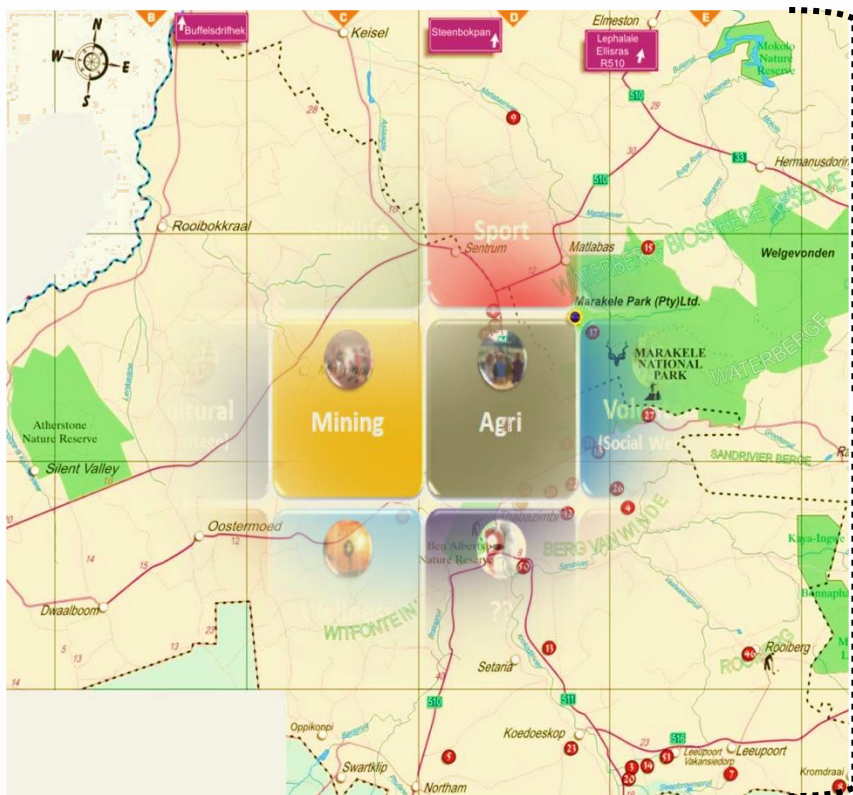
Every tourist is different. Every tourist feels attracted by different tourist destinations, likes to engage in different activities while on vacation, makes use of different entertainment facilities and complains about different aspects of their vacation. While all tourists are different, some are more similar to each other than others. For example many people enjoy eco-tourism, many tourists like to seek adventure activities while on holiday, and many tourists require entertainment facilities for children at the destination. Acknowledging that every tourist is different and that the tourism industry cannot possibly cater for each individual separately forms the basis of market segmentation<sup>1</sup>.



<sup>1</sup> Dolnicar, S. Market Segmentation in Tourism, in: Woodside, A. & Martin, D. (eds.), *Tourism Management, Analysis, Behaviour and Strategy*. Cambridge: CABI.

# ...continued

**Common sense segmentation** has a long history in tourism research with many authors referring to it as **profiling**<sup>1</sup>. Being a leading “destination” is central to South Africa’s national tourism vision. “Destination” is also pivotal when reading the provincial and local vision statements (see page 39). It therefore made ‘common sense’ to use “Thabazimbi as Destination” as the base for segmentation and profile (segment) what the destination has to offer as smaller homogeneous markets. The result from this approach lead to the identification of ten ‘potential’ tourism (tourist) segments.



<sup>1</sup> **Dolnicar, S.** Market Segmentation in Tourism, in: Woodside, A. & Martin, D. (eds.), *Tourism Management, Analysis, Behaviour and Strategy*. Cambridge: CABI.

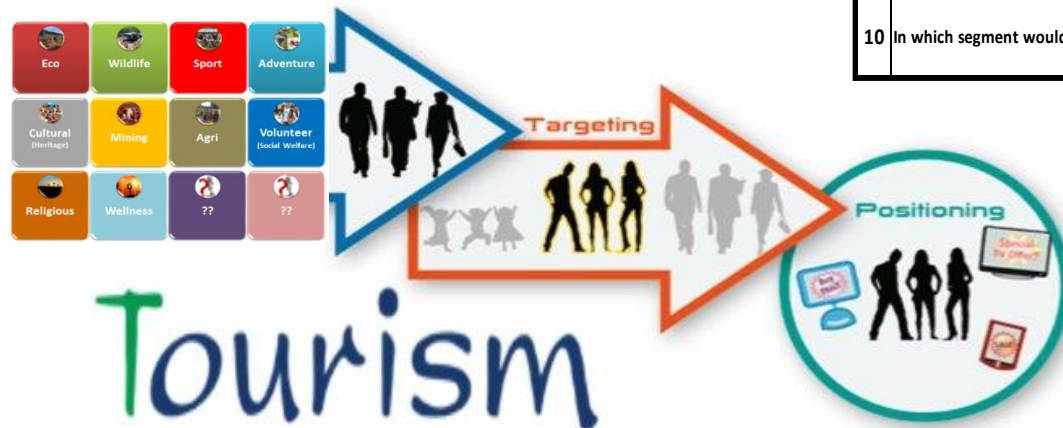
# Market Targeting & Positioning

1 7

The next step in the process was to develop criteria / measures to test the segment attractiveness and prioritise or “**target**” the segment(s) that show the most promise.

All stakeholders<sup>1</sup> at the October 2017 Thabazimbi Tourism Indaba had a chance to evaluate the identified segments against pre-defined ‘measures of attractiveness’<sup>2</sup>. Ten measures were listed and stakeholder participants had to apply a seven-point scale for each measure against each defined segment. The result from this survey is summarised on the next page. According to the tourism stakeholders at the Indaba, four segments ranked higher in attractiveness than the other. These segments should be considered as priority ‘**target**’ segments when Thabazimbi as tourism destination is positioned in the marketplace.

|    |   |                           |                          |
|----|---|---------------------------|--------------------------|
| 1  | How well is segment already established (ready to attract tourists)   | Not at all                | Fully established        |
| 2  | Potential to attract domestic tourists - Uniqueness / Differentiation | Low                       | High                     |
| 3  | Potential to attract international tourists                           | Low                       | High                     |
| 4  | Current level of infrastructure                                       | Severely lacking          | More than enough         |
| 5  | Current state of infrastructure                                       | Bad                       | Very Good                |
| 6  | Level of 'new' infrastructure required                                | High capital costs        | Low capital costs        |
| 7  | Potential to create jobs  | No new jobs               | Many new jobs            |
| 8  | Potential to engage local communities                                 | No engagement             | Very high engagement     |
| 9  | How much competition from other towns exist for this segment?         | High level of competition | Low level of competition |
| 10 | In which segment would you invest your own money?                     | No investment             | Will invest everything   |



**Positioning** is a form of market communication that plays a vital role in enhancing the attractiveness of a tourism destination. Positioning is a brand communications strategy that is the natural follow-through of market segmentation and target marketing.

<sup>1</sup> Annexure A - the list of stakeholders invited to the Thabazimbi Tourism Indaba

<sup>2</sup> Annexure C- a full version of the ‘targeting questionnaire’ used on the day

# Thabazimbi Tourism Targeted Segments

*(as evaluated by Tourism Indaba Stakeholders / Participants – October 2017)*

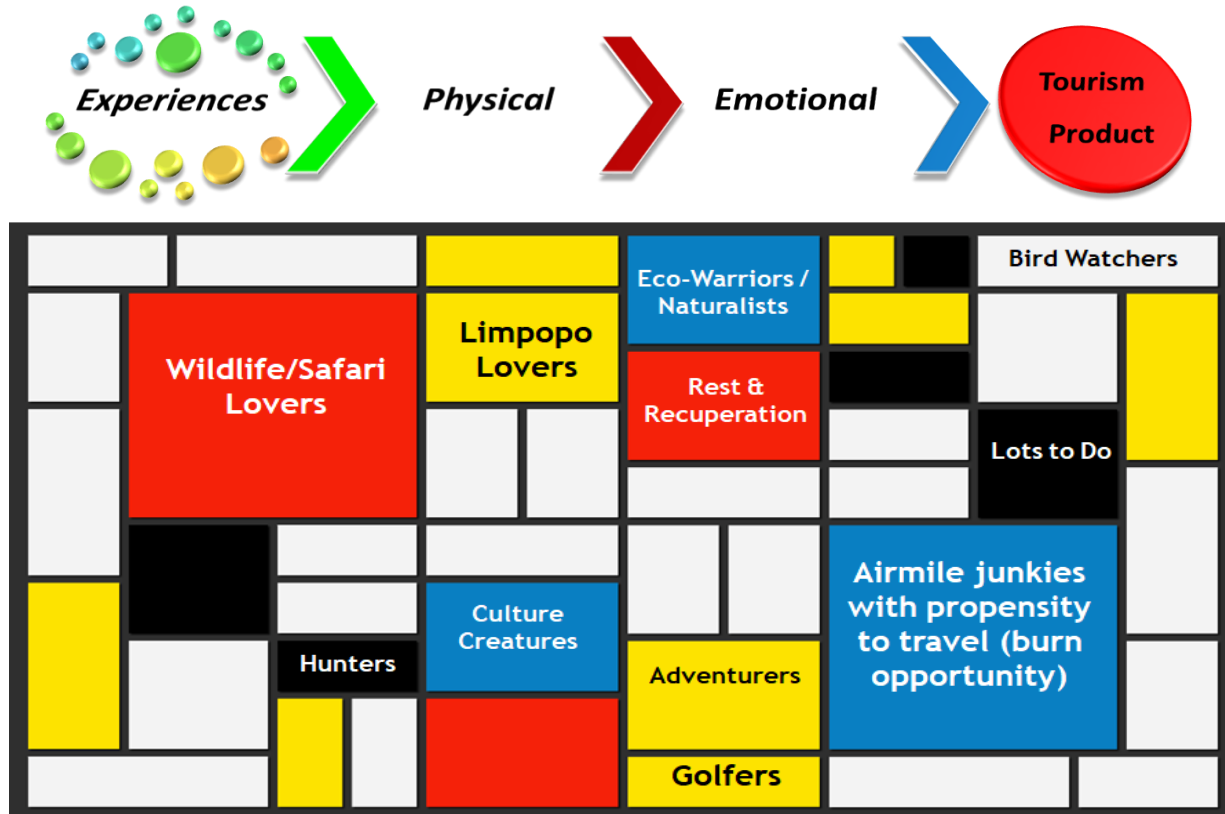
| All Questionnaires Received (n=33)* |                            |      |     | Validated Questionnaires Only (n=21)* |                            |      |     |
|-------------------------------------|----------------------------|------|-----|---------------------------------------|----------------------------|------|-----|
| 1                                   | Wildlife                   | 53.8 | 77% | 1                                     | Wildlife                   | 53.6 | 77% |
| 2                                   | Agri                       | 48.3 | 69% | 2                                     | Agri                       | 47.6 | 68% |
| 3                                   | Eco                        | 47.6 | 68% | 3                                     | Mining                     | 46.9 | 67% |
| 4                                   | Mining                     | 47.1 | 67% | 4                                     | Eco                        | 46.8 | 67% |
| 5                                   | Cultural / Heritage        | 44.2 | 63% | 5                                     | Cultural / Heritage        | 45.0 | 64% |
| 6                                   | Sport                      | 42.3 | 60% | 6                                     | Adventure                  | 43.8 | 63% |
| 7                                   | Adventure                  | 41.7 | 60% | 7                                     | Sport                      | 43.4 | 62% |
| 8                                   | Religious                  | 39.7 | 57% | 8                                     | Wellness                   | 39.2 | 56% |
| 9                                   | Wellness                   | 38.3 | 55% | 9                                     | Volunteer / Social Welfare | 39.0 | 56% |
| 10                                  | Volunteer / Social Welfare | 36.9 | 53% | 10                                    | Religious                  | 38.7 | 55% |

\* includes questionnaires with incomplete data and only bottom & top scale used

\* excludes questionnaires with incomplete data and only bottom & top scale used

# ...continued

**Positioning** must be based on a thorough knowledge of the needs, wants and perceptions of the target market along with the benefits offered by the destination. Combining these 'emotional' and 'physical' insights into well-crafted 'experiences' is what will ultimately define a destination's tourism product or "brand". A psychographic segmentation approach of the tourists occupying the identified priority 'target' segments might reveal a common thread across targeted segments to further differentiate Thabazimbi as a Limpopo destination of choice. To get started, the tourist profiles researched and defined by LTA<sup>1</sup> will be a good departure point for brand communication and marketing mix decisions within targeted segments.



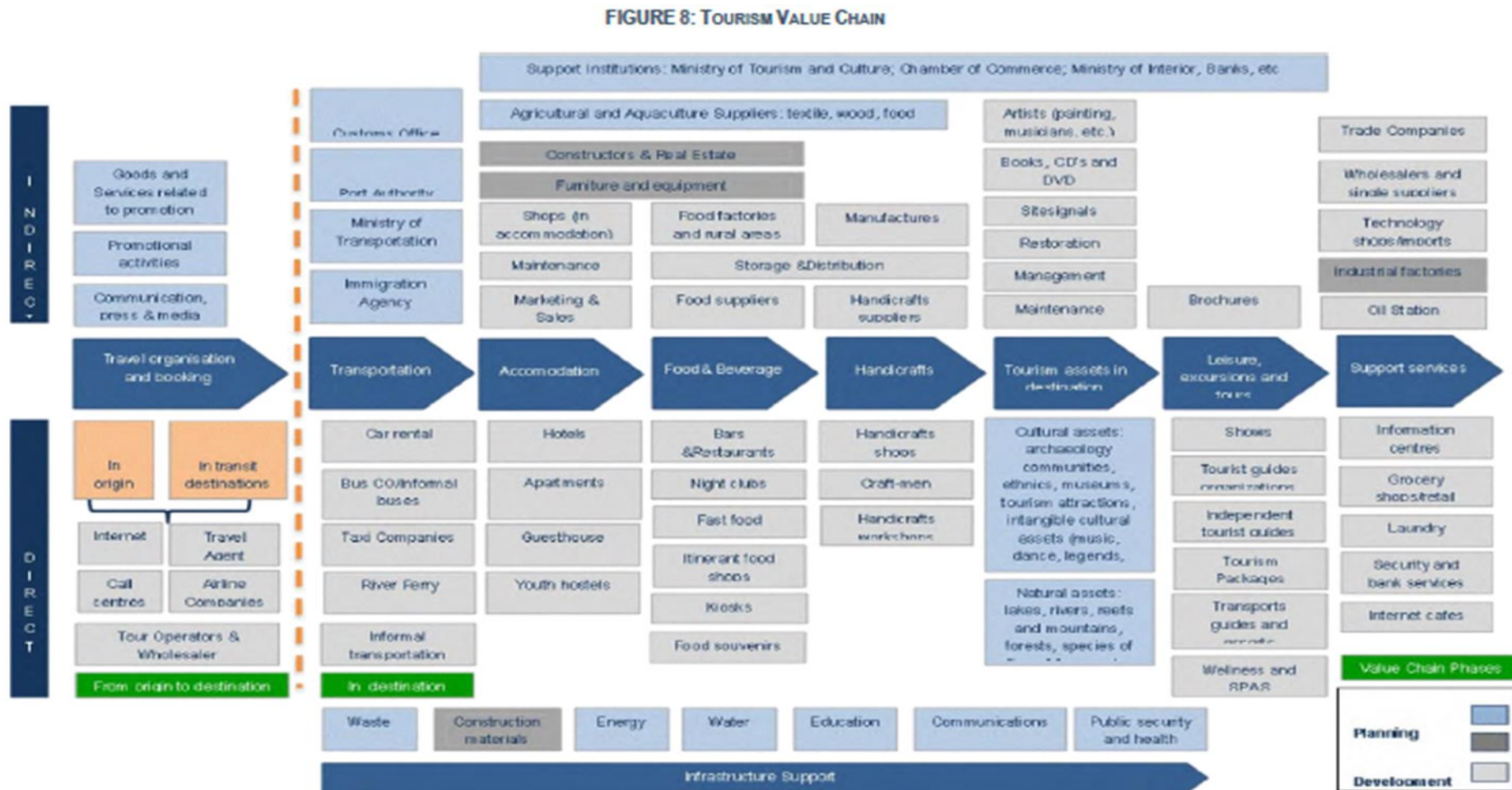
Although '**Destination Thabazimbi**' has the potential to attract all the target profiles listed in the picture to the left, trade-offs must be made due to limited resources available.

It must also be further agreed that attracting these tourist profiles might offer little differentiation against other Limpopo destinations over the longer term. Therefore, the 'golden profile' across these profiles must be explored to eventually strengthen our destination's position within the competitive marketplace.

<sup>1</sup> Limpopo Tourism Agency

# Tourism Value Chain

Analysing and understanding the local tourism value chain can be a very complex exercise. Not only is data on the actual elements important, but more so the linkages between these elements. For the purpose of this plan, the main 'direct' enablers of tourism in Thabazimbi are listed and explained. Due to little to no organised local databases / data sources available on these enablers, strategic linkages will be difficult to be outlined for Thabazimbi at this stage. In general, the tourism value chain as defined by the **World Trade Organisation** below is a comprehensive, holistic summary that should be reviewed at a later stage in Thabazimbi's tourism development journey. Such an exercise will identify further opportunities or gaps that need attention in Thabazimbi.



Source: OECD/UNWTO/WHO 2013

# Tourism Enablers

An “enabler” is a person or thing that makes something possible - it could be capabilities, forces, and resources that contribute to the success of an entity, program, or project. In the context of this plan, enablers have been defined from the tourism “supply” side, in other words, what should Thabazimbi be able to provide (“supply”) at a minimum to create a tourism product that can serve the basic demands of a tourist choosing Thabazimbi as a tourism destination. Focusing on these enablers first, will go far in advancing Thabazimbi’s tourism product.

Enablers add value. The following en’A’blers are listed as priorities that should be identified, classified, organised and analysed in support of Thabazimbi’s tourism product.



**Accommodation** (Variety, where to stay?)



**Accessibility** (Routes, how to get there?)



**Amenities** (Signage, general services, retail, restaurants etc.)



**Attractions** (Natural, Cultural, Man-made, what to see?)



**Activities** (Uniqueness, entertainment, what to do?)

# ...continued

Two further “basics” or forces that will significantly contribute to the success of tourism in Thabazimbi have been identified during the initial research. In keeping with the “A” theme, these two forces are listed as:



**Appearance** (Visual aspects, what is seen / the ‘first’ impression left?)

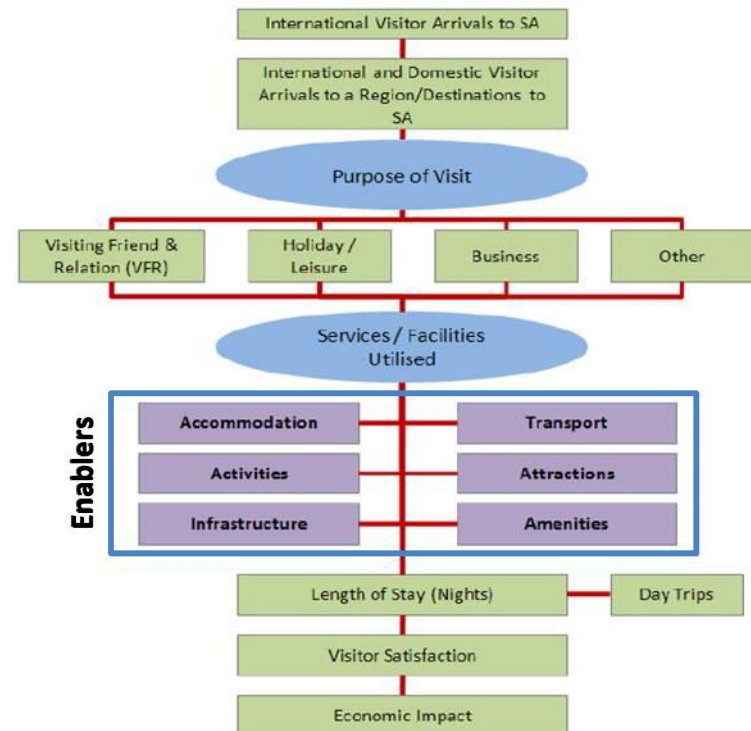


**Attitude** (Local community, values & beliefs, curiosities, the social fibre)

The visitor demand model to the right show where ‘enablers’ fit in. The tourism services / facilities utilised have a direct correlation with the length of stay, visitor satisfaction and ultimately the economic impact that tourist will have based on his experience in the destination.

Coordination and collaboration among service / facility owners are paramount to a successful tourism effort. Going at it ‘alone’ yields limited return and eventually leads to a declining market opportunity, compared to going together and yielding return from of a much bigger market opportunity.

The following few pages highlight initial insights/ findings pertaining to each listed enabler.



# Accommodation

*All destinations need accommodation nearby otherwise tourists will have nowhere to sleep. This seems basic enough but investors will only invest in accommodation infrastructure if there is sufficient economic return. Various accommodation types exist from basic camping and to luxury hotels.*

## Insights / findings:

- There is no central, up-to-date accommodation list for Thabazimbi
- There are two accommodation list on the municipality's website. Both are very old and outdated and difficult to find by a tourist.
- The lack of a basic list makes it impossible to add important data points such as category of accommodation, number of beds, activities & attractions offered to tourists etc.
- There are only (3)??? guest houses certified with the SA Tourism Grading Council
- In the past, when speaking tourism, accommodation product owners were considered "the market".
- Over the last three years, various tourist accommodation establishments have closed their doors due to declining tourist numbers.
- The standard and quality of accommodation in the area range from very luxurious to very basic.
- There is currently no back-packer accommodation that is known to the general public, yet Thabazimbi is blessed with natural eco-attractions
- Marakele National Park has recently invested significantly in new accommodation offerings.



- The municipal property / valuation role includes 5,000 farms, many operating as game farms with wildlife value chains. However, a list of lodges, hunting / bush camps etc. is not available from the tourism centre or municipality.
- In general, accommodation product owners are not clear on their competitive positioning.

## Actions to be considered:

- Identify an accommodation champion – a person that can help drive communication, coordination, collaboration of this enabler
- Develop an up-to-date database of current accommodation product owners
- Arrange a workshop with product owners to share the tourism plan and get buy-in to capture enabler data requirements, tourist data, as well as needs / wants / concerns of product owners
- Jointly develop the next round of actions.

# ...continued

Accommodation used on most recent **overnight trip**, 2015

## Data analysis: Accommodation

- These are the categories that should be used to categorise local accommodation types.
- The data underlines why tourism should be community driven with over 70% of tourists staying with friends or relatives. A community could therefore be the biggest marketing tool for a destination.
- Game lodge accommodation is a key accommodation type in Limpopo.

Stayed with friends and relatives

Self Catering

Other

Hotel

Caravan Park

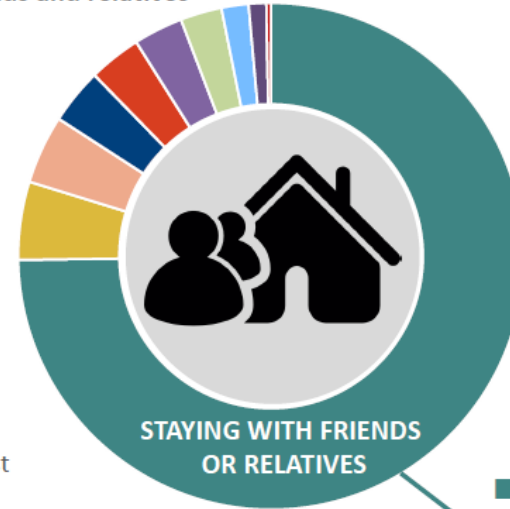
Holiday Home

Guest House

Lodge

Bed and Breakfast

Hostel/Back Packers



Most tourists made use of **unpaid** accommodation when undertaking an overnight trip by **staying with friends or relatives**

**74%**

## Sources:

Domestic Tourism Survey, 2015

Q2 2017 Quarterly Tourism Report –

South African Tourism – Strategy Insights & Analytics



THE SOUTH AFRICA I KNOW, THE HOME I UNDERSTAND

## ACCOMMODATION TYPE BY PROVINCE: BEDNIGHTS

|                             | 2017      |              |              |               |           |            |            |               |            |
|-----------------------------|-----------|--------------|--------------|---------------|-----------|------------|------------|---------------|------------|
|                             | Gauteng   | Western Cape | Eastern Cape | Kwazulu Natal | Limpopo   | Mpumalanga | North West | Northern Cape | Free State |
| Hotels                      | 1 543 300 | 1 171 500    | 242 500      | 319 200       | 383 500   | 93 600     | 148 500    | 28 600        | 39 900     |
| Guesthouse                  | 348 300   | 482 300      | 167 300      | 133 700       | 125 000   | 93 000     | 65 200     | 23 100        | 31 400     |
| Bed and breakfast           | 179 600   | 229 000      | 70 800       | 52 200        | 48 400    | 16 900     | 5 000      | 3 200         | 3 900      |
| Self-catering               | 774 400   | 653 600      | 233 900      | 152 100       | 189 400   | 90 400     | 99 000     | 15 500        | 27 900     |
| Game lodge                  | 208 500   | 305 200      | 113 600      | 105 700       | 304 900   | 226 300    | 48 300     | 35 800        | 25 500     |
| Backpackers                 | 338 800   | 500 300      | 241 700      | 127 700       | 99 400    | 40 300     | 40 800     | 17 600        | 87 300     |
| Camping                     | 82 100    | 47 900       | 18 800       | 25 600        | 50 300    | 23 600     | 50 600     | 8 600         | 7 800      |
| Train or ship               | 2 400     | 19 000       | 11 200       | 2 700         | 400       | 800        | 200        | 100           |            |
| Hospital                    | 18 000    | 7 900        |              |               |           | 3 100      | 200        |               | 1 900      |
| Visiting friends and family | 7 568 900 | 1 848 900    | 503 600      | 1 444 800     | 3 447 300 | 1 071 800  | 1 305 400  | 210 400       | 3 268 800  |
| Air BnB                     | 134 100   | 311 600      | 67 400       | 67 700        | 45 900    | 11 600     | 4 100      | 9 100         | 13 300     |
| Couch Surfing               | 6 400     | 5 000        | 5 000        | 4 900         | 4 300     |            | 400        |               |            |
| Other                       | 1 479 400 | 863 500      | 502 700      | 539 800       | 178 500   | 418 000    | 199 500    | 186 200       | 566 100    |

# Accessibility

*Transport is needed to physically move tourists from where they live to where they are visiting either by air, road or rail.*

## Insights / findings:

|            | Paved |     | Unpaved |     | Total: |      |
|------------|-------|-----|---------|-----|--------|------|
|            | Km    | %   | km      | %   | km     | %    |
| Thabazimbi | 573   | 23% | 1 916   | 77% | 2 490  | 100% |

- The table summarises Thabazimbi's road length & surface<sup>1</sup>.
- There is no pavement management data, traffic data, etc. to prioritise the upgrading of roads in the WDM<sup>2</sup>. However, through plans / studies of various other transport bodies a list of roads in Waterberg District have been prioritised.
- The major roads giving access to Thabazimbi is the R510, R511 & R516, making Thabazimbi a gateway fro Gauteng and Northwest Province to Botswana
- Attention to the following roads are of particular importance to support tourism in Thabazimbi municipal area:
  - Mookgophong to Welgevonden to Alma to Rankin's pass to Marekele National Park to Thabazimbi
  - Rietspruit to Rooiberg Mine to Marekele to Motlhabatsi
  - Dwaalboom to Derdepoort / Sikwane border post which opens at 6:00am & closes at 19:00pm
  - Dwaalboom to Tlokweng border post which opens at 6:00am & closes at 12:00am
  - Koedoeskop to Northam to Dwaalboom (PPC)
- The D928 road between Thabazimbi and Rooiberg, is a main feeder to the Marakele National Park. National policy states that all roads leading to National Parks should be tarred. This road has been earmarked for tarring, but never completed. It will become a very prominent tourism route, if completed and should therefore be prioritised.



## ...continued

- A variety of air fields, including a tarred air strip in Thabazimbi, also provide tourist access opportunities
- Consumer rail should be further investigated, especially Lephalale to Thabazimbi to Brits and Northam routes.

## Actions to be considered:

- Ensure TLM<sup>3</sup> is represented at all relevant transport infrastructure planning groups / meetings
- Enquire about LITP<sup>4</sup> and review from a tourism point of view

<sup>1</sup> Waterberg District Municipality. District Integrated Transport Plan, 2014.

<sup>2</sup> Waterberg District Municipality.

<sup>3</sup> Thabazimbi Local Municipality

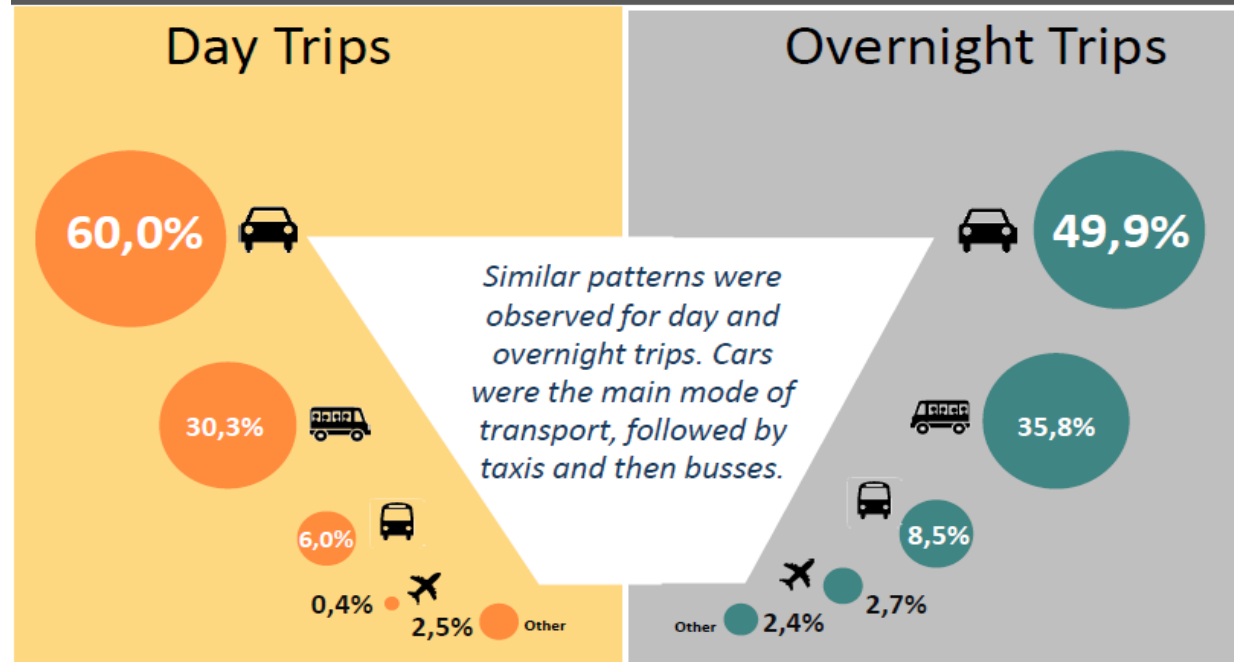
<sup>4</sup> Local Integrated Transport Plan.

# ...continued

## Data analysis: Accessibility

- Quality of roads remain important as 6 out of every 10 tourist will reach a destination by car
- Local taxi & bus operators are key in providing transport options for tourists.
- “Other Taxi”, for example Uber, has grown significantly as a mode of transport for tourists

## Mode of transport by most recent day and overnight trips, 2015



| TRANSPORTATION SECTION: LAND MARKETS |       |       |       |
|--------------------------------------|-------|-------|-------|
|                                      | 2015  | 2016  | 2017  |
| Minibus taxi                         | 45.3% | 49.3% | 47.2% |
| Private car or van                   | 33.1% | 35.7% | 28.6% |
| Other Taxi                           | 11.2% | 8.3%  | 19.5% |
| On foot or bicycle                   | 18.7% | 25.6% | 13.8% |
| Aeroplane                            | 1.1%  | 0.7%  | 1.3%  |
| Rental car                           | 1.5%  | 0.8%  | 1.0%  |
| Tour bus                             | 1.1%  | 0.3%  | 0.5%  |
| Commercial bus                       | 4.4%  | 6.3%  | 3.0%  |
| Private hotel shuttle                | 0.9%  | 0.5%  | 0.7%  |
| Truck or lorry                       | 4.0%  | 5.1%  | 2.6%  |
| Train                                | 1.1%  | 0.9%  | 0.9%  |
| Ship/Boat                            | 0.1%  | 0.0%  | 0.0%  |
| Motorcycle                           | 0.4%  | 0.1%  | 0.1%  |

## Sources:

Domestic Tourism Survey, 2015  
 Q2 2017 Quarterly Tourism Report –  
 South African Tourism – Strategy Insights & Analytics

# Amenities

*Amenities are the services that are required to meet the needs of tourists while they are away from home. Many of the amenities are government services delivered by local, district, provincial and national departments, and a high degree of co-operation is therefore needed.*

## Insights / findings:

- There is a variety of restaurants, shops and other services available in Thabazimbi, but the following tourism-related SMME's are either absent or provide huge room for improvement:
  - No vehicle rental agency
  - Limited and unknown tour / shuttle operators
  - Restaurants with a local flavour, for example one serving a variety of venison dishes
  - No adventure centres
  - No museums, art centre and very few sculptures
  - Inadequate curio shops with limited variety
- There is a considerable need for tourism signage in the area and a general cleaning up of business / other signage in town
- Below standard operation of the tourism information centre, although beautiful facilities exist at a very good location from a tourist's perspective
- Inadequate tourism information material / sources, largely driven by inadequate information from updated 'enabler' databases
- Public toilets exist at filling stations, but these toilets are access controlled



- No public transport network, but strong local taxi associations and private bus services
- Very limited telecommunication services, especially **free wi-fi**.
- A mixture of public / private emergency services

## Actions to be considered:

- Develop an up-to-date database of current amenities and public / private product owners
- Arrange a workshop with product owners to share tourism plan, data requirements, tourist data and needs / wants / concerns of product owners
- Jointly develop next round of actions
- TLM<sup>1</sup> to drive the finalisation of the advertising by-law to assist in improved signage standards
- Put together an operational plan for the tourist information centre

<sup>1</sup> Thabazimbi Local Municipality

# ...continued

## Data analysis: Amenities

- The role of amenities in the overall positive and negative experiences of tourists are clearly captured by these two lists.
- The list could be used as a way to measure the tourism product for Thabazimbi and even tourists' experiences after visiting the area.

## Appendix 13: Experiences in South Africa

| TOP MOST POSITIVE EXPERIENCES WHILE IN SOUTH AFRICA |       |       |       |
|---|-------|-------|-------|
|   | 2015  | 2016  | 2017  |
| Visiting family friends                             | 30.6% | 39.2% | 31.4% |
| Hospitality and friendly people                     | 22.1% | 30.7% | 29.1% |
| Good service  | 16.7% | 29.3% | 26.2% |
| The scenery in SA is beautiful                      | 19.2% | 29.8% | 24.6% |
| Value for money                                     | 15.6% | 27.4% | 19.6% |
| Good infrastructure                                 | 9.9%  | 19.8% | 13.6% |
| The diverse experience                              | 8.9%  | 15.9% | 13.4% |
| The wildlife game parks safari                      | 8.1%  | 7.4%  | 9.7%  |
| Business opportunities                              | 10.2% | 12.1% | 5.4%  |
| The culture & heritage                              | 4.9%  | 5.1%  | 4.8%  |
| Beaches   | 3.8%  | 4.0%  | 4.2%  |
| Restaurants food wine                               | 0.0%  | 0.8%  | 1.3%  |
| Shopping  | 0.0%  | 0.5%  | 0.9%  |
| Adventure (Scuba diving gliding surfing etc)        | 0.0%  | 0.0%  | 0.8%  |
| Entertainment                                       | 0.0%  | 0.0%  | 0.8%  |
| Attractions   | 0.0%  | 0.8%  | 0.7%  |
| Religious sites                                     | 0.0%  | 0.1%  | 0.6%  |
| I had no outstanding experience                     | 19.9% | 17.8% | 17.6% |
| TOP MOST NEGATIVE EXPERIENCES WHILE IN SOUTH AFRICA |       |       |       |
|   | 2015  | 2016  | 2017  |
| I had no bad experience                             | 74.6% | 82.9% | 80.7% |
| Poor food facilities                                | 6.5%  | 12.5% | 11.5% |
| Safety and security                                 | 7.9%  | 3.5%  | 5.5%  |
| Personal safety                                     | 10.0% | 8.6%  | 4.9%  |
| Poverty beggars                                     | 3.9%  | 2.7%  | 2.2%  |
| Theft robbery crime                                 | 0.0%  | 0.0%  | 1.6%  |
| Personal experience                                 | 0.0%  | 0.0%  | 1.5%  |
| Unfriendly people                                   | 0.8%  | 0.5%  | 1.3%  |
| Poor airport service                                | 0.5%  | 0.7%  | 0.8%  |
| Poor infrastructure                                 | 0.0%  | 0.0%  | 0.6%  |
| Expensive   | 1.2%  | 0.9%  | 0.6%  |
| Poor transport facilities                           | 1.9%  | 0.2%  | 0.6%  |
| Poor signage road signs                             | 0.7%  | 1.1%  | 0.5%  |
| Racism  | 0.0%  | 0.2%  | 0.5%  |

### Sources:

Domestic Tourism Survey, 2015  
 Q2 2017 Quarterly Tourism Report –  
 South African Tourism – Strategy Insights & Analytics

# Attractions

*Tourists are motivated to leave their normal place of residence (the origin market) and travel to destinations. What they are actually travelling to can be considered the attraction base of the destination area. A tourist attraction is a place of interest that tourists visit, typically for its inherent or exhibited cultural value, historical significance, natural or built beauty, or amusement opportunities.*

## Insights / findings:

- The Thabazimbi municipal area is blessed with wonderful natural attractions, of which Marakele National Park serves as a clear tourism anchor and home to the core of the Waterberg Biosphere.
- The Waterberg has a mild climate and is malaria free and can be described as a large 'inverted saucer'
- The second largest Cape Vulture Breeding colony is found on the eastern cliffs of the Kransberg Mountain.
- The Crocodile River Irrigation Scheme is one of the three largest irrigation schemes in the country and holds great potential for agri-tourism
- Kumba Iron Ore Mine is the oldest iron ore mine in South Africa. Although the mine has announced mine closure in 2015, the excavated open cast pits hold high attraction value and should be explored from a mining tourism point of view. The mine also holds the Crystal Archaeological Cave and a earlier Vulture Restaurant that are ideal tour opportunities
- Various sites with inherent cultural / heritage value also exist in and around the municipal area
- The major issue is that there are limited structured activities supporting the attractions. Also, other than the Marakele National Park, many of the major attractions are privately owned areas with limited public access, necessitating collaborative partnerships.



- The wild life in the Thabazimbi area is also a major attraction and international and local hunting and / or eco-tourism are activities supporting this. The area is home to the 'Big Five', 'Small Five' and a wealth of natural resources.
- Thabazimbi area is also rich in bird life, but avi-tourism is under-developed as a consistent eco-tourism attraction.
- Geological features as represented by the 1,5 to 2 billion year old Bushveld Igneous Complex and the Waterberg Sandstone Massive.
- Prehistoric Tswana Culture as enshrined in archaeological sites
- "Madi a Matle Cave" close to Rooiberg has a prehistoric cultural heritage as it was used by the Batswana people from both Botswana and South Africa as a place of asylum from the Ndebele & Zulu tribes. It is currently used for diverse rituals & ceremonies by church groups.
- Major events can also be a major attraction. Thabazimbi predominantly host 'local community' events. Oppikoppi, Koedoeskop Rally, Marakele Marathon and the Apiesdoring Carnival attract a wider than local market. Thabazimbi is ideally suited to offer more than the current events on offer, including a potential revival of the once prominent Wildsfees.

# ...continued

- Thabazimbi boast national award winning and best of best tourist guides that promise to bring value for money experiences

## Actions to be considered:

- Identify an attraction champion
- Develop an up-to-date database of current attractions and if they are public / privately owned
- Arrange a workshop with owners to share tourism plan, data requirements, tourist data and needs / wants / concerns of owners
- Jointly develop next round of actions

## Data analysis: Attractions

- The goal for Thabazimbi would be to rank as part of the top 10 attraction list in Limpopo for Marakele National Park
- These top 10 lists also provide insight into collaboration opportunities across provinces
- The list for Limpopo underlines the importance of eco-tourism / natural attractions

### Sources:

Domestic Tourism Survey, 2015  
Q2 2017 Quarterly Tourism Report –  
South African Tourism – Strategy Insights & Analytics

| Top 10 Attractions: Limpopo                             |        |        |
|---|--------|--------|
|   | 2016   | 2017   |
| Kruger National Park via Orpen, Phalaborwa, Punda Maria | 14 800 | 25 400 |
| Maphugubwe National Park                                | 4 200  | 4 100  |
| Bela Bela Conservatory                                  | 3 200  | 3 300  |
| Mapungubwe Cultural Landscape                           | 1 600  | 1 300  |
| Southpansberg Mountains                                 | 1 200  | 1 300  |
| Nandoni Dam   | 1 100  | 1 000  |
| Ga (modjadji) / Motjaji                                 | 1 200  | 700    |
| The Chuene Resort                                       | 1 400  | 600    |
| Thohoyandou varsity                                     | 0      | 100    |
| Zion Christian Church Moria                             | 0      | 100    |

| Top 10 Attractions: North West  |        |        |
|---------------------------------|--------|--------|
|                                 | 2016   | 2017   |
| Sun City / Lost City            | 11 000 | 12 100 |
| Pilansberg National Park        | 8 300  | 8 800  |
| Madikwe Game reserve            | 3 100  | 2 500  |
| Haartebeespoort dam             | 2 200  | 2 300  |
| Hartebeespoort dam & Snake Park | 1 600  | 1 300  |
| Potchefstroom University        | 200    | 1 300  |
| Waterfall Mall (Rustenburg)     | 800    | 1 300  |
| Mafikeng Mall                   | 400    | 900    |
| Brits Mall                      | 800    | 900    |

| Top 10 Attractions: Gauteng                                   |         |         |
|---|---------|---------|
|   | 2016    | 2017    |
| Sandton City / Mandela Square                                 | 155 200 | 159 200 |
| Apartheid Museum  | 45 700  | 63 800  |
| Mandela house (Soweto)  | 40 500  | 51 400  |
| Eastgate Mall   | 44 200  | 49 200  |
| Tour of Soweto  | 36 900  | 45 900  |
| Union Buildings   | 33 400  | 38 000  |
| Rhino and Lion Nature Reserve                                 | 26 100  | 34 900  |
| Constitution Hill   | 16 700  | 26 700  |
| Church Square   | 0       | 14 500  |
| Maboneng Precinct (e.g. Pop Art Theatre, Cinema, Gallery etc) | 9 100   | 14 400  |

# Activities

*This include 'actions' that can be undertaken at a destination. These may be physical, for example, hunting or they may be passive, for example, camping around a bush fire.*

## Insights / findings:

- There is no central, up-to-date activity list of what's on offer in Thabazimbi
- The lack of a basic list makes it impossible to identify gaps and other activities to be considered.
- Furthermore, not knowing which activities are on offer where, makes it difficult to "brand" Thabazimbi as a destination of choice for domestic tourists.
- Activities should also be informed by Thabazimbi's brand positioning which has not been developed yet.
- Whichever activities will be developed will have to ask the question "is it really unique?" as towns such as Bela-Bela and Hartbeespoort might offer similar activities at closer proximity to domestic markets.
- The targeted segments should drive the thinking about the type of activities that should be developed.
- Once again, many of the activities that might be on offer might be unknown due to private owners catering for their own clients only.
- Some activities in the Thabazimbi area include:
  - Hunting – rifle and bow
  - Various sports – golf, rugby, soccer, cross-fit, gymnastics etc.
  - Marakele Animal sanctuary
  - National Park guided tours & 4x4 routes
  - Fishing
  - Game viewing, - capturing & -auctions.



- Other activities that are currently considered by private sector product owners are:
  - Archaeological tours
  - Hiking / Safari Walking trails
  - Caving
  - Para-gliding
  - Cultural / Historical Tours
  - Astronomy
  - Rock Climbing and more...

## Actions to be considered:

- Identify an activity champion
- Develop an up-to-date database of current activities and product owners
- Arrange a workshop with product owners to share tourism plan, data requirements, tourist data and needs / wants / concerns of product owners
- Jointly develop next round of actions

# ...continued



## Data analysis: Activities

- Wildlife, followed by Cultural, historical & heritage and visiting natural attractions rank high for Limpopo
- Thabazimbi as destination can again look at the provincial trends and type of activities tracked across the country to develop the local activity profile.

### Sources:

Domestic Tourism Survey, 2015

Q2 2017 Quarterly Tourism Report –

South African Tourism – Strategy Insights & Analytics

## ACTIVITIES BY PROVINCE

|                                   | 2017    |              |              |               |         |            |            |               |            |
|-----------------------------------|---------|--------------|--------------|---------------|---------|------------|------------|---------------|------------|
|                                   | Gauteng | Western Cape | Eastern Cape | Kwazulu Natal | Limpopo | Mpumalanga | North West | Northern Cape | Free State |
| Shopping                          | 42.8%   | 15.3%        | 3.9%         | 8.6%          | 17.4%   | 18.7%      | 6.0%       | 0.8%          | 8.3%       |
| Nightlife                         | 36.4%   | 39.5%        | 8.9%         | 11.2%         | 13.1%   | 5.3%       | 9.6%       | 2.1%          | 12.9%      |
| Eating out                        | 45.8%   | 25.7%        | 5.9%         | 9.3%          | 16.4%   | 14.9%      | 7.4%       | 1.0%          | 5.3%       |
| Entertainment                     | 47.2%   | 27.3%        | 7.8%         | 10.0%         | 13.8%   | 8.7%       | 8.9%       | 1.5%          | 5.4%       |
| Social                            | 41.2%   | 17.3%        | 4.0%         | 12.4%         | 23.1%   | 5.3%       | 6.9%       | 0.8%          | 12.8%      |
| Visiting natural attractions      | 34.1%   | 72.4%        | 15.4%        | 13.4%         | 22.6%   | 8.4%       | 5.5%       | 1.4%          | 1.8%       |
| Cultural, historical and heritage | 44.1%   | 53.2%        | 12.7%        | 10.8%         | 28.2%   | 5.7%       | 4.1%       | 1.1%          | 1.9%       |
| Wildlife                          | 37.0%   | 63.6%        | 16.9%        | 14.2%         | 29.6%   | 12.6%      | 5.3%       | 1.6%          | 2.2%       |
| Beach                             | 23.3%   | 72.0%        | 19.2%        | 32.3%         | 16.3%   | 3.6%       | 4.1%       | 1.0%          | 1.5%       |
| Church                            | 46.1%   | 5.2%         | 1.9%         | 4.6%          | 9.1%    | 9.3%       | 12.0%      | 1.1%          | 22.7%      |
| Business                          | 66.7%   | 22.7%        | 3.6%         | 9.8%          | 3.6%    | 4.0%       | 4.0%       | 2.2%          | 4.1%       |
| Adventure                         | 29.3%   | 78.4%        | 20.0%        | 15.3%         | 21.8%   | 7.1%       | 6.2%       | 1.4%          | 2.2%       |
| Education training study          | 42.0%   | 23.5%        | 7.0%         | 11.6%         | 4.6%    | 4.8%       | 5.2%       | 1.1%          | 22.8%      |
| Theme parks                       | 46.3%   | 59.2%        | 15.2%        | 18.0%         | 22.8%   | 5.5%       | 5.0%       | 0.5%          | 1.8%       |
| Trading                           | 43.5%   | 9.0%         | 1.7%         | 2.9%          | 10.5%   | 38.1%      | 6.2%       | 0.2%          | 0.5%       |
| Medical                           | 45.2%   | 12.9%        | 2.5%         | 3.0%          | 14.3%   | 10.8%      | 7.4%       | 0.4%          | 15.4%      |

# Appearance

*What the eye sees, either contributes to the tourist's experience or breaks it down. The 'first impression' value of a town can play a significant role in length of stay decisions and repeat visits. Appearance is also a 'word-of-mouth' multiplier, ie. what people see will lead them to share either a positive or negative sentiment with other potential tourists. That will in turn make them decide to also come and have a look or just never bother to come.*

## Insights / findings:

- Many tourist will enter the town from the south and pass the mining / industrial area first.
- Waste management is of particular concern in Thabazimbi and the landfill site is in a dreadful state
- The general neatness of side walks, gardens in and around town, public parks, road reserves etc. leave much to be desired. Thabazimbi does not leave a positive first impression currently. In fact, it 'pushes away', rather than 'attract to'.
- The entrances to Regorogile and the town centre are uneventful and not maintained at all.
- Kumba Iron Ore Mine have started an effort to make the entrance to town more exciting through impressive mining equipment and features from the heydays displayed in park-like surroundings. More such initiatives are required.
- Some property owners try and upkeep their pavement / road reserve areas while others use it as 'personal dumping areas'



## Actions to be considered:

- Identify an appearance champion
- Arrange community meetings through councillors to create awareness about the need for a tidy and clean town.
- Work with the local municipality and other stakeholders on an integrated waste management plan that will address both the short-, medium- and long-term tourism appearance needs
- Consider the appointment of 'tourism police' that specifically look after the general appearance of the town and tourism areas.

# Attitude

*Attitude is a little thing that makes a big difference. If a community does not buy into tourism with a positive attitude, then most tourism plans / actions / efforts will be doomed for failure. The local community's attitude will either add or detract from a tourist's experience. Thus, it either strengthens Thabazimbi's tourism product or it damages it. **"We do tourism!"***

## Insights / findings:

- The general awareness of the need for tourism to grow the local economy exist, but it is not backed by a positive, enthusiastic attitude that tourism will actually develop and bring success.
- Most private product owners have a 'survival' attitude, rather than a 'collaborate and grow the size of the pie' attitude. This means that there is actually zero to negative market growth for the tourism sector and the town as a whole.
- The current appearance of the town in many ways underline the current attitude of the community and the basic service delivery attitude of the local municipality
- A customer service attitude is found in selected pockets across service providers in town, but in general there is not a customer service culture that demonstrates that 'every interaction matters'
- The wildlife economy – especially hunting – bring tourists to local game farms, but due to inadequate amenities / activities additional spend tends to leave the town. A 'buy local' attitude does therefore not exist.
- Unfortunately a 'me, myself and I' approach to tourism is dominant in the area, in other words, as long as the individual product owner serve his/her tourist well, there is a 'don't care' attitude about the rest of the tourism value chain.

Success  
depends on  
YOU



## Actions to be considered:

- Various community / public participation sessions should be held to bring home the tourism message and the need for a positive, inclusive, 'we do tourism' attitude.
- Product owners should be brought together for workshops / brainstorming sessions and walk away with the realisation that if we say we can, or if we say we can't, we are correct in both instances.
- Community metaphors to get the tourism message across to all levels of the community should be developed to drive a consistent message by tourism advocates / messengers.
- Attitudinal surveys should be developed to track community and product owners opinions / attitudes towards tourism over time.

# Situation / Demand Analysis

The two templates below could be used by tourism decision-makers to outline data gathering needs or serve as workshop frameworks when meeting with tourism stakeholders, product owners and the community. The data gathered will assist in further establishing the current state of affairs for Thabazimbi, as well as summarise the different needs / demands that tourism leaders should address in order to develop a sustainable tourism sector. Due to current limitations on time and resources, such detailed exercises could not yet be completed, but will provide for an even deeper understanding of the Thabazimbi tourism product and market.

In an attempt to start the data gathering process, a targeted tourism segment workshop was held at the Thabazimbi Tourism Indaba in October 2017. The structure in the following two pages was used to elicit input and response from participating stakeholders. A summary of some of the targeted segments as viewed by the Tourism Indaba participants are included as Annexure D.



## Sources:

*The South African Tourism Planning Toolkit for Local Government.*

*Extract from a presentation delivered at Local Government Tourism Conference, 2017.*

**How would you define this segment?**

**Are there clear focus areas or  
“sub-segments” within this segment?**

**What is currently ‘unique’ in this  
segment?**

**Current Infrastructure:**

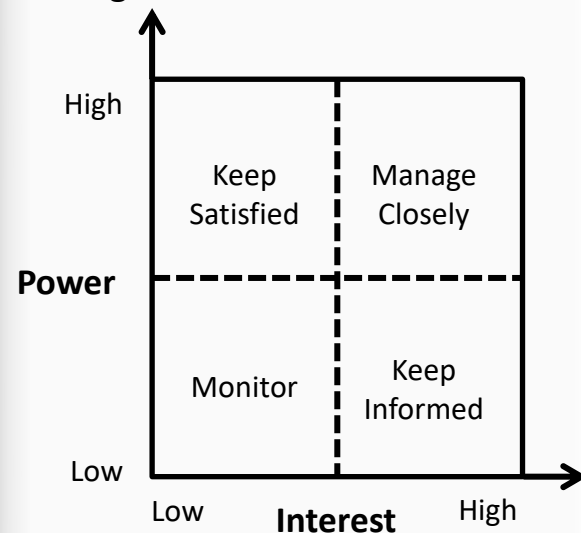
**Current Activities / Attractions:**

**Are there any current annual events  
associated with this segment?**

Who would you describe as 'target tourists' in this segment?

Biggest challenges / barriers facing this segment

Current stakeholders to engage in this segment:



What is missing in this segment?

Based on their knowledge & experience, which local people could help drive the development of this segment?

If you could choose only three things to improve / develop this segment, what will that be?

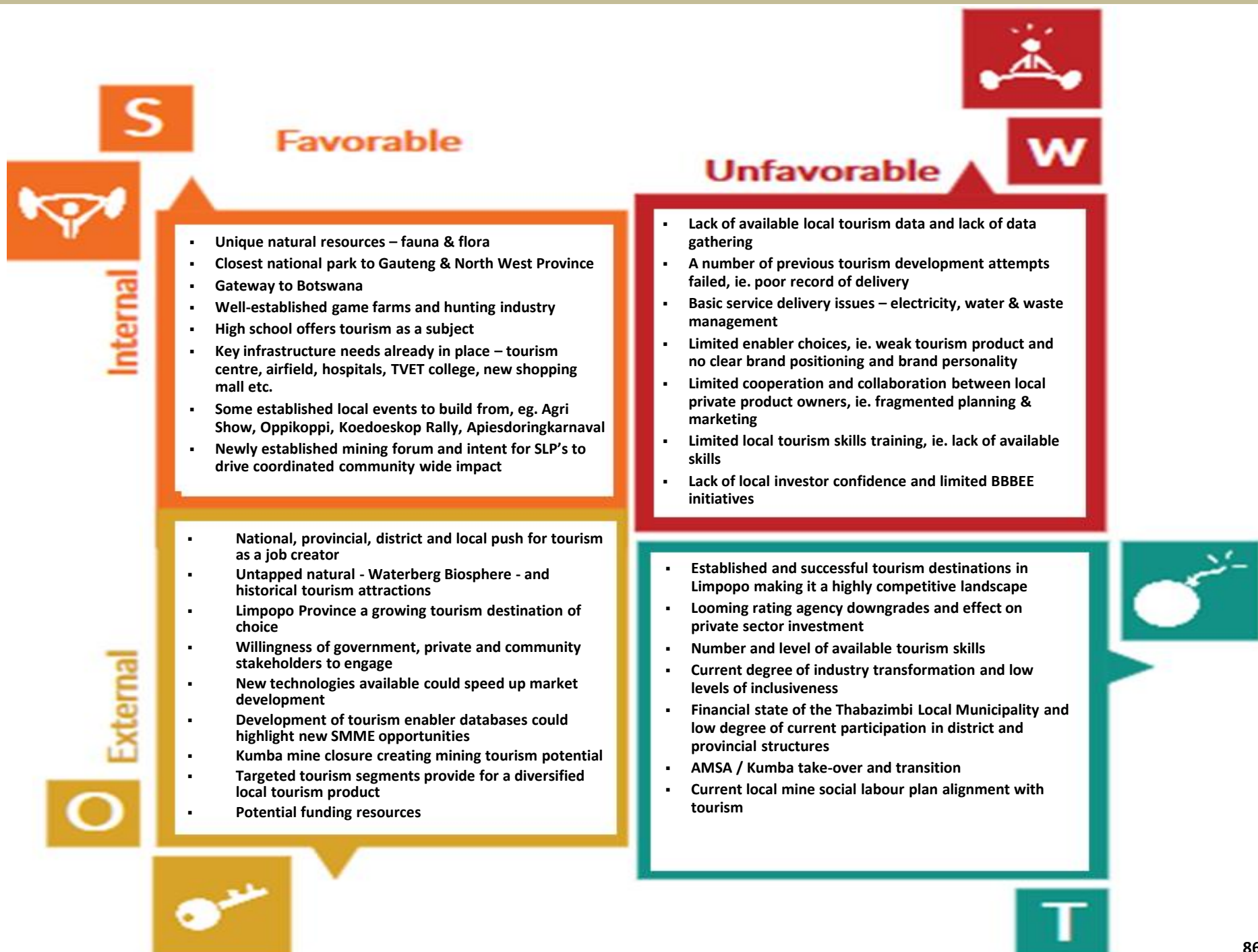
What can be 'Uniquely Thabazimbi' in future in this segment?

# The SWOT Analysis

The culmination of the afore-going leads to the capturing of external and internal factors in the form of a Strengths, Weakness, Opportunity and Threats summary. Strengths and Weaknesses are internally focussed, while Opportunities and Threats come from outside the “organisation” or external factors. Strengths and Weaknesses are generally within the organisations ability to control, while the external environment thrusts Threats and Opportunities upon us. If Opportunities and strengths can be aligned it would lead to favourable outcomes, but the opposite holds true if threats are amplified by weaknesses. So the goal is to:

- Maintain, build and leverage strengths
- Prioritise and optimise opportunities
- Remedy or exit weakness situations
- Counter threats







# Realistic Strategic Framework



# Strategic ‘Directional’ Phases

By now there should be no illusion of the work it will take to develop Thabazimbi into a tourism destination of choice. The difficulty with a task as big as the one in front of all tourism role players and the local community is deciding where to start the process and which direction to take. In essence, this can be scary, but without direction we might end up nowhere again. Various role players along the way might suggest that a different direction should have or must be followed, but the initial tourism working group presented the following ‘directional’ framework to a representative stakeholder audience at the Thabazimbi Tourism Indaba held in October 2017 and it was agreed to follow this path until new data / insights might show us otherwise.

The following five strategic phases should help guide the multiple efforts from various role players that will be suggested and / or undertaken. These phases suggest a prevailing priority at a given time in the tourism product development process.

The following page serve as an **infographic** to further describe the strategic phases that aim to give direction to the Thabazimbi Tourism Journey. Broad timelines are also included.

1

**Segment the Thabazimbi Tourism Landscape and rank in order of importance through pre-defined criteria**

2

**Establish a baseline / current state of the tourism segments & tourism enablers and classify the information**

3

**Identify ‘quick wins’ in each priority tourism segment & add-on to existing tourism operations / infrastructure to generate strategic momentum**

4

**Identify the biggest ‘tourism product’ gaps, prioritize based on priority segment impact and create implementation plans to address these gaps**

5

**Strengthen priority tourism segments and tourism product enablers through new / unique investments**



<sup>1</sup> Annexure A - the list of stakeholders invited to the Thabazimbi Tourism Indaba



Choose

1

0-3 mths



A  
B  
C

Target & Prioritise



Gather Data

2

0-12 mths

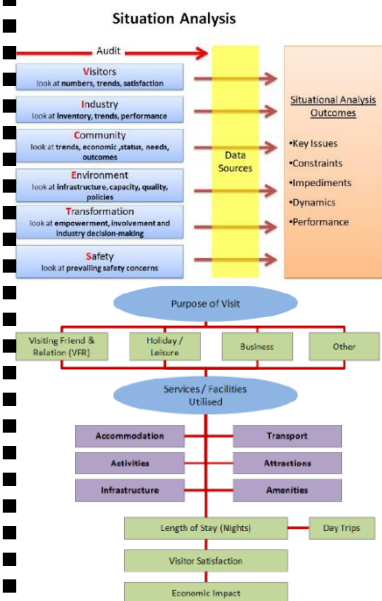


Figure 9: Visitor Demand Model for a Destination

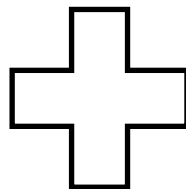
Baseline & Classify



Develop Tourism Product

3

9-18 mths

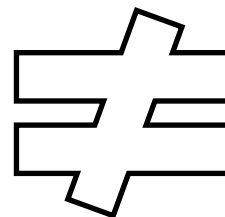


Add-On 'Quick Wins'



4

12-24 mths



Close Product Gaps



Compete

5

12-48 mths



Unique Investments

# Strategic Pillars of Thrust

While the strategic phases help guide the journey, the strategic pillars identify critical areas of “thrust” needed to achieve the vision for tourism in Thabazimbi. As a reminder the vision for tourism in Thabazimbi is:

***“Develop an inclusive, integrated and sustainable local tourism product that will position Thabazimbi as a leading tourism destination in the Limpopo Province and beyond, resulting in a rapidly growing local tourism economy”***

The mission for tourism in Thabazimbi starts informing the strategic pillars and related objectives / actions. The mission shared earlier is:

***“To define, grow and sustain local tourism for the benefit of all stakeholders whilst making a lasting contribution to the local community and leaving a legacy for future generations through:***

- ***Government enabled, private sector driven and community owned participation***
- ***Collaborative stakeholder engagements and partnerships***
- ***Innovation and knowledge management***
- ***Good corporate and cooperative governance***
- ***Strategic Destination Marketing”***

The following ***seven strategic pillars of thrust*** will have clearly stated objectives / actions to be pursued, as captured in the next section of the plan:



**Pillar One** – Good corporate and cooperative governance by the Thabazimbi Tourism Board

**Pillar Two** – Effective operational management of the Thabazimbi Tourism Centre & development of ICT infrastructure to support the tourism sector

**Pillar Three** – Local research and tourism data management to inform Thabazimbi’s tourism product

**Pillar Four** – Collaborative stakeholder engagements and partnerships focused on targeted segments

**Pillar Five** – Developing Destination Thabazimbi’s brand strategy & positioning

**Pillar Six** – Executing an innovative marketing & communication mix

**Pillar Seven** – Social Inclusion / Community Beneficiation

# Destination Thabazimbi

**Governance**

**Operations / ICT**

**Research & Data Management**

**Stakeholder Engagement / Partnerships**

**Brand Strategy / Positioning**

**Marketing / Communication Mix**

**Community Beneficiation**

**Target &  
Prioritise**

**Baseline &  
Classify**

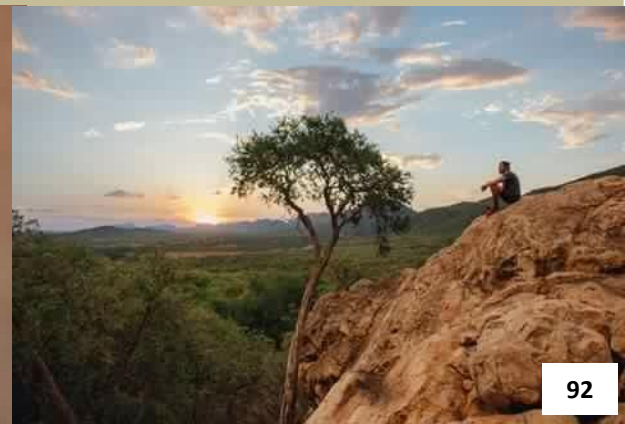
**Add-On  
'Quick Wins'**

**Close  
Product Gaps**

**Unique  
Investments**



# Implementation Plan



# Pillar One: *Good corporate and cooperative governance by the Thabazimbi Tourism Board*

|    | Objective  | Outcome   | Actions / Activities   | Role Players   | Time Frame   |
|----|--|---|--|--|--|
| 1. | Develop and approve new tourism board structure  | Board structure approval                                  | 1. Consult, Define & Adopt Structure   | Manager: LED Planning<br>Tourism Working Group                                   | end of Feb 2018  |
| 2. | Transition from previous tourism board to a newly defined board structure  | Newly appointed board                                     | 1. Finalise end of term processes<br>2. Change in NPO directors  | Previous board chairperson & previous board members                              | end of May 2018  |
| 3. | Generate Funds for the Tourism Centre  | Sufficient Operational Budget for Annual Plan             | 1. Identify income-generating models<br>2. Identify Sources of Funding & Support   | Tourism Board<br>Funder Sources  | Annually   |
| 5. | Attract, develop and retain a capable and skilled tourism workforce in a customer-centric, performance outcome work environment. | Implementation results                                    | 1. Define ideal organisational structure<br>2. Identify talent pool<br>3. Initial appointments on contract basis   | Tourism Board<br>Tourism Talent Pool   | On-going   |
| 4. | Ensure economic, efficient and effective use of tourism centre resources   | Return on tourism project investments                     | 1. Develop Project Template / Toolkit<br>a. Project ID, Evaluation, Approval<br>b. Project Funding<br>c. Tracking Project Implementation<br>d. Monitor Results | Tourism Board<br>Private Sector Product / Project Owners<br>Tourism Centre Staff | Quarterly  |
| 5. | Monitor overall local tourism performance  | Performance dashboard including indicators & measurements | 1. Identify applicable indicators / measurements<br>2. Develop visual dashboard  | Tourism Board<br>Tourism Centre Staff<br>Private Sector Product / Project Owners | Within 6 months of new board nominations / appointment |
| 6. | Establish sufficient internal financial controls   | Clean audits  | 1. Appointment of external auditors  | Tourism Board<br>Auditors  | Annually   |

# Proposed Thabazimbi Tourism Board / Association Structure

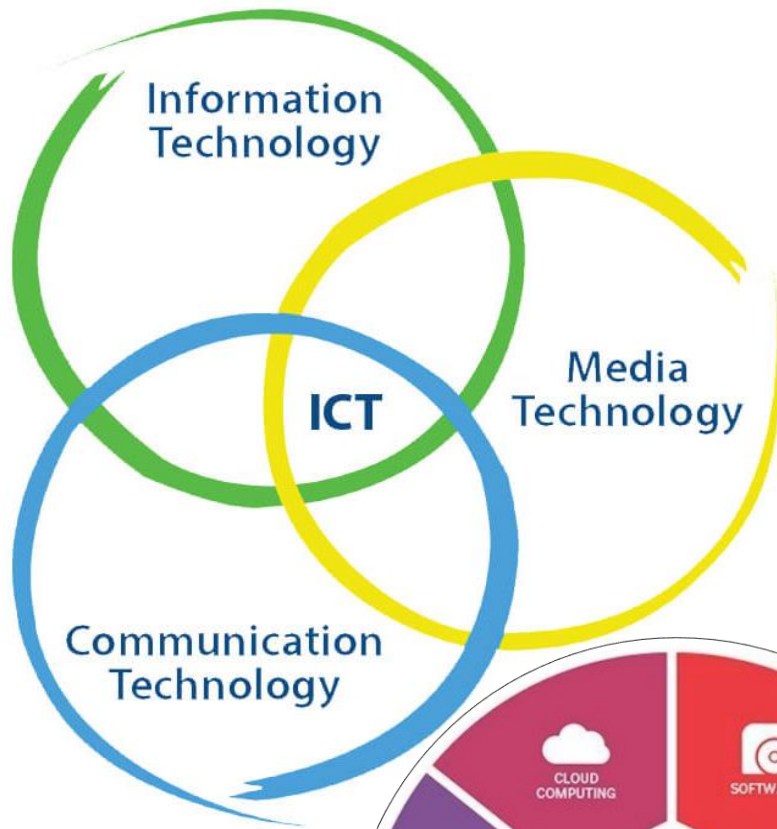
|                               |   |
|-------------------------------|---|
| Thabazimbi Local Municipality | Director: Local Economic Development<br>Manager: Integrated Development Planning<br>Manager: Tourism  |
| SanParks - Marakele           | Representative Nominated by SanParks Management Team  |
| Funders                       | A person nominated by a major funder.<br>Board to decide what the benchmark would be for a funder seat  |
| Business                      | A person nominated by the Thabazimbi Business Chamber and a person nominated by Thabazimbi Business Unity   |
| Youth                         | A person nominated by the Mayor   |
| Industry Experts              | These board positions can be co-opted based on specific segment / project needs and could include tourism stalwarts, ambassadors, specialist tourist guides, academia, scientists & other experts |

# Pillar Two:

*Effective operational management of the Thabazimbi Tourism Centre & development of ICT infrastructure to support the tourism sector*

|    | Objective  | Outcome   | Actions / Activities   | Role Players  | Time Frame        |
|----|--|---|--|---|-------------------|
| 1. | Learn from industry best-practices and write an operational plan for the tourism centre  | Detailed Operational Plan                             | 1. Best Practice Research / Visits<br>2. Write the plan  | Manager: LED Planning   | end of April 2019 |
| 2. | Seek funding for the development of ICT infrastructure to support tourism sector   | ICT infrastructure plan                               | 1. Develop an ICT infrastructure plan<br>2. Identify Sources of Funding & Support                                | Tourism Board<br>Funder Sources                                     | end of June 2019  |
| 3. | Identify required capabilities that might be supported through strategic working partnerships, eg. Universities, TVETs etc       | Collaborative resource sharing and work outcomes      | 1. Identify work streams / capabilities required<br>2. Identify potential partnerships                           | Tourism Board<br>Identified stakeholders                            | end of June 2019  |
| 4. | Attract, develop and retain a capable and skilled tourism workforce in a customer-centric, performance outcome work environment. | Implementation results                                | 1. Define ideal organisational structure<br>2. Identify talent pool<br>3. Initial appointments on contract basis | Tourism Board<br>Tourism Talent Pool                                | On-going          |
| 5. | Maximise the use of the current tourism centre infrastructure  | Tourism centre occupation and rental income generated | 1. Identify types of use for buildings<br>2. Attract & negotiate rental terms                                    | Private Sector Product Owners<br>Strategic Stakeholder Partnerships | end of Aug 2018   |
| 6. | Explore possibility of new access gate to the centre from the R510   | Number of tourist visiting the centre                 | 1. Explore possibility with SANRAL<br>2. Develop new access if agreed by parties                                 | SANRAL<br>Manager: LED Planning                                     | end of Jan 2019   |

# ICT in tourism



The term **Information and Communications Technology (ICT)** is generally accepted to mean all technologies that, combined, allow people and organisations to interact in the digital world.

In tourism this could range from making reservations, accessing information, handling payments, maintaining and updating information databases to marketing, publicity and many other functions.

The smart use of technology can not only drive cost-effective communication / marketing in an ever-connected world, but can also enrich the visiting tourist's experience. Done correctly, a proper ICT infrastructure plan can help **Destination Thabazimbi** gain back some lost competitive market time and contribute to increased cost-efficiencies over time.

Some ICT priorities to consider are:

- Local Tourism Website, including links to transacting options
- Smartphone Application with GPS functionality
- Tourist Internet Access through WiFi hotspots
- Cloud Computing: Data gathering, analytics & storing
- Visitor Experience Offers, eg. Virtual Tours, e-Guides etc.
- Digital Media to promote local tourism product

Structuring for tourism success and sustainability in Thabazimbi is a critical consideration. In support of the activities of the tourism board, a well-define **tourism operations** team should be assembled over time. The major current challenge is funding the operational structure as ‘headcount’ / salaries is a ‘cash-burn’ expense if it does not deliver performance and return on project investments. A pay-for-performance & outsource model is recommended where the tourism board needs to fund headcount. The operational structure below is a recommended team structure to drive focused delivery of the tourism plan and not necessarily a suggested headcount model.

## Tourism Board / Association

|                               |   |
|-------------------------------|---|
| Thabazimbi Local Municipality | Director: Local Economic Dev<br>Manager: Integrated Dev Planning<br>Manager: Tourism                      |
| SanParks - Marakele           | Representative Nominated by SanParks Management Team  |
| Funders                       | A person nominated by a major funder.<br>Board to decide what the benchmark would be for a funder seat    |
| Business                      | A person nominated by the Thabazimbi Business Chamber and a person nominated by Thabazimbi Business Unity |
| Youth                         | A person nominated by the Mayor   |
| Industry Experts              | These board positions can be co-opted based on specific segment / project needs                           |

## Tourism Operations

|   |  |
|---|--|
| The “TTT” Team  | The “A” Team   |
| <p>The 4T drive tactical execution of the Tourism Plan:</p> <p>Research / Data Planning<br/>Project ID, Evaluation &amp; Implementation<br/>Project Funding<br/>Marketing<br/>Communication<br/>Monitoring &amp; Review</p> | <p>Champions / Enabler Leaders to drive progress &amp; development of:</p> <p>Accommodation<br/>Accessibility<br/>Amenities<br/>Attractions<br/>Activities<br/>Appearance<br/>Attitude</p> |

## Influencers

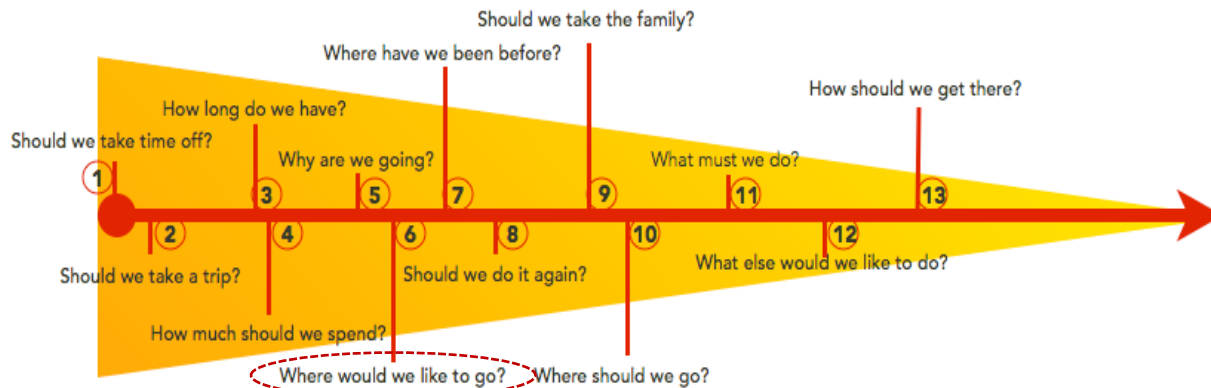
|   |
|---|
| Influential Stakeholders  |
| <p>Influential Stakeholders</p> <p>NDT / LTA / WDM<br/>TLM Council<br/>TLM P &amp; D Committee<br/>Mining Forum<br/>Agricultural Unions<br/>WRSA / PHASA<br/>CHASA / SAHGCA<br/>Business Chambers<br/>Rate Payers Assoc<br/>Airfield Association<br/>Rooiberg Bewaria<br/>Traditional Leaders<br/>Youth Organisations</p> |

# Pillar Three: *Local research and tourism data management to inform local tourism product*

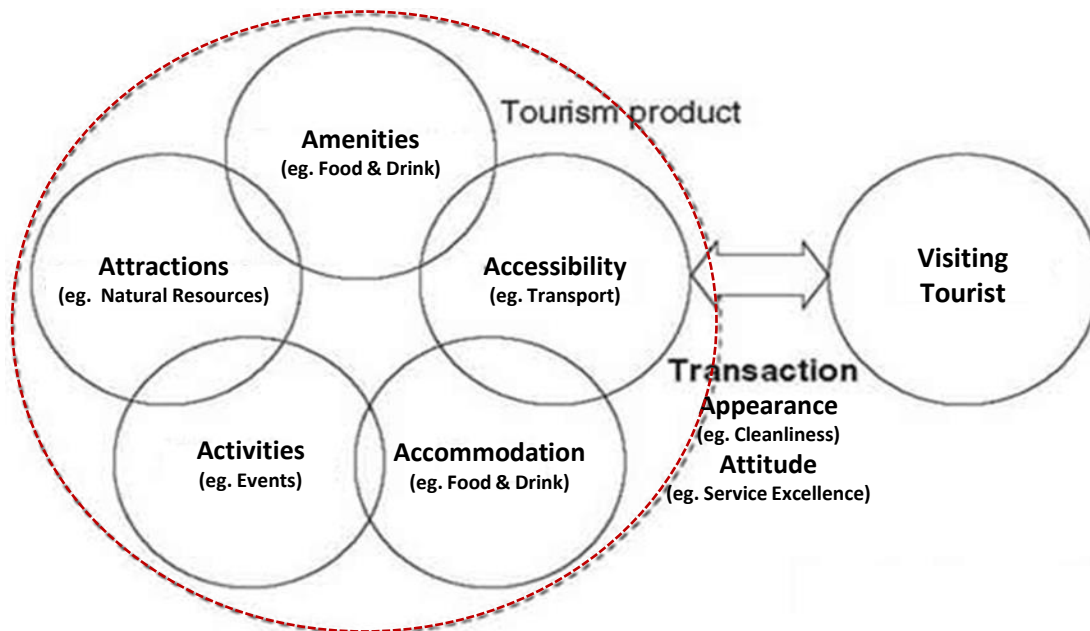
|    | Objective   | Outcome                                 | Actions / Activities  | Role Players   | Time Frame                          |
|----|---|---|---|--|-------------------------------------|
| 1. | Conduct a thorough situational analysis to develop tourism enabler databases, tourism infrastructure / inventory records  | Thabazimbi Tourism Specific Databases   | 1. Appoint 'enabler' champs to assist in data collection.<br>2. Apply for & dedicate national / provincial / district headcount to data collection and classification                         | All levels of government focused on tourism<br>Community / Product Owner Champs<br>Tourism Centre Manager<br>Tourism Board | end of 2018                         |
| 2. | Improve our understanding of each targeted tourism segment for Thabazimbi by utilising the already developed segment analysis template                                  | Detailed targeted segment summaries     | 1. Conduct brainstorming session / workshop per targeted tourism segment  | Segment experts<br>Identified stakeholders as per 'power grid'<br>Tourism Centre Facilitator                               | Segment per Month starting Jun 2018 |
| 3. | Search and borrow already developed tourism questionnaires from other local authorities, tourism associations, stakeholders etc. and localise for identified data needs | Set of applicable questionnaires        | 1. Conduct an on-line & telephone search for available questionnaires, as well as among tourism network / contacts  | Limpopo Tourism Agency<br>Successful Tourism Associations  | end of Sep 2018                     |
| 4. | Develop a set off ready-to-use on-line questionnaires for different stakeholders  | Set of applicable questionnaires        | 1. Develop on-line questionnaires through an on-line tool such as <b>Survey Monkey</b> .  | Tourism Centre Staff   | end of 2018                         |
| 5. | Actively engage with private sector product owners to capture visiting tourist information  | Monthly data submissions                | 1. Organise Product Owner Presentations / Workshops to explain the tourism plan, data needs, and more.<br>2. Set-up procedures for monthly reminders and data submissions to central database | Private Sector Product Owners<br>Tourism Centre Staff  | On-going starting Jun 2018          |
| 6. | Engage with universities, colleges, schools and other tourism bodies to use Thabazimbi Area as case material for their study projects                                   | At least one study report per annum     | 1. Identify tourism schools, departments, contacts  | Tertiary Institutions<br>Local high school<br>National Department of Tourism<br>Limpopo Tourism Association                | On-going starting Jan 2019          |
| 7. | Identify a list of tourism product 'quick wins', as well as gaps and share with private sector to lure add-on and unique investments                                    | Published list in investment prospectus | 1. Analyse the gathered data and continue to interpret data with a consultative working group<br>2. Set-up quarterly data brainstorm sessions   | Tourism Enabler Champions<br>Tourism Centre Staff<br>Tourism Board<br>Any interested stakeholder                           | Quarterly starting Jul 2018         |

# Destination / Tourism Product

## Destination/Tourism Decision Tree



## Destination



The decision to travel is not so straight forward as it might seem. It is a series of questions in the tourist's mind. Furthermore, the tourist is often spoilt for choice in the highly competitive tourism destination market.

**Destination Thabazimbi** must develop a unique position to attract a share of targeted tourists. Thabazimbi not only compete within the Limpopo Province, but with all provinces.

Nearby destinations such as Bela-Bela, Rustenburg, Hartbeespoortdam, Pilansberg,, Modimolle, Vaalwater and Lephalale all compete for similar tourists, so Thabazimbi's brand position must be focused and unique enough for tourists to pass these destinations and choose Thabazimbi.

Once they have chosen Thabazimbi as a destination, the **"transaction"** / experience with Thabazimbi's tourism product will influence the length of stay, visitor satisfaction and ultimately the economic impact that tourist will have.

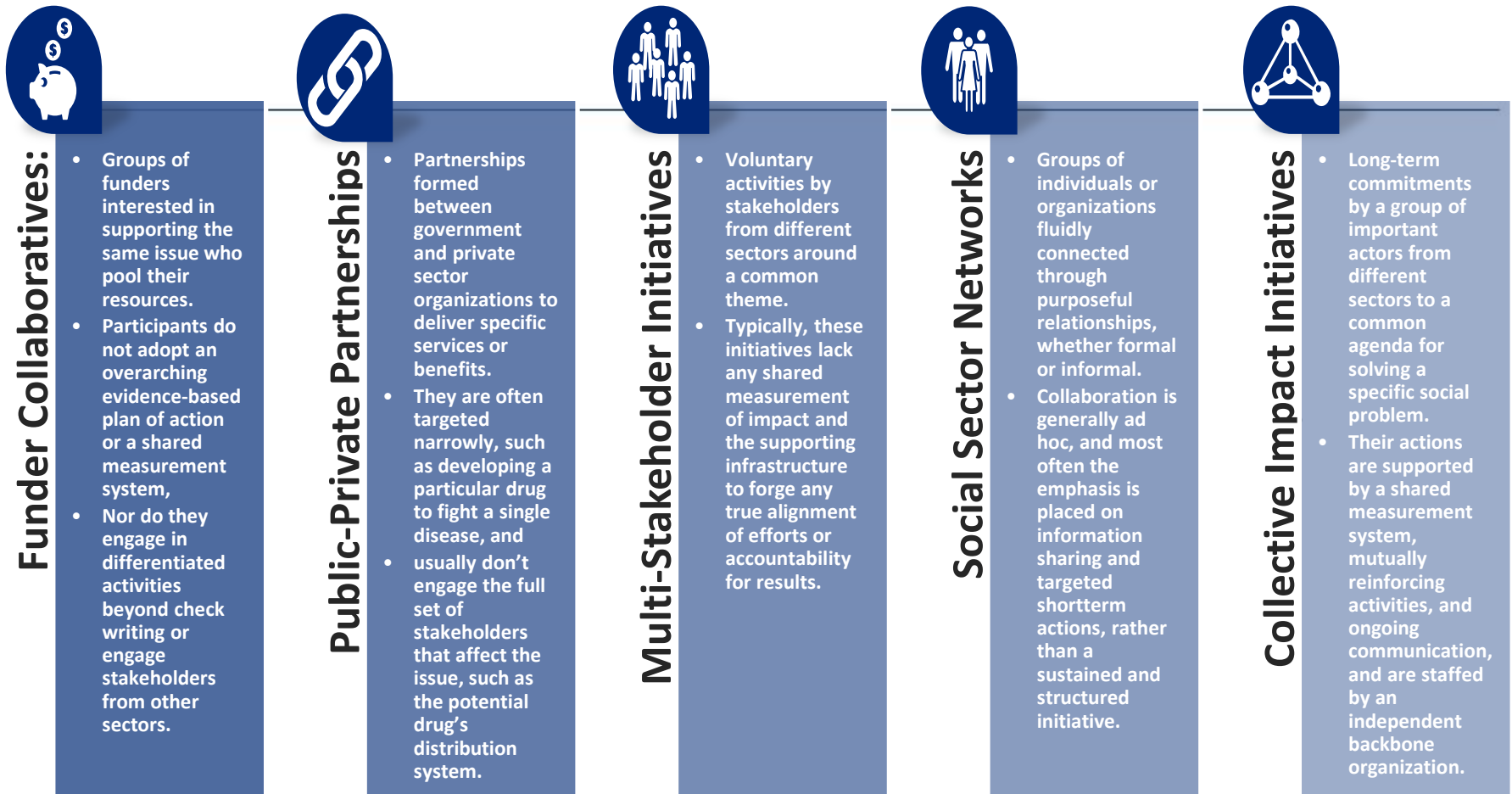
If Destination Thabazimbi did well, a repeat visit might be the reward in this highly competitive sector.

# Pillar Four:

*Collaborative stakeholder engagements / partnerships focused on local targeted tourism segments*

|    | Objective  | Outcome   | Actions / Activities  | Role Players   | Time Frame                          |
|----|--|---|---|--|-------------------------------------|
| 1. | Complete a thorough stakeholder analysis of each targeted tourism segment and develop a stakeholder contact list                                   | Stakeholder Power Grid Analysis and contact list  | 1. Brainstorm, desktop and consultation sessions to identify relevant stakeholders<br>2. Plot the different stakeholders    | Identified stakeholders<br>Tourism Centre Management<br>Tourism Board                  | Segment per Month starting Jun 2018 |
| 2. | Actively engage the local, re-established mining forum on the Thabazimbi Tourism Strategy / Plan   | Tourism Projects included in mining SLPs  | 1. Secure date with mining forum<br>2. Walk away with clear follow-up action plan   | Manager: LED Planning<br>Mining Forum  | Q2 2018<br>Mining Forum Meeting     |
| 3. | Understand and further explore the project opportunities within the Anglo American Collective Impact Partnership (CIP) Model                       | At least one identified pilot project for Thabazimbi area   | 1. Follow-up with Anglo Project Contacts<br>2. Understand the steps required to put forward proposed partnership projects   | Anglo American CIP Project Leaders<br>Tourism Board<br>Manager: LED Planning           | Re-engage no later than May 2018    |
| 4. | Work closely with Kumba / AMSA on the opportunity for mining tourism as a progressive mine closure strategy  | Support for the development of a detailed mining tourism plan of action, including a unique new event with very high tourist attraction value | 1. Share Thabazimbi Tourism Strategy & Plan with Kumba / AMSA leadership<br>2. Get endorsement for unique new tourist event | Kumba / AMSA leadership<br>Tourism Board / Manager<br>Private Event Management Company | before end Jun 2018                 |
| 5. | Explore partnership models with nearby domestic tourism destinations, for example Bela-Bela, Pilansberg etc.                                       | Developing at least one destination-to-destination partnership opportunity  | 1. Identify potential partnership opportunities<br>2. Choose one opportunity with high 'quick win' potential                | Local Tourism Associations   | Q2 2019                             |
| 6. | Collaborate with SANRAL and Waterberg District on the development of road linkages along identified tourism corridors to facilitate tourist travel | Leeuwpoort-Rooiberg-Thabazimbi Corridor Link<br>Vaalwater-Bakkers Pass-Marakele Corridor Link   | 1. Establish correct road agency contacts<br>2. Set up exploratory meeting  | Manager: LED Planning<br>Road Agencies<br>Nominated tourism stakeholders               | Q4 2018                             |
| 7. | Identify and highlight partnership opportunities between different private sector product owners   | At least one successful private sector product owner partnership that drove benefit for both parties  | 1. Identify potential partnership opportunities<br>2. Choose one opportunity with high 'quick win' potential                | Local Tourism Product Owners   | Q1 2019                             |
| 8. | Develop a Thabazimbi Local Municipality Tourism Awareness Campaign for different sector departments  | Tourism actions included in IDP Sector Plans  | 1. Identify best platforms to drive awareness<br>2. Roll-out the awareness campaign   | Tourism Centre Management  | Next IDP Planning Sessions          |

# Partnerships - Types of Collaboration



Organisations have attempted to solve social problems by collaboration for decades without producing many results. The newly proposed approach draws on the collective impact model. The concept of collective impact hinges on the idea that in order for organizations to create lasting solutions to social problems on a large-scale, they need to coordinate their efforts and work together around a clearly defined goal. A core backbone support team comprising of multi-stakeholder representative is key to collective impact initiatives.

# Pillar Five:

## *Developing Destination Thabazimbi's brand strategy & positioning*

|    | Objective  | Outcome  | Actions / Activities   | Role Players   | Time Frame              |
|----|--|--|--|--|-------------------------|
| 1. | Workshop the brand strategy tool as applied by Limpopo Tourism Agency to inform Thabazimbi's brand positioning   | Defining Thabazimbi's brand essence  | 1. Schedule a brand strategy workshop  | Tourism Working Group<br>Tourism Board   | before end of Q2 2018   |
| 2. | Once brand positioning is confirmed, diversify and enhance tourism facilities & experiences in order to increase Thabazimbi's domestic tourism competitiveness               | 1. Number of "add-on" activities to existing tourism infrastructure / offerings<br>2. Authentic & Memorable Visitor Experiences                        | 1. Complete current tourism enabler audit<br>2. Arrange SMME investment opportunity information session  | Manager: LED Planning<br>Thabazimbi Business Chamber<br>Tourism Board                                  | On-going                |
| 3. | Investigate and facilitate tourism niche market products with the ability to attract more travelers in line with competitive market positioning, eg. adventure tourism       | 1. List of local niche market products<br>2. One improved current event or a new major event   | 1. Research and introduce concept of niche market opportunities to private sector  | Tourism Board<br>Tourism Centre Management<br>Private Sector   | latest Q4 2018          |
| 4. | Enhance Thabazimbi as destination through cleanliness, safety and security, aesthetics, and information improvements   | 1. Tourism a priority for TLM Community Services<br>2. Improved Tourism Information Centre Operations<br>3. Community awareness of benefits of tourism | 1. Weekly waste management meetings with TLM<br>2. Proposal to appoint 'tourism police' to improve town's appearance and alignment of EPWP project<br>3. Community ward / town hall meetings<br>4. Tourism Information Centre Operational Plan | Manager: LED Planning<br>Manager: Community Services<br>Tourism Champions<br>Tourism Centre Management | On-going                |
| 5. | Identify under-utilised municipality owned facilities that could be turned into viable tourism offerings through private sector partnerships, eg. Leeuwpoot, Thaba Park etc. | 1. List of identified facilities   | 1. Develop PPP proposals   | Manager: LED Planning<br>Private Sector  | end 2018/beginning 2019 |
| 6. | Increase access to Wi-Fi to support tourist activities and businesses alike  | 1. Identify and establish at least two new public Wi-Fi hotspots   | 1. Collaborate with local wireless data suppliers on cost-effective options for consideration  | Tourism Centre Management<br>Public / Private Sector Data Providers                                    | Annually                |
| 7. | Facilitate development of tourist transport options  | Improved Public / Private transport services   | 1. Identify new opportunities<br>2. Collaborate with local public / private transport sector role players  | Manager: LED Planning<br>Tourism Centre Management<br>Public/Private transport sector role players     | Q4 2018<br>Annually     |

# Marketing / Branding

Brand South Africa's pay-off line "*Inspiring New Ways*" was approved by Cabinet in 2012. This pay-off line is used by all the Destination Marketing Agencies when operating abroad. Provinces and Cities have been allowed to use their respective pay-off lines when marketing within South Africa promoting domestic products. For example, Limpopo Province & Tourism use the pay-off line "*More to enjoy*".

When considering Thabazimbi's brand image / logo and pay-off line, it is recommended to leverage the Limpopo Tourism Brand, since domestic and international tourists can relate to provincial geographies, but not necessarily to municipal areas. Also, Limpopo Province is one of the fastest growing tourism destinations in South Africa and could help establish Destination Thabazimbi as an additional Limpopo Tourism offer.

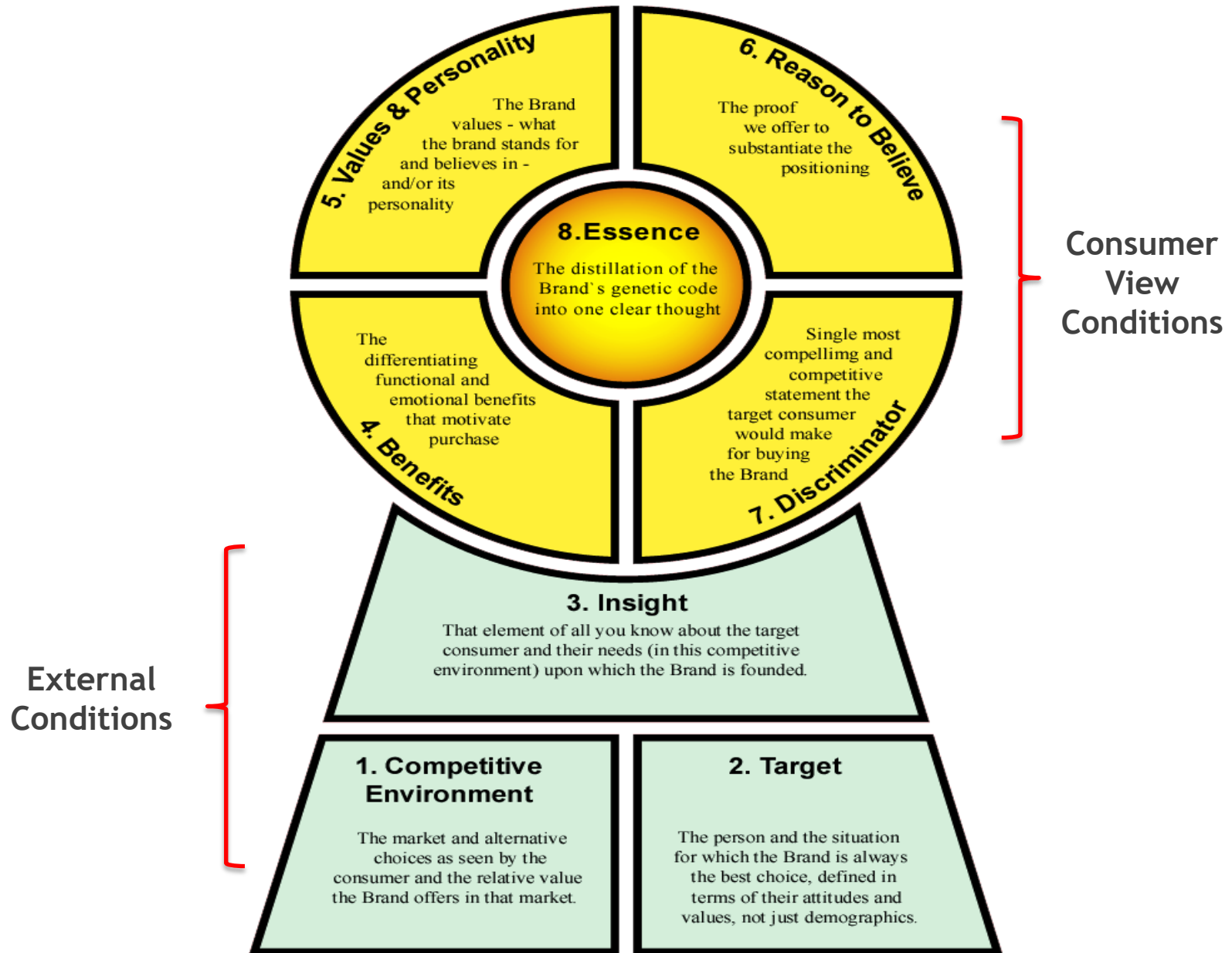


The brand strategy tool or framework to conclude a brand's positioning process is shown on the next page. A series of questions capture key insights that ultimately help deduce the tagline or pay-off line of the brand.

- **Competitive Environment** – what is the environment that we are playing in. Who do they choose if they are not choosing your destination. What options are available?
- **Target Market** – who are we talking to
- **Consumer Insight** – what motivates these people to come to your area / what needs are you fulfilling / compelling insight
- **Values and Personality** – what values does the brand subscribe to and if it were a person, who would it be?
- **Reasons to Believe** – why should they believe you ?
- **Benefits (Functional / Emotional)** – what gains from experiencing your brand?
- **Discriminator** – what is the one thing that sets you apart from others
- **Brand Essence** – brand DNA in short, same as discriminator

This process should be refined annually as new research and insights of visiting tourists become available.

# Brand Strategy Tool



### 1. Competitive Environment

What is the environment that we are playing in. Who do they choose if they are not choosing your destination. What options are available?

### 2. Target Market

Who are we talking to? Our best choice defined its attitudes & values.

### 3. Consumer Insight

What motivates these people to come to your area / what needs are you fulfilling / compelling insight?

### 4. Values and Personality

What does the brand stand for and believe in and if it were a person, who would it be?

### 5. Reasons to Believe

Why should they believe you? What is our proof to substantiate our positioning?

### 6. Benefits (Functional / Emotional)

What gains from experiencing your brand? Differentiating benefits that motivate purchase

### 7. Discriminator

What is the one thing that sets you apart from others? What is single most compelling and competitive statement the target tourists would make for buying the Brand?

### 8. Brand Essence

Brand DNA in short, same as discriminator. One clear thought!

# Brand Strategy Tool

**Tagline / Pay-off Line**

# Pillar Six:

## *Executing an innovative marketing & communication mix*

|    | Objective  | Outcome   | Actions / Activities  | Role Players   | Time Frame            |
|----|--|---|---|--|-----------------------|
| 1. | Develop a Thabazimbi Destination Brand Identity Kit  | Thabazimbi Brand Identity Kit   | 1. Develop detailed brand agency briefs<br>2. Seek low-cost execution through college / branding agency partnership                                   | Tourism Centre Marketing Manager or a local marketing consultant | Funding dependant     |
| 2. | Choose the marketing mix (channels for promotion) based on the brand positioning and targeted tourist profiles.  | Cost-effective / measurable marketing mix   | 1. Develop detailed marketing agency briefs   | Tourism Centre Marketing Manager or a local marketing consultant | Funding dependant     |
| 3. | Consider innovative / technology based channels for easier / cheaper update properties and ease of measurement, but only if target tourist will be reached by such a channel | Destination-specific technology platforms such as website / smart phone application         | 1. Identify potential digital agencies and develop detailed briefs<br>2. Explore possibility of Destination Thabazimbi Mobile App and related website | Tourism Centre Marketing Manager or a local marketing consultant | Funding dependant     |
| 4. | Develop marketing / tourism packages with existing marketing platforms /neighbouring destination markets   | Number of 'add-ons' to exisiting marketing platforms and defined multi-destination packages | 1. Research and analyse current market / destination offerings  | Tourism Centre Marketing Manager or a local marketing consultant | Q1 2019               |
| 5. | Facilitate the hosting of at least one new unique mega event for Thabazimbi that will attract domestic tourists  | One new unique mega event   | 1. Review event proposals and funding requirement   | Tourism Board<br>Mining Forum<br>Event Management Companies      | Early 2019            |
| 6. | Develop a clearly outlined communication strategy and plan to improve local / district / provincial / natonal <b>action</b> in realising the Thabazimbi Tourism Opportunity  | Communication Plan  | 1. Develop communication plan outline<br>2. Develop community metaphors to tell the Tourism Story   | Local communication consultant<br>Tourism Working Group          | before end of Q3 2018 |

# Marketing Mix



Choosing the **marketing mix** is a science as much as an art. This is an area where scarce resources could easily be wasted with little to almost no return on the marketing investment.

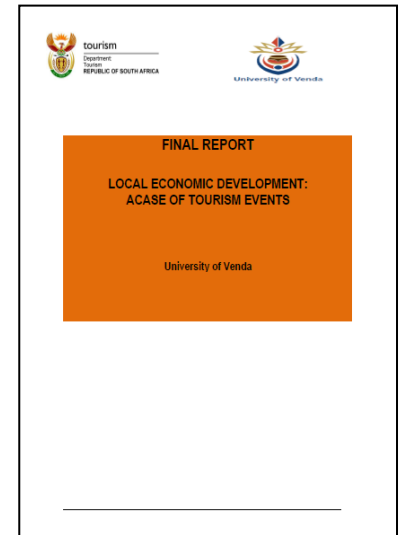
**Strong controls** must be put in place by governance structures to ensure that marketing budgets are effectively allocated and that the best routes to market to targeted tourists are chosen.

Specialised marketing, advertising, digital, PR and other agencies could be approached, but the detail provided in **agency briefs** are critical to ensure that time – that these agencies bill one for – is not wasted.

| Method                 | Definition  | Tools   |
|------------------------|---|---|
| Advertising            | Mass communication using print and broadcast media  | Newspapers/magazine ads, radio/TV, flyers, brochures, posters |
| Public Relations (PR)  | Unpaid for communication message through the media  | Media kits, news releases, speeches, sponsorship              |
| Sales incentives       | Tactics used to motivate purchase                   | Discounts, contests, free gifts, frequency programmes         |
| Personal Selling       | Personal communication with a single consumer       | Visitor centre and trade shows                                |
| Direct Marketing       | Personal two-way communication employing technology | Solicited email, mailing                                      |
| Events                 | Activity surrounding a theme                        | Travel trade shows  |
| Travel trade promotion | Communication with the travel trade                 | Festivals, sporting events                                    |

# Events as a LED<sup>1</sup> Momentum-Maker

“Event tourism” is concerned with the roles that festivals and special events can play in destination development and the maximisation of an event’s attractiveness to tourists. As events grow in scope and scale they tend to attract more attention in terms of tourism, the media, infrastructure development and economic investment which in turn contribute to employment and income generation at national, provincial and municipal levels. National Department of Tourism (NDT) tasked University of Venda to identify key success factors in hosting of events, and make recommendations on how events can be used as a broader strategy for municipalities to develop local economies. The major lessons drawn for other municipalities are presented in a 10-step lesson checklist as follows: (1) there are advantages of planning very well for events; (2) events should be advertised and promoted; (3) events should be evaluated to provide information on how to improve participants’ experiences; (4) a deliberate transformation process to aid Local Economic Development should be made; (5) events, in addition to natural landmarks, must be recognized as a tourist attraction source; (6) price discrimination should be practiced based on the type of participants; (7) events may be combined to create differentiation, greater value and enhance participation; (8) events may be designed to provide both education and entertainment; (9) the stakeholder participation is important; and (10) events could be institutionalised.



A concept presentation by Enduro Adventures / Massive Management was made to Anglo American Kumba Iron Ore in September 2017. The concept leverages the old mine area as a man-made tourism attraction and put forward a very unique destination event that could initially attract local, and later international targeted tourist. This concept is seen as a potential momentum-maker for mining tourism & ‘Destination Thabazimbi’ and should receive the support from provincial, district and local tourism stakeholders. The concept presentation speak to most of the 10-step lesson checklist referred to in the mentioned NDT research report. Additionally, the proposed event will go far in positioning Thabazimbi as a **unique** tourism destination in the competitive Limpopo Market.

<sup>1</sup> Local Economic Development

<sup>2</sup> National Department of Tourism / University of Venda Research Study. 2016. *Local Economic Development: a Case of Tourism Events..*

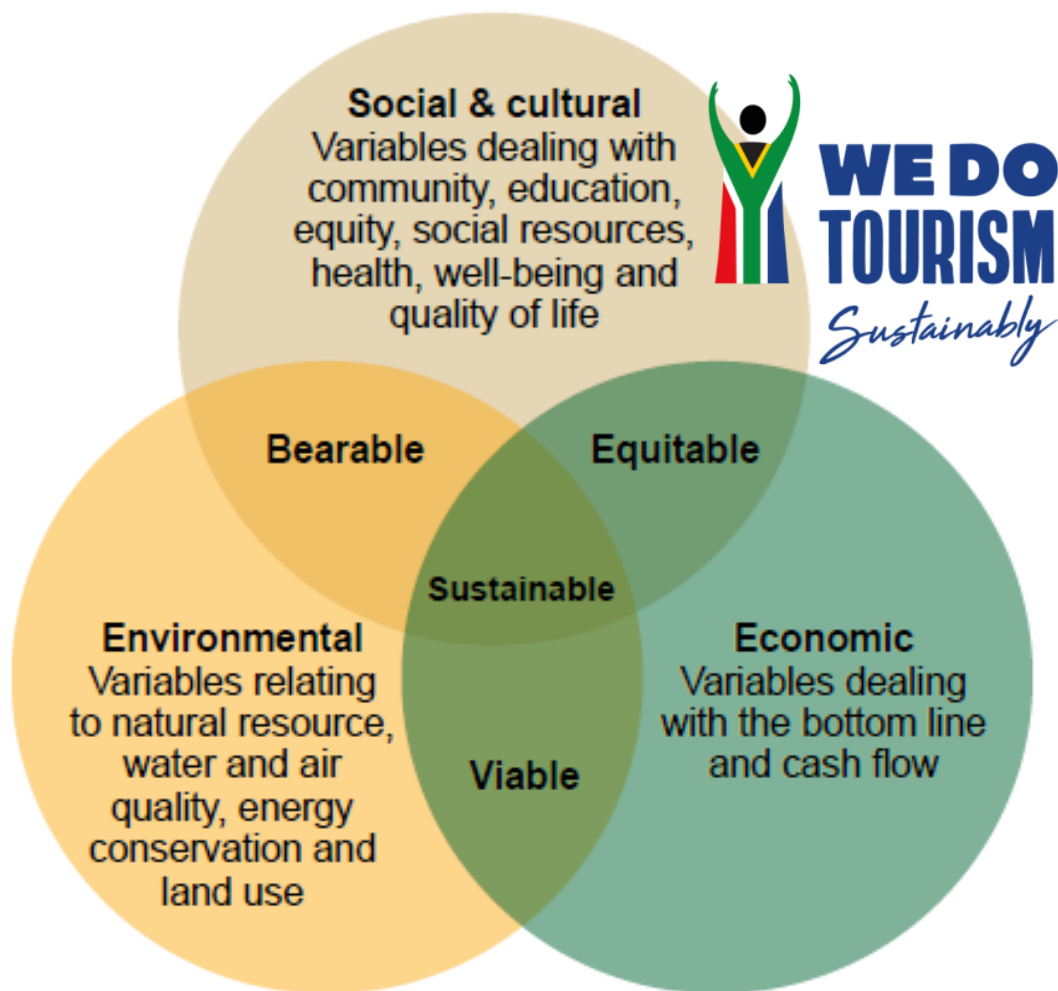


## Pillar Seven:

## *Social Inclusion / Community Beneficiation*

|    | Objective   | Outcome  | Actions / Activities   | Role Players  | Time Frame                                    |
|----|---|--|--|---|---|
| 1. | Enhance understanding and awareness of the value of tourism and its opportunities through community & ward meetings | Number of community members attending                  | 1. Develop community metaphor representations to drive consistent message<br>2. Develop community questionnaire to gain community inputs | Tourism Board<br>Manager: LED Planning<br>Ward Councillors                    | Quarterly<br>starting Q3 2018                 |
| 2. | Build tourism capacity for inclusive tourism development and growth, with a special focus on tourist guides         | Facilitate tourism capacity-building programmes        | 1. Develop tourism capacity building programmes  | Tourism Board / Tourism Centre<br>Management<br>Private Sector Tour Operators | Q1 2019                                       |
| 3. | Enhance inclusive domestic tourism through initiatives aligned with the Expanded Public Works Programme             | Number of EPWP workers involved in tourism initiatives | 1. Brainstorm and list potential initiatives   | EPWP coordinator<br>Manager: LED Planning<br>Tourism Centre Management        | On-going                                      |
| 4. | Explore community-based tourism (CBT) venture opportunities through a series of community leadership workshops      | List of potential CBTV's                               | 1. Develop workshop framework<br>2. Launch workshop series to ward councillors   | Tourism Board / Centre<br>Management<br>Ward Councillors                      | Annually<br>first round before<br>end of 2018 |
| 5. | Identify existing township SMMEs that could expand through tourism value chain development                          | List of potential SMME                                 | 1. Conduct in-field / community audit of SMMEs   | Ward Councillors<br>Local Business Chambers                                   | Annually<br>first round before<br>end of 2018 |
| 6. | Revitalize local culture and traditions by first understanding what is on offer                                     | List of local culture & traditions                     | 1. Conduct a local culture & traditions audit  | Ward Councillors<br>Traditional Leaders                                       | Annually<br>first round before<br>end of 2018 |

# Sustainable / Responsible Tourism



Source: Adapted from [fourewesdesign.com](http://fourewesdesign.com)

Responsible tourism is part of South Africa's national policy for good reason - it is about **“creating better places for people to live in, and better places to visit”**.

A responsible tourism venture aims to maximise positive impacts and minimise negative impacts in three areas – known as the pillars of responsible tourism – the environment, society and culture, and the economy

## **Pillar 1: Environment**

Responsible tourism activities conserve the natural environment and avoid damaging those attractions that are often the reasons that people travel in the first place – a beautiful waterfall or the bush teeming with free roaming wildlife. All tourism has some impacts on the environment – it is unavoidable – but ventures should take steps to prevent and reduce negative impacts.

## **Pillar 2: Social and cultural**

Community ventures rely heavily on people – especially community members – as staff, suppliers and buyers of goods, services and cultural services. Care should be taken to protect and support the local culture and traditions.

## **Pillar 3: Economy**

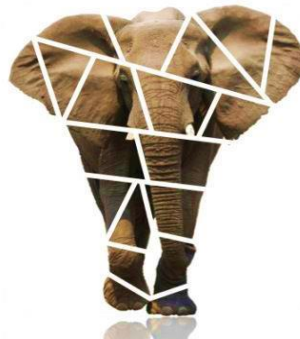
Similar to any other business, a CBT venture must be commercially viable, but to be responsible it must also have a positive impact on the local economy. This can be done through the community having ownership in the business, by creating employment (directly and through local value chains) and offering decent wages and working conditions for community members, and buying from local suppliers and using local services instead of buying from companies based far away

# Proposed Community Metaphors

To make 'tourism planning' more visual to our communities, two proposed metaphors are put forward for use by *Thabazimbi Tourism Storytellers*.

The **first metaphor** is making use of one of our big five animals, the elephant. This is also one of the common animals seen in the Marakele National Park with over 400 elephants roaming the park, including 14 of the 'controversial' 'Tuli elephants'<sup>1</sup>

Slide sets with narrative for each visual to be developed as part of the tourism communication plan.



One small  
piece  
at a  
time



Visuals were drawn from a google search.

<sup>1</sup> <http://www.ngopulse.org/press-release/thuli-elephants-update>. July 2014

# Proposed Community Metaphors

To make 'tourism planning' more visual to our communities, two proposed metaphors are put forward for use by *Thabazimbi Tourism Storytellers*.

The **second metaphor** talks to the preparation of a meal in an iron pot. The iron pot relates to our area's rich history in iron ore and the ingredients highlighting that everybody has a role to play to prepare the 'Thabazimbi Tourism Meal'. The iron put is also a symbol that speaks to the dominant local cultures.

Slide sets with narrative for each visual to be developed as part of the tourism communication plan.



Visuals were drawn from a google search.

# Suggested Priority Work Streams / Projects

The biggest challenge with an untapped opportunity is the 'so many things, so little time' syndrome that can easily spiral into a storm of activity yielding little results / return. Prioritisation is therefore key, guided by the afore-going strategic framework and pillars of thrust. In an attempt to summarise the body of work in focused work streams / projects, the following is put forward to guide Thabazimbi's Tourism Sector Development.

## Thabazimbi Tourism ICT, Operations & Funding Model

- Funding generation
- Contract / Pay-for-Performance HR model
- **Brand Development. Image & Marketing Mix strategy**
- Innovative platforms - web & app – for easier information updates / dissemination – tourism info portal / databases
- R511 Access to Centre
- Service Excellence Standards & Skills training

## Tourism Enabler Audit

- Dedicated resource to capture **baseline data and classify** the information
- Develop updated contact list
- Post-audit enabler gap analysis
- Identify **SMME** opportunities
- Facilitate 'add-on' partnership ventures
- District / Local authority tourism SMME incentives

## Mining Tourism Strategy & Plan

- Do 'mining inventory' analysis and potential for new tourism activities
- Educational / History tours
- Advocate **for new unique event** as per draft concept
- Research global best practices to convert old infrastructure into new 'job creating' tourism ventures

## Waterberg Biosphere Buffer Zone Expansion

- Protection of eco-tourism core
- Inclusion of private nature reserves to create east-west eco-corridor
- Strengthen eco-tourism brand positioning and **collaborative eco-activities**

## Stakeholder / Community Alignment & Involvement

- Develop clear / visual communication plan, including platforms to communicate from
- Complete stakeholder contact list & mapping

## Marakele National Park Anchor Development

- Improve **accessibility to main anchor** (Bakkers / Rankin's Pass; Rooiberg / Leeuwoort Corridors)
- Accelerate implementation of actions captured in Marakele Park Management Plan

## Tourism Amenities & Signage

- Advertising by-law approval & **more visible road signage**
- Tourist **wi-fi services**
- Investigate local arts, crafts & **heritage / traditions**
- **Hunters'** family offerings
- Improved tourism **transport systems**, eg local taxi services
- **Tourism / Hospitality Training** – TVET / CATHSETA

## Collective Impact Project Proposals

- Investigate possibilities with Anglo & partners, Godisang Trust & others
- Focus on Wildlife, Eco, Mining, Agri, Cultural / Heritage Tourism Segments

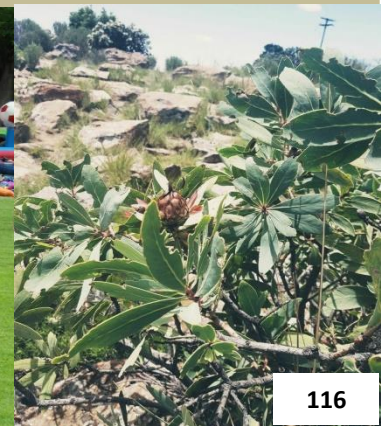
# Critical Success Factors

The successful implementation of Thabazimbi's Tourism Strategy will depend on the following critical success factors:

- Strategic, visionary and **tenacious leadership** driven by an agreed, shared and inspirational vision, a set of strong values and strategic priorities, which are accepted and embraced by all government, private-sector and community stakeholders
- Ensuring a results-driven, streamlined, dynamic and adaptable local tourism governance / operations structure with **clarity on roles, responsibilities and relationships** (avoiding unnecessary bureaucracy).
- **Continuously advocating tourism** among all politicians, administrators, business and community leaders as a strategic & sustainable industry and a key contributor to job creation which require **appropriate funding**.
- **Strong partnerships** and **collaborative initiatives** with all stakeholders, including media.
- **Effective marketing** to ensure competitive positioning, access to information, ease of purchase, quality travel experiences in line with **target market needs**.
- **Affordable, safe and convenient access and transport modes** to tourism destinations and products.
- **Local brand campaign** rollout.
- **Research focus** on areas where there is high potential for growth.
- Recognise the **role of platforms** such as tour guides, websites, mobile phones etc.
- More collaboration for **collection and sharing of information** for statistical purposes.
- Focus on **sustainable competitiveness** and balancing economic, social and environmental issues.
- Ensuring **timely response** to the positive and negative issues that impact the growth of the sector



# Sourcing & Funding



# Sourcing & Funding

When asked, the majority of entrepreneurs will tell you that access to finance is their greatest challenge. There are multiple organisations that provide funding to the smallest micro businesses all the way through to medium-sized enterprises. Funders may target certain industries, types of business or even geographical areas. By knowing who and where these financiers are, entrepreneurs can approach the most appropriate organisation that meets their specific needs and goals.

The development of a sound project funding proposal is key to sourcing funds. At the 2017 NDT<sup>1</sup> Local Government Tourism Conference, a consultant from Grant Thornton International Ltd, shared some practical insight into developing a bankable tourism project proposal.

The TLM<sup>2</sup> should put a database of funders together that local tourism entrepreneurs may approach for tourism funding. Furthermore, the Department Local Economic Development and Tourism should endeavour to find government grant funding specifically for tourism to support local projects not funded through the TLM's Integrated Development Plan.

Two strategic questions form the basis for the assessment criteria of identifying and prioritising tourism investment opportunities:  
"where to sell"  
"what to sell"

## Challenges experienced in developing a Bankable tourism project funding proposal

| Category                     | Description  |
|------------------------------|--|
| Regulatory                   | Suitability of land for the intended development e.g. zoning and other regulatory requirements |
| Environmental Risk           | Onerous EIA  |
| Bulk infrastructure          | Availability and access to bulk infrastructure services (energy, water, sewerage, roads etc)   |
| Affordability Risk           | Challenges in raising the required equity contributions  |
| Market Demand or Volume Risk | Access to key demand markets   |
| Socio-political Risk         | Support and buy-in from affected communities   |

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## Connecting the tourism project funding proposal



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## Context of a tourism project funding proposal at Local Gov Level



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<sup>1</sup> National Department of Tourism. Extracts from a presentation delivered at Local Government Tourism Conference, 2017.

<sup>2</sup> Thabazimbi Local Municipality

## • Push Strategy

- A 'push' strategy relies on the formal pre-packaging of tourism investments by the host local authority and then "pushing" these projects onto the investment market, i.e. implementing a pro-active approach to the market, where the investment entity takes the projects to the market.

## • Pull Strategy

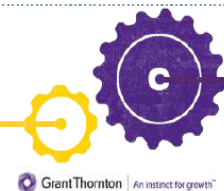
- The 'pull' strategy relies mainly on creating an attractive enough environment so that investors are attracted to that market and the investor then identify their own projects for investment, i.e. implementing a re-active approach where the market comes to you.



## Sources of Funding & Support

| Description  | Source  |
|--|---|
| Marketing / Investment facilitation                    | National, Provincial, District, Local Tourism Authorities (NWTPB, NCTA)<br>Development Agencies (Wesgro, TIKZN, GGDA) |
| Loan funding   | IDC, NEF, Commercial Banks  |
| Equity funding   | IDC, NEF, PIC, Private Sector (Venture Capital Firms)   |
| Grant funding  | NDT, National, Provincial, District, Local Authorities  |
| Access to basic services, regulatory compliance issues | Local government  |

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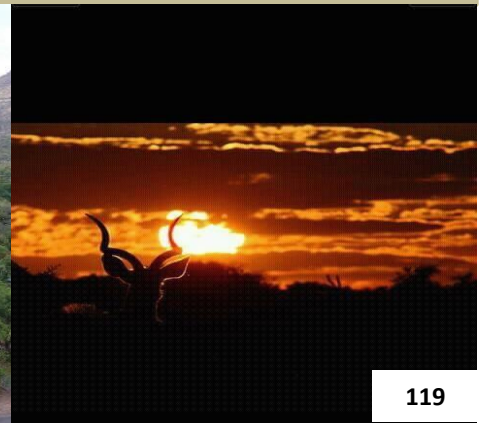
As stated before, tourism should be government enabled, private sector driven and community owned. If the correct environment for tourism development and growth is established, private sector investments will also follow.. In 2017, for example, the National Department of Tourism allocated R120 million over a three year period to specifically support emerging black-owned tourism businesses.

Working closely with local business chambers will be key to share Destination Thabazimbi as an investment platform of choice and to motivate local investors to support this growth opportunity for the town. In many ways, an untapped market is full of opportunity, but the opportunities need to be packaged and shared so that investors see the potential return on their investment and want to invest their money for growth. Apart from commercial banks, here are some other institutions that could be approached for tourism funding.





# Monitoring & Evaluation



# Monitoring

*“The regular and systematic assessment of progress against plan”*

Effective monitoring requires a set of specific and measurable targets against which progress and performance can be assessed during, and on completion of, strategic actions or tasks. A monitoring framework should be put in place before the implementation of the strategy. Information on past trends and/or baseline data on which targets can be set, and progress measurement based, will be required.



# Evaluation

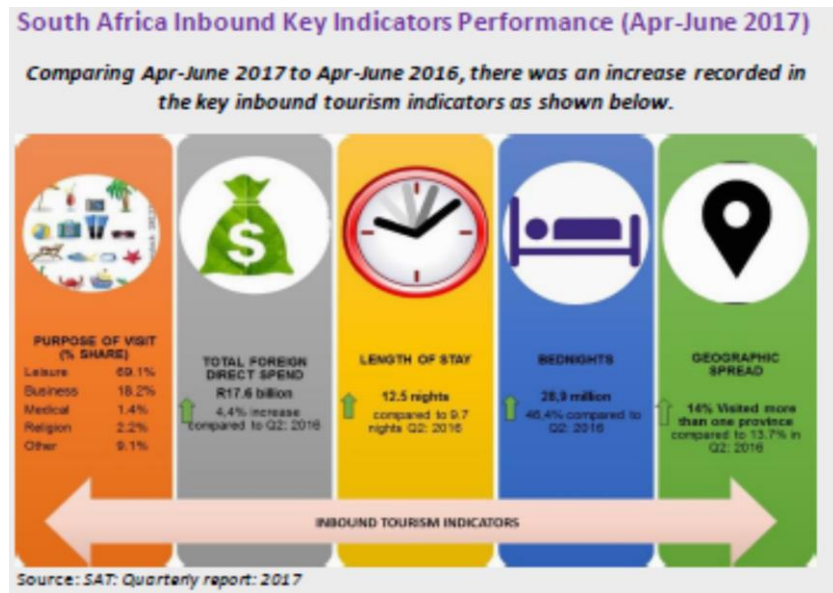
*“The process of checking afterwards how far project objectives were achieved and about learning how things can be done more effectively in the future”*

Evaluation is a review of the effectiveness of a sustainable tourism strategy. The results will be of interest to all stakeholders and funders and will provide important input to the next round of the strategic process.



# Outcomes / Key Performance Indicators

The 'Implementation Plan' section already highlight suggested outcomes per strategic objective under each of the seven strategic 'thrust' pillars. Key performance indicators (KPIs) quantitatively measure / monitor an organisation's performance on various factors that, when taken together, will determine goal achievement. They identify areas where improvement is needed. In tourism, a goal may be set to increase visitor revenues by a certain percentage. To reach that goal stakeholders agree to measure factors that must be achieved. The visual below shows the KPI's measuring SA Tourism's inbound performance on a quarterly basis. As the effort to establish Destination Thabazimbi is still in its infancy stage with limited to no data available on tourist visits, it is suggested to look at performance indicators that measure progress on implementation at this stage of the journey. A straight-forward traffic light monitor is suggested based on each define objective, outcome , action & time frame.



| Objective  | Outcome                               | Actions / Activities   | Role Players   | Time Frame                          |
|--|---------------------------------------|--|--|-------------------------------------|
| Conduct a thorough situational analysis to develop tourism enable databases, tourism infrastructure / inventory records                | Thabazimbi Tourism Specific Databases | 1. Appoint 'enabler' champions to assist in data collection.<br>2. Apply for & dedicate national / provincial / district headcount to data collection and classification | All levels of government focused on tourism<br>Community / Product Owner Champs<br>Tourism Centre Manager<br>Tourism Board | end of 2018                         |
| Improve our understanding of each targeted tourism segment for Thabazimbi by utilising the already developed segment analysis template | Detailed targeted segment summaries   | 1. Conduct brainstorming session / workshop per targeted tourism segment   | Segment experts<br>Identified stakeholders as per 'power grid'<br>Tourism Centre Facilitator                               | Segment per Month starting May 2018 |

KPI categories that could be considered in time are:

1. **Satisfaction Indicators**, for example % of visitors who rate the overall visitor experience as good or excellent, marketing tool ratings etc.
2. **Economic Indicators**, for example number of day / overnight visitors, number of jobs in tourism etc.
3. **Sustainability Indicators**, for example % of tourism enterprises (accommodation, attractions, activities) participating in quality accreditation schemes.
4. **Organisational Indicator**, for example % of product owners members of business chamber / tourism centre membership base.

Today's tourist often starts their travel journey on the internet. Understanding and employing digital marketing channels is therefore key in reaching target tourists. The benefit of these channels are that they are much more measurable than traditional media channels. The following page capture both strategic as well as digital KPI considerations that tourism stakeholders / managers should take into consideration when choosing ways to evaluate the impact of their projects / programmes / actions / promotions on inbound tourism to their destination.

...continued

Strategic

Digital



In conclusion...

**After all is said and done,  
a lot less will have to been said than done.**





# Annexures



**Annexure A - Tourism Indaba I: Background & Attendance**

**Annexure B - List of Potential Stakeholders**

**Annexure C - Market Targeting Questionnaire & Summary of Results**

**Annexure D - Market Segment Workshop - Group Summaries**

**Annexure E - Tourism Indaba Organising Committee & Work Group**

# Annexure A - Tourism Indaba I: Background & Attendance



THABAZIMBI TOURISM INDABA

Invitation to participate in Thabazimbi's Tourism Indaba

You are invited to the Thabazimbi Tourism Indaba to be held at the Marakele Environmental Centre on 12 October 2017 from 09:00 to 16:00.

The purpose of the indaba is to have a meeting of minds to develop an inclusive tourism strategy for Thabazimbi. The strategy will be geared towards:

- Responding to the need to define, segment and prioritise local tourism segments
- Growing the tourism market sustainability, and
- Aligning government, the private sector and community in sync with the economic imperatives of local government.

In an effort to harness the full value of integrated stakeholder participation, we thought it appropriate to invite you to be part of this initiative. Your participation will be beneficial to the achievement of a comprehensive strategy and paving a way forward for tourism in Thabazimbi.

Thank you for your consideration, we look forward to your meaningful engagement at the indaba.

Yours faithfully,



**Sipho Zulu**  
Chairman: Tourism Centre Board

RSVP by 2 October 2017 to [emmanuel.michael@angloamerican.com](mailto:emmanuel.michael@angloamerican.com)



THABAZIMBI TOURISM INDABA OVERVIEW

The development and growth of the local tourism market is critical for the sustainability of tourism in South Africa. To achieve this level of sustainability for the local tourism market, the Thabazimbi Tourism Centre Board is mandated, through the municipality's IDP, to develop a tourism strategy that is Government enabled, private sector driven and community owned. Such strategy aims to respond with a unique value proposition that defines local tourism, prioritise and promote prominent segments and unearth the potential of lesser developed segments.

We wish to facilitate for effective and inclusive tourism through making a low impact on the environment and the indigenous culture whilst generating employment for the local people. Our communities can contribute to social sustainability by joining hands to supply goods and services to tourists and provide the authentic cultural experiences that they need.

The Tourism Indaba seeks to create a focused think-tank workshop where relevant stakeholders give inputs to arrive at a comprehensive tourism strategy using a five phased development approach that includes:

- The use of predefined criteria to segment the local tourism landscape and rank it in order of importance
- Establishing a baseline from the current state and classifying the information
- Identifying quick wins and adding on to existing operations and infrastructure to generate momentum
- Identifying the biggest 'tourism product' gaps and prioritizing proposed actions to address these gaps
- Strengthening segments through new and unique investments

In addition to the outcomes of the strategy workshop, participants will be required to propose ways to improve the tourism centre's utilisation, introduce an economic model to sustain local tourism and integrate it with the Municipality's IDP.

Our desired end-state is to significantly grow a vibrant tourism market that will provide investment opportunities, grow and expand the local economy, create new jobs, preserve our cultural heritage, focus on the local environment, enhance community pride, involvement and the optimum use of public facilities.

Successfully transforming local tourism will provide us an excellent opportunity to strengthen the fight against poverty, inequality and unemployment.



**Hon. Midah Moselane**  
Mayor: Tbz Municipality



**Mphahleli Ntangani**  
Manager: Marakele (SANPARKS)



**Jacques Blaauw**  
Chairman: Business Chamber



**Paul Fouche**  
Manager: Thabazimbi mine (Pioneer Iron Ore)



**Sipho Zulu**  
Chairman: Tourism Centre Board



AngloAmerican



## THABAZIMBI TOURISM INDABA AGENDA

### OPENING

**PURPOSE** Mayor Midah Moselane **09:05**

### INTRODUCTION

**Go-Limpopo** Dr. Mavhungu Musitha **09:15**

**Municipality IDP** Lena Monawa-Lesotho **09:35**

**Tourism Centre** Sipho Zulu **09:50**

**Marakele (SANPARKS)** Mphadeni Ntangeneni **10:10**

**TEA BREAK** **10:25**

### STRATEGY

**Strat Dev Framework** Jacques Blaauw **10:40**

**Selected Case Studies** **11:25**

- Eco-Tourism Victor Mokwena
- Mining Tourism Grace Masango
- Wildlife Tourism (WRSA) Richard York
- Cultural/ Heritage Tourism Kabelo Mothupi
- Sports & Adventure Tourism Janiel Opperman & Lloyd Cornwall

**LUNCH BREAK** **12:50**

### WORKSHOP

**Break-away sessions** All **13:30**

**WAY FORWARD** Paul Fouche **15:30**

- Economic model
- Tourism Centre Utilisation
- IDP integration
- Adrenalin theme
- Next steps

**VOTE OF THANKS** Dr Bertie Joubert **15:55**





# TOURISM INDABA

| Surname and Initials | Organisation           | Contacts      | Email Address              | Signature |
|----------------------|------------------------|---------------|----------------------------|-----------|
| SILINGA N.A.         | TBZ NETBALL ASS.       | 0833478748    | Silnetball@gmail.com       |           |
| Masadiisoa M.S.      | T82 Business Unit      | 078 165 8545  | ntumeisoa@gmail.com        |           |
| Swaneport T.         | TBBU                   | 0836762301    | Thababubu@gmail.com        |           |
| Hlongwane B.P.       | RUBIES & PEARLS        | 073 2511003   | bangihlongwane87@gmail.com |           |
| Mogapi H.T.          | Botany Construction    | 0788564366    | mogapiht@gmail.com         |           |
| MOGOTLANE T.S.       | ROYALTY BAPTIST CHURCH | 0829516999    | THABO@THABOM.CO.ZA         |           |
| RAMPHEE M.J.         | Heveropens@gmail.com   | 0735983466    | Heveropens@gmail.com       |           |
| Neotso T.J.          | Matlapineng            | 073 13 74944  | Neotsothabiso@gmail.com    |           |
| Seane K.K.F.         | Aeveropen / New Empire | 0714 045 8507 | Kanythabiso@gmail.com      |           |
|                      |                        |               |                            |           |
|                      |                        |               |                            |           |



# TOURISM INDABA

| Surname and Initials | Organisation               | Contacts   | Email Address                  | Signature |
|----------------------|----------------------------|------------|--------------------------------|-----------|
| Sidney F.S. Mikozi   | SANPARK                    | 0767748368 | shumuanis.mikozi@sanparks.org  |           |
| T.S. MASOBA          | SANPARK                    | 0785668786 | Tumelo.masoba@sanparks.org     | T.S.      |
| Malebo Kgomo         | Kabotse G. Trading         | 0724473651 | maibso2010@gmail.com           |           |
| Morone Morotele      | TBZ Municipality           | 0736629019 | officeinfo@thabazimbi.co.za    |           |
| M. Lomela            | LJA                        | 0769419384 | maskudireg@limpopo.com         |           |
| Joshua Ntsonke       | TLM-Comms                  | 0829772577 | ntsonkewj@thabazimbi.co.za     |           |
| Morawa G.B.          | WDM                        | 0826320037 | bnolekwa@waterberg.gov.za      |           |
| Mogapi H.T.          | Botany Construction        | 0788564366 | mogapiht@gmail.com             |           |
| MOGOTLANE T.S.       | Spiritual/Religious Sector | 0829516499 | THABO@THABOM.CO.ZA             |           |
| Bafana Motheng       | THABAZIMBI BUS. UNIT       | 0722642473 | bafana@tst-sa.com              |           |
| JABU MTHOMBE         | THABAZIMBI                 | 0837032316 | jabu.mthombeni@anglovaal.co.za |           |



# TOURISM INDABA

| Surname and Initials | Organisation              | Contacts      | Email Address                     | Signature |
|----------------------|---------------------------|---------------|-----------------------------------|-----------|
| ML Makhuvale         | Sonparks                  | 062 354 7719  | louie.makhuvale@sonparks.org      |           |
| J. Opperman          | ENAURO ADVENTURES         | 083 398 6290  | JANIEL.OPPERMAN@angloamerican.com |           |
| J. MULLER            | THABAZIMISZ               | 0733147790    | becausecoach@gmail.com            |           |
| N. Coetzee           | PONDOK                    | 019 4934549   | pandokshop@gmail.com              |           |
| D. Venter            | Private                   | 082 5521283   | gesade4ever@gmail.com             |           |
| G. Groenl            | MARATABA                  | 0823372094    | gawie@marataba.co.za              |           |
| P Coetzee            | Kwêucoel                  | 082 890 4718  | kweucoel@kweucoel.co.za           |           |
| E. Hodge             | Marakele Animal Sanctuary | 0115977752    | emma.lion@icloud.com              |           |
| K. SEBANE            | Heveropen                 | 074 045 8507  | Heveropens@gmail.com              |           |
| T. Kotofo            | Matlopineug               | 073 13 74 944 | matsothabisu@gmail.com            |           |
| MJ RAMPHELE          | Heveropens.org            | 0735983466    | Heveropens@gmail.com              |           |

# Annexure B - List of Potential Stakeholders

|   |  |
|---|--|
| Boernor Boerevereeniging / Farmers Union                            | Thabazimbi Airfield Association                                  |
| Brand South Africa  | Thabazimbi Business Chamber                                      |
| CHASA   | Thabazimbi Business Unity  |
| Department of Economic Development, Environment and Tourism Limpopo | Thabazimbi Chairpersons Forum                                    |
| Dwaalboom Boerevereeniging / Farmers Union                          | Thabazimbi Community Policing Forum                              |
| Koedoeskop Boerevereeniging / Farmers Union                         | Thabazimbi District Agricultural Union                           |
| Leeupoort Residents Association                                     | Thabazimbi Jagters & Wildvereniging                              |
| Limpopo Tourism Agency  | Thabazimbi Local Municipality (TLM)                              |
| Makoppa Boerevereeniging / Farmers Union                            | Thabazimbi Rate Payors Association                               |
| National Department of Tourism                                      | Thabazimbi Taxi Association                                      |
| Northam Contractors Union   | Thabazimbi TCCC Fire & Rescue                                    |
| Northam Vroue Landbou Unie  | Thabazimbi Vroue Landbou Unie                                    |
| Professional Hunters Association of South Africa                    | TLM Disability Council   |
| Relevant Government Sector Departments                              | TLM Mining Forum   |
| Rooiberg Bavaria  | TLM Sports Council   |
| Rooiberg Residents Association                                      | TLM Youth Council  |
| SanParks  | Tourism Industry Experts / Stalwarts / Tourist Guides / Academia |
| School Governing Boards   | Various NGO's & CBO's  |
| Sentrum Boerevereeniging / Farmers Union                            | Ward Councillors / Committees                                    |
| South African Children & Youth Development Organisation             | Waterberg District Municipality                                  |
| Thabazimbi Agricultural Show Association                            | Wildlife Ranching South Africa                                   |

Annexure C - Market Targeting Questionnaire & Summary of Results

| Criteria |   | Scale                     |                          | Segment |          |       |           |                     |        |      |                            |           |          |
|----------|---|---------------------------|--------------------------|---------|----------|-------|-----------|---------------------|--------|------|----------------------------|-----------|----------|
|          |   | 1                         | 7                        | Eco     | Wildlife | Sport | Adventure | Cultural / Heritage | Mining | Agri | Volunteer / Social Welfare | Religious | Wellness |
| 1        | How well is segment already established (ready to attract tourists)   | Not at all                | Fully established        |         |          |       |           |                     |        |      |                            |           |          |
| 2        | Potential to attract domestic tourists - Uniqueness / Differentiation | Low                       | High                     |         |          |       |           |                     |        |      |                            |           |          |
| 3        | Potential to attract international tourists                           | Low                       | High                     |         |          |       |           |                     |        |      |                            |           |          |
| 4        | Current level of infrastructure                                       | Severely lacking          | More than enough         |         |          |       |           |                     |        |      |                            |           |          |
| 5        | Current state of infrastructure                                       | Bad                       | Very Good                |         |          |       |           |                     |        |      |                            |           |          |
| 6        | Level of 'new' infrastructure required                                | High capital costs        | Low capital costs        |         |          |       |           |                     |        |      |                            |           |          |
| 7        | Potential to create jobs  | No new jobs               | Many new jobs            |         |          |       |           |                     |        |      |                            |           |          |
| 8        | Potential to engage local communities                                 | No engagement             | Very high engagement     |         |          |       |           |                     |        |      |                            |           |          |
| 9        | How much competition from other towns exist for this segment?         | High level of competition | Low level of competition |         |          |       |           |                     |        |      |                            |           |          |
| 10       | In which segment would you invest your own money?                     | No investment             | Will invest everything   |         |          |       |           |                     |        |      |                            |           |          |

# Thabazimbi Tourism Targeted Segment Ranking

*(as evaluated by Tourism Indaba Stakeholders / Attendees)*

| All Questionnaires Received (n=33)*   |                            |      |     | Validated Questionnaires Only (n=21)*   |                            |      |     |
|---|----------------------------|------|-----|---|----------------------------|------|-----|
| 1   | Wildlife                   | 53.8 | 77% | 1   | Wildlife                   | 53.6 | 77% |
| 2   | Agri                       | 48.3 | 69% | 2   | Agri                       | 47.6 | 68% |
| 3   | Eco                        | 47.6 | 68% | 3   | Mining                     | 46.9 | 67% |
| 4   | Mining                     | 47.1 | 67% | 4   | Eco                        | 46.8 | 67% |
| 5   | Cultural / Heritage        | 44.2 | 63% | 5   | Cultural / Heritage        | 45.0 | 64% |
| 6   | Sport                      | 42.3 | 60% | 6   | Adventure                  | 43.8 | 63% |
| 7   | Adventure                  | 41.7 | 60% | 7   | Sport                      | 43.4 | 62% |
| 8   | Religious                  | 39.7 | 57% | 8   | Wellness                   | 39.2 | 56% |
| 9   | Wellness                   | 38.3 | 55% | 9   | Volunteer / Social Welfare | 39.0 | 56% |
| 10  | Volunteer / Social Welfare | 36.9 | 53% | 10  | Religious                  | 38.7 | 55% |
| * includes questionnaires with incomplete data and only bottom & top scale used |                            |      |     | * excludes questionnaires with incomplete data and only bottom & top scale used |                            |      |     |

# Workshop Facilitators

| Tourism Segment            | Facilitator |
|----------------------------|-------------|
| Eco                        | Sipho       |
| Wildlife                   | Paul        |
| Sport                      | Janiel      |
| Adventure                  | Nicolette   |
| Cultural / Heritage        | Kabelo      |
| Mining                     | Greg        |
| Agri                       | Sinnah      |
| Volunteer / Social Welfare | Daleen      |
| Religious                  | Emmanuel    |

**How would you define this segment?**

**Are there clear focus areas or  
“sub-segments” within this segment?**

**What is currently ‘unique’ in this  
segment?**

**Current Infrastructure:**

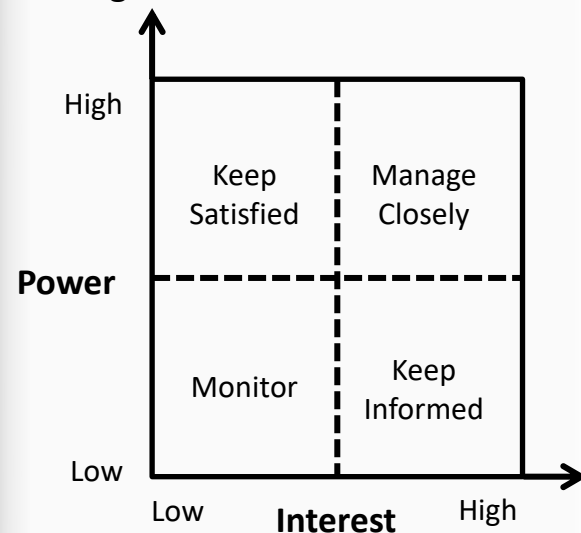
**Current Activities / Attractions:**

**Are there any current annual events  
associated with this segment?**

Who would you describe as 'target tourists' in this segment?

Biggest challenges / barriers facing this segment

Current stakeholders to engage in this segment:



What is missing in this segment?

Based on their knowledge & experience, which local people could help drive the development of this segment?

If you could choose only three things to improve / develop this segment, what will that be?

What can be 'Uniquely Thabazimbi' in future in this segment?

# What would good look like?

- Your role is to get the discussion going in your work group by asking the open-ended questions provided
- Involve everyone. If one person 'over-contributes', thank him/her and direct the next question to someone else in the group
- Manage the time. You will have 115 minutes to cover 13 questions, so on average just less than 9 minutes per question
- Summarize what you've heard the group say after each question and write it down on the posters provided
- There is no right or wrong answers... we are trying to tap into the experience / knowledge of the people and capture the information shared as best we can
- Have fun and enjoy what we are busy creating for Thabazimbi's people!

# ECO/ NATURE BASED TOURISM

Break away session

Victor Mokwena

Sipho Zulu

Gawie Grobler

Mphadeni Thangeni

Mashudu Ramudzuli

# Tourism Indaba Workshop Break Away Session Page 1

|   |  |   |
|---|--|---|
| How would you define this segment?  | Are there clear focus areas or "sub-segments" within this segment?   | What is currently 'unique' in this segment?   |
| Nature based Tourism Experience.  | <p>Yes,</p> <ul style="list-style-type: none"> <li>Avi Tourism</li> <li>Adventure tourism</li> <li>Wellness Tourism.</li> <li>Wildlife Tourism. *</li> <li>Hospitality</li> </ul>  | <p>Endemic species<br/>Scenery and<br/>Tranquility</p>  |
| Current Infrastructure:   | Current Activities / Attractions:  | Are there any current annual events associated with this segment?   |
| <ul style="list-style-type: none"> <li>Bed &amp; Breakfast</li> <li>SAN Parks.</li> <li>Guest houses</li> <li>Kom Nador</li> <li>Restaurants</li> <li>Ben Albert</li> <li>Filling stations.</li> <li>Road distri</li> <li>Zimthalsi (electricity)</li> <li>Ilalwa new</li> <li>Information centre</li> <li>Roads Network R510</li> <li>Air Strip R511</li> <li>Shopping Mall</li> </ul> | <ul style="list-style-type: none"> <li>game drives</li> <li>Marakece National Park</li> <li>Bush walk</li> <li>Annual Birding</li> <li>Star gazing</li> <li>Marathon</li> <li>X4 trails</li> <li>fishing spot</li> <li>Bush braai's</li> </ul> | <ul style="list-style-type: none"> <li>Annual birding</li> <li>Annual Marathon</li> <li>Annual Star gazing</li> </ul> |

## Tourism Indaba Workshop Break Away Session Page 2

Who would you describe as 'target tourists' in this segment?

International traveller  
4x4 Clubs  
Local leisure travellers  
Birding clubs  
Marathon club's  
School group's  
Automotive vehicle testing

Biggest challenges / barriers facing this segment

Link Roads  
Poaching  
Safety and Security  
Marketing  
Informal Structures  
Lack of Tourism education amongst communities  
Availability of land to grow  
Little/No Support from local govt.

Current stakeholders to engage in this segment:

High Power

1 Keep Satisfied

2 Manage Closely

3 Monitor

4 Keep Informed

Low Power

Low Interest High Interest

What is missing in this segment?

Lack of information sharing  
Marketing  
Functional Tourism structure  
Competition

Based on their knowledge & experience, which local people could help drive the development of this segment?

Business chamber  
Tourism structures  
People who grow up in the area  
1. Sipho Zulu  
2. Gwile Gwobler  
3. Jacques Blom  
4. Greg

If you could choose only three things to improve / develop this segment, what will that be?

Marketing  
Functional Tourism structure  
Road infrastructure

What can be 'Uniquely Thabazimbi' in future in this segment?

Eco tourism and Wildlife Experience.

1. Blom  
2. Jacques Blom

# WILDLIFE TOURISM

Break away session

Cllr Mayor Midah Moselane

George Ramagaga

Paul Fouche

Richard York

Piet van Rensburg

Joshua Motsemane

### How would you define this segment?

Attraction in terms of:

- Diversity of Animals (Big 5)
- Breeding
- Venison (Cuisine / Export)
- Natural Habitat
- Exotic Gamr
- Animal Sanctuaries

### Are there clear focus areas or “sub-segments” within this segment?

Educational  
SMME's  
Curios / Taxidermy  
Hunting

Volunteer / Animal Interaction  
Accommodation  
Sustainable vs Conservation (Farm vs Park)

### What is currently ‘unique’ in this segment?

Wildlife Ownership (Thaba Epicentre)  
Hunting Mecca – big 5 already available  
Biggest concentration of fenced-in game farms  
Exporting of meat (wildlife abattoir)

### Current Infrastructure:

- Marakele National park
- Sancturaries
- Hunting Farms
- Waterberg Biosphere
- Taxidermy
- Rural Roads (but needs improvement)
- Landing strips
- Network of Roads

### Current Activities / Attractions:

- Wildsfees (not current)
- Auctions
- National Park, Ben Alberts
- Atherstone
- Leeupoort Game Farm
- Eco Parks

### Are there any current annual events associated with this segment?

Marakele Marathon  
Agricultural Show, but poor wildlife representation

#### **Suggested:**

Wildsfees  
Venison Potjiekos Competition in Township  
Mampoer Festival  
Heritage Event  
Wildlife Educational Week (Courses)  
Guided Hikes  
Shooting Competitions

### **Who would you describe as 'target tourists' in this segment?**

Schools (Gauteng)  
National Schools  
Pensioners (travelling)  
Hunters (Domestic / International)  
Hunters' Families  
Eco-Tourist  
Universities / Educational Institutes  
Researchers  
Warrior Races  
Game Breeders / Other Farmers

### **What is missing in this segment?**

Strong supporting SMMEs focused on wildlife segment  
Coordination / cooperation between private

### **What can be 'Uniquely Thabazimbi' in future in this segment?**

Variety / form of hunting opportunities  
Venison Meat Preparation / Butcheries  
SMME development in support

### **Biggest challenges / barriers facing this segment**

High cost of entering the market  
Legislation on Wildlife practices  
Infrastructure  
Marketing & Advertising  
Not a known National Gateway  
Waterberg Meander  
Not using resources optimally

### **Based on their knowledge & experience, which local people could help drive the development of this segment?**

Tour Operators such as Kabelo  
Emma Hodge  
Mphandeni Ntangheni  
Sipho Zulu  
Richard / Chris York  
Louis Trichardt  
WRSA Breeders of the Year  
Jenny Rossouw  
LEDET: Gerhard de Beer, Kobus Pienaar

### **Current stakeholders to engage in this segment:**

SanParks  
TLM  
Youth  
WRSA / CHASA / PHASA  
Mines  
District Municipality  
LEDET (Sector representative)  
Community  
NGO's  
Sport Associations  
Tour Operators  
Media Houses (TV)  
Department of Rural Development

### **If you could choose only three things to improve / develop this segment, what will that be?**

- Marketing & Advertising
- Events
- Venison Abattoir

# SPORT TOURISM

Break away session

Janiel Opperman

Nokonwaba Algeria Silinga

Piet Strydom

Jack Ramphele

Omega Monaheng

Keoagile Sebane

Tokkie Swanepoel

### How would you define this segment?

Sports Tourism refers to travel which involves either observing or participating in a sporting event. Sports tourism is a fast growing sector in the global tourism industry.

### Are there clear focus areas or “sub-segments” within this segment?

ADVENTURE – Sport getting the adrenalin going  
ECO – Sport activities in nature  
WILDLIFE – Sport activities in Nature reserves  
CULTURAL – Sport activities in Regorogile

### What is currently ‘unique’ in this segment?

We are situated in one of the most beautiful parts of our country. Within a proximity of 30 km’s we have a variety of natural areas to our availability i.e. Rivers, Mountains, bushveld, nature reserves, mines, dams and dirt roads.

### Current Infrastructure:

- High School sports facilities
- Primary School Sports facilities
- Hiking trails
- Ipelegeng Sports ground
- Regologile sports ground
- Thaba park, 1x netball and 2 x tennis courts
- Thabapark dangerous after dark
- Bow hunting club
- Are there any current annual events associated with this segment? Gym
- Swimming pool
- Setaria Sport facilities
- Rifle shooting range
- Squash courts
- Golf courses

### Current Activities / Attractions:

- Soccer
- Rugby
- Archery
- Road running
- Athletics
- Indigenous games
- Netball
- Cricket
- Bowls
- Ringball
- Jukskei
- Karate
- Chess
- Squash
- Swimming
- Basketball
- Tennis
- Golf
- Fishing
- Trail running
- Gym – all included
- Cross fit
- Spinning
- Mountain biking
- Rifle shooting
- Pigeon racing

### Are there any current annual events associated with this segment?

Pigeon Racing club  
Tennis Master competition at Thaba Park  
All school sports  
Kick Boxing event at Agricultural show  
Marekele Marathon  
Jukskei  
Netball tournament  
National archery tournament  
16 June sport celebration event  
Rifle shooting event  
Rooiberg mountain bike race???

### **Who would you describe as 'target tourists' in this segment?**

Athletes of all sports codes  
Anybody that wants to try and stay fit or maybe lose weight.  
Sports tourist  
Adrenalin sportsters  
All type of sports groups  
Our local communities

### **Biggest challenges / barriers facing this segment**

Sports infrastructure is falling apart  
Spots infrastructure not up to standard  
In-active sport clubs  
Passionate people to drive events and clubs  
Finance and sponsors  
Accessibility to some events(Bakkers pass, Rooiberg road)  
Renovation and safe keeping of clubhouses

### **Current stakeholders to engage in this segment:**

High Power, High interest – Rugby, Archery/Rifle Shooting, Golf,  
High power, Low interest - Rooiberg Bowls, Leeupoort jukskei  
High interest, Low Power - Cricket, all court sports

### **What is missing in this segment?**

Marketing  
Infrastructure  
Good Management and admin  
Inadequate Facilities  
Financing and sponsorship  
Planning of events  
Save mountain biking and cycling areas  
Sport clinics

### **Based on their knowledge & experience, which local people could help drive the development of this segment?**

Filling station – attendants  
Restaurants – waiters and staff  
Tokkie Swanepoel – all sports  
Skobol Swanepoel - rugby  
Herman Kothlang – all sports  
Esme Behrens - golf  
Tourism information Centre – all sports and events  
Marakele National Park  
Business Chamber  
Michelle Mashungu - Netball  
Jack Ramphele - 4everopen

### **If you could choose only three things to improve / develop this segment, what will that be?**

- Infrastructure must be repaired and maintained
- Finance and administration must be done properly and governed
- We need a management team to manage all the sporting events that will and can be added to sports tourism, this includes building of a proper information database.

### **What can be 'Uniquely Thabazimbi' in future in this segment?**

Thabazimbi adrenalin park  
Thabazimbi adrenalin festival and proposed dirt bike races  
Mine adventure sport facilities  
Greater variety of adventure activities  
Combination of nature/wildlife and sport adventure

# AGRI TOURISM

Mokone Thomas

Donald Matjila

Abram Nakana

Paul Majadibodu

**AGRIC**  
How would you define this segment?

- Agriculture is the major pillar of our economy because it's where we get food.
- Attract tourists to buy agricultural product.
- Can also come and see products that could be planted e.g. mushrooms, aloe, therefore attract people to learn more about agriculture.
- Foreign agricultural products could be planted and can attract people from those nations to come to our town. e.g. jalapeno for Japanese, mustard (Chinese spinach).

Current Infrastructure:

- Land, livestock, backyard, plots, boreholes, tractors, reservoirs, irrigation systems, green house, implements, fertilizers, labour, abattoir, grain storages,

Are there clear focus areas or "sub-segments" within this segment?

- Goat farming (all livestock)
- Aquaculture
- Crops

Current Activities / Attractions:

- Wes Enterprise which processes maize, lucern, yellow maize for chicken.
- Quality products sold on farms and alongside the roads e.g. watermelon, oranges, wood,
- The vegetation

What is currently 'unique' in this segment?

- Creation of more jobs (incl. skills)
- Planting can also be done on top of rocky soil.
- Planting also makes our land to look beautiful.
- ~~It can be~~
- Because it is a primary industry, it could expand to secondary.

Are there any current annual events associated with this segment?

- Auctioning of livestock, lucern, implements, tractors,
- Flea markets

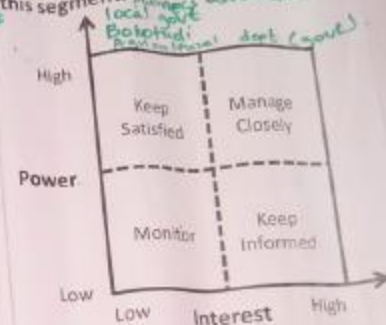
Who would you describe as 'target tourists' in this segment?

- Other provinces
- Neighbouring countries
- Day-to-day tourists
- International tourists
- Emerging farmers
- School kids.

Biggest challenges / barriers facing this segment

- Climate (drought, hail, sun, cold front)
- Land availability
- Water shortage
- Shortage of machinery & equipments.
- Correct labour skills.
- Pest & diseases control

Current stakeholders to engage in this segment:



What is missing in this segment?

- Land
- Transfer of skills
- Implementation of skills
- Community knowledge

Based on their knowledge & experience, which local people could help drive the development of this segment?

- Legacy for all (Abram Makana)
- Bakotadi (Paul Majadibodi)
- Farmers associations
- Business forums
- Mines
- AgriBeta

If you could choose only three things to improve / develop this segment, what will that be?

- Better planting ways & methods
- Teach the next generation in order to transfer knowledge
- Move from subsistence farming to agricultural farming.
- Integrate all farming groups and communities.
- Build cooperatives.

What can be 'Uniquely Thabazimbi' in future in this segment?

- market for agricultural products
- Improved abattoirs
- Other factory facilities
- Agroprocessing eg. mayonnaise and other sauces.
- Forestry for fuel.

# CULTURE & HERITAGE TOURISM

Break away session

Kabelo Mothupi

Jospeh Fisher

Alfred Dube

Thabiso Nkotso

Darlington Kudakwashe

Dr Mavhungu Musitha

## Tourism Indaba Workshop Break Away Session Page 1

|  |   |   |
|--|---|---|
| <p>How would you define this segment?</p> <p><i>Definition of the Segment</i><br/>is - Cultural and heritage<br/>mean where come from,<br/>where we are, presently and<br/>where we going into the future<br/>Past/ Present/ future.</p>   | <p>Are there clear focus areas or<br/>"sub-segments" within this segment?</p> <p><i>Sacred mountains<br/>Tribes<br/>Languages<br/>Traditions<br/>Culture<br/>Icons<br/>Mine Infrastructure.</i></p> | <p>What is currently 'unique' in this<br/>segment?</p> <p><i>The preservation in the fact that<br/>they don't go extinct yet still<br/>keep roots, traditions, and<br/>cultural values like story<br/>telling</i></p> |
| <p>Current Infrastructure:</p> <p><del>Build</del> Infrastructure<br/>Natural Cave<br/>Trees and their benefits<br/>Sacred mountains.<br/>Stone walls and kraals<br/>But most of these are not -<br/>properly documented and need<br/>scientific analysis need to be<br/>invested aggressively</p> | <p>Current Activities / Attractions:</p> <p><i>*Cultural groups<br/>*Praise poets.<br/>Church festivals</i></p>   | <p>Are there any current annual events<br/>associated with this segment?</p> <p><i>African spiritual ceremonies<br/>that people travel from -<br/>different walks of life<br/>for ancestral activities</i></p>        |

## Tourism Indaba Workshop Break Away Session Page 2

Who would you describe as 'target tourists' in this segment?

Foreign & Domestic.  
# Heritage & Culture.  
Regional tourists of Botswana.

Biggest challenges / barriers facing this segment

\* Lack of marketing  
\* Lack of funding  
\* Lack of resources

Current stakeholders to engage in this segment:



What is missing in this segment?

→ Awareness (knowledge)  
→ Pride  
→ Social cohesion.

Based on their knowledge & experience, which local people could help drive the development of this segment?

→ Living heritage (wisemen).  
→ Municipalities  
→ Traditional leaders.

If you could choose only three things to improve / develop this segment, what will that be?

→ School Curriculum.  
→ Infrastructure.  
→ Story telling  
→ Documentation in various platform  
→ Museum & Cultural village

What can be 'Uniquely Thabazimbi' in future in this segment?

The biggest Mineral  
res in ADC.  
# Biggest tourist mine.

# MINING TOURSIM

Greg Jennings

Joshua Motsomane

Thabo Mogapi

Bafana Motheng

# Tourism Indaba Workshop Break Away Session Page 1

How would you define this segment?

\* OPPORTUNITY TO WORK/THRU/SEE THE PROD. PROCESS, INVOLVED IN THE FINAL PRODUCT. (STEEL)  
(OF THE PRIMARY MATERIALS)

\* OPPORTUNITY TO SEE THE MACHINERY THAT'S USED FOR MINING THAT NORMALLY INACCESSIBLE TO PUBLIC

\* OPP. TO SEE AREAS LIKE REHAB, PITS, TUNNELS  
\* 2 TYPES OF MINING (1 STOP

Current Infrastructure:

- SERVICES
- EQUIPMENT (HISTORICAL ~~MUSE~~ EQUIPMENT)
- ACCESS TO UNIQUE AREAS.
- BUILDINGS TO CONVERT INTO INFORMATION CENTRE / RESTAURANT / GUESTHOUSE
- CONFERRING FACILITIES

Are there clear focus areas or "sub-segments" within this segment?

\* POSSIBLE OVERLAP WITH SEE OTHER SEGMENT. ECO / ADVENTURE (HIKING, BIKING, OR)

Current Activities / Attractions:

MOUNTAINS (COMBINATION OF MINED + NATURAL) VIRGIN?

MINED OUT AREAS

\* SEE "UNIQUE" PART

\* EQUIPMENT

\* REHABILITATION.

What is currently 'unique' in this segment?

• 2 TYPES OF MINING METHODS (UNDERGROUND + OPEN CAST)

• "SAFE" MINE because it's closed

Are there any current annual events associated with this segment?

MINING EXPO (LOCAL + NATIONAL)

## Tourism Indaba Workshop Break Away Session Page 2

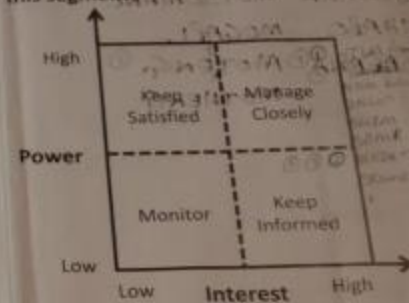
Who would you describe as 'target tourists' in this segment?

- SCHOOLS (EDUCATIONAL PROJECT)
- CORPORATES (TEAM BUILDING)
- INTERNATIONAL TOURISTS PASSING THROUGH.
- GENERAL PUBLIC.

Biggest challenges / barriers facing this segment

- MHSA - PERMISSION FROM DMR.
- PROCLAMATION OF TOURIST SITE (DEPT OF LEDET).

Current stakeholders to engage in this segment



What is missing in this segment?

NOTHING

Based on their knowledge & experience, which local people could help drive the development of this segment?

- EX EMPLOYEES

If you could choose only three things to improve / develop this segment, what will that be?

- TLM BUY IN.
- DMR AUTHORIZATION.
- KUMBA PERMISSION.

What can be 'Uniquely Thabazimbi' in future in this segment?

- Z MINING METHODS
- SEE A MINE & BG 5 IN ONE DAY

IN ONE DAY

- SEE A MINE & BG 2

# ADVENTURE TOURISM

Break away session

Nicolette Coetzee

Johan Muller

Millicent Mokotedi

Piet van Rensburg

# Tourism Indaba Workshop Break Away Session Page 1

How would you define this segment?

A type of tourism involving travel to remote/exotic locations in order to take part in physically challenging activities.

Are there clear focus areas or "sub-segments" within this segment?

- \* SPORT → physical exertions
- \* ECO → activities in nature
- \* Social welfare → school groups → cultural experiences.
- \* Wildlife.

What is currently 'unique' in this segment?

MOUNTAINS.

"Seasonal rivers" river

Wildlife.

Our proximity to major centres!  
Natural heritage ← Falung Flora  
Winkberg Flora  
Malaria Free.

Current Infrastructure:

- \* Airstrip.
- \* Hiking Trails.
- \* Quad + Mountain biking trails.
- \* Paragliding.
- \* 4x4 trails.
- \* Bow hunting club.

Current Activities / Attractions:

- \* Hunting
- \* Bow hunting
- \* 4x4
- \* Hiking
- \* Mountain Biking
- \* Horse riding.
- \* Motor / Quad biking.
- \* Rock climbing.
- \* Marathon.
- \* Helicopter trip
- \* Fly-in.

Are there any current annual events associated with this segment?

\* Marathon

\* Oppikoppi

\* "Landelbou" stock?

# Tourism Indaba Workshop Break Away Session Page 2

Who would you describe as 'target tourists' in this segment?

- \* Adrenalin junkies.
- \* Nature lovers.
- \* Hiking group.
- \* Hunting ass.
- \* Nature conservationists.
- \* Bikers.
- \* Current visitors to Thabazimbi.
- \* Domestic visitors.

What is missing in this segment?

- \* TOURISTS.
- \* Marketing strategy.
- \* Events.
- \* More activities.
- \* Facilities.
- \* Investment.

What can be 'Uniquely Thabazimbi' in future in this segment?

- \* ADRENALIN TBZ.
- \* Mine adventure centre.
- \* Variety of adventure activities.
- \* Combination of nature/wildlife and adventure.

Biggest challenges / barriers facing this segment

- \* Temperature.
- \* Facilities.
- \* Roads.
- \* Inadequate database.
- \* Proper functioning tourism information centre.
- \* Lack of COOPTATION.
- \* Lack of commitment from local municipality and community.
- \* Lack of public services.

Based on their knowledge & experience, which local people could help drive the development of this segment?

- Filling Stations.
- Restaurant owners + staff.
- Henk Havenga.
- Thaba Bog + Hengel.
- Vliegheid association.
- Tourism Info centre.
- Marakele National Park.
- Business chamber.

Current stakeholders to engage in this segment:



If you could choose only three things to improve / develop this segment, what will that be?

- \* Facilities / Services.
- \* Marketing.
- \* Information.
- \* Collaboration.

# VOLUNTEER/ SOCIAL TOURISM

Break away session

Jabu Mthombeni

Daleen Venter

Malebo Kgomo

# Tourism Indaba Workshop Break Away Session Page 1

How would you define this segment?

Different interest  
" Culture's  
Backgrounds

Caring for each other welfare.  
Empowerment. (Mentally, emotionally)

Cooperation  
well being  
of people

Are there clear focus areas or  
"sub-segments" within this segment?

Yes! 6

Overlap

- NGO
- NPO
- CPD
- VOL
- VEP
- OLD AGED HOMES

① Religious  
② Wellness  
③ Wild life  
④ Agri  
⑤ Sports.

What is currently 'unique' in this segment?

Thubang  
Spitskop special need

Current Infrastructure:

accomod\* (Need more)  
Schools (Thubang + Spitskop)  
old age homes  
Mawabelf  
Tarentaalpan  
Transport  
Roads  
Caterers

Current Activities / Attractions:


?

Are there any current annual events associated with this segment?

Mundela day  
Womans day  
(Need more Collaboration)

Copy and  
Google  
Thubang  
Spitskop

## Tourism Indaba Workshop Break Away Session Page 2

|   |   |   |
|---|---|---|
| <p>Who would you describe as 'target tourists' in this segment?</p> <p>Volunteer Social aspects<br/>Religion<br/>Medical tourist<br/>Donors (Donating to charity)<br/>Cultural<br/>Special interest</p> | <p>Biggest challenges / barriers facing this segment</p> <p>Santral infrastructure<br/>marketing<br/>Collaboration<br/>Safety<br/>Protocol</p>  | <p>Current stakeholders to engage in this segment:</p>                       |
| <p>What is missing in this segment?</p> <p>Infra struct<br/>Coordination (groups of people)</p>   | <p>Based on their knowledge &amp; experience, which <u>local</u> people could help drive the development of this segment?</p> <p>Elderly (Barbers)<br/>Social workers<br/>Mayor (Mphahlele)<br/>Salamine<br/>Linda Grobler<br/>Thebo Moseleane<br/>Malebo</p> | <p>If you could choose only <u>three</u> things to improve / develop this segment, what will that be?</p> <p>① Collaboration<br/>② Marketing<br/>③ Outreach</p> |
| <p>What can be 'Uniquely Thabazimbi' in future in this segment?</p> <p>Best welfare centre<br/>that open for accommodation<br/>catering transport and<br/>continuous outreach<br/>programme</p>         |   |   |

# RELIGIOUS TOURISM

Emmanuel Michael

Thabo Mogotlane

Bongiwe Hlongwane

How would you define this segment?

Fellowship | Worship | Family | Care: Love | Relationship | Christian Mindedness | Unity | Faith | Peace | Charity

→ A WAY OF WORSHIP THAT EXALTS THE CREATOR AND PERCEIVES HIM AS THE CENTRE OF EXISTENCE

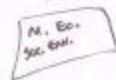
→ A FELLOWSHIP OF PEOPLE WHO PROFESS A COMMON FAITH BASED ON EXISTENCE OF A HIGHER DEITY

Are there clear focus areas or "sub-segments" within this segment?

UNITY IN DIVERSITY | SPIRITUALITY | SOCIAL WELFARE | LIFESTYLE | TRANSFORMATION (MORALS) | RESTORATION | EMPOWERMENT

→ EMPOWERING PEOPLE TO TRANSFORM WHOLISTICALLY (MIND, BODY, SOUL)

→ ENGAGING IN CHARITABLE DEEDS THAT RESPOND TO THE PREVALENT NEEDS IN SOCIETY



What is currently 'unique' in this segment?

ETERNITY IN FOCUS | FREEDOM TO WORSHIP | CULTURAL INCLUSIVENESS (UNITY IN DIVERSITY)

stewards - Hope - Heaven - God - FAITH JOURNEY  
→ Back to the origin (God) - FAITH JOURNEY

→ Our ability to walk by faith with the expectation to be permanently reconnected to our MAKER.

→ Our approach in equipping the spiritual person to be effective in managing natural resource optimally for the benefit of society according to our divine mandate.

Current Infrastructure:

Tents | Shacks | Basic structures | skills  
\* Montana Camping facility

Current Activities / Attractions:

• Walk for Jesus • APPLES DURING

Are there any current annual events associated with this segment?

• Good Friday  
• Christmas

Who would you describe as 'target tourists' in this segment?

- YOUTH GROUPS IN GAUTENG
- FAMILIES WHO APPRECIATE MONUMENTS, STRUCTURES (CIVICS)
- PEOPLE WHO COME TO TOWN FOR A WEEKEND CHURCH EVENT
- PEOPLE WHO WANT TO GET MARRIED IN THE BUSHWEED
- HOLY DAY CLUB MEMBERS AND KIDS MINISTRIES IN CHURCHES

Biggest challenges / barriers facing this segment

- INCOME
- LACK OF SUPPORT FROM GOVERNMENT
- LACK OF INTERDENOMINATIONAL COLLABORATION
- LACK OF PARTICIPATION IS SOCIO-ECONOMIC AND SOCIO-POLITICAL CONVERSATION

Current stakeholders to engage in this segment:



What is missing in this segment?

- REGULATION
- ABSENCE OF BENCHMARKING
- SELFLESSNESS
- EFFECTIVE OUTREACH

Based on their knowledge & experience, which local people could help drive the development of this segment?

- Religious leaders = <sup>Wesley</sup>Thaboo, <sup>Emmanuel</sup>Joseph, <sup>Frank</sup>
- Business sector
- Government to an extent
- Family
- Youth

If you could choose only three things to improve / develop this segment, what will that be?

- Collaborate
- Organise
- Fund

What can be 'Uniquely Thabazimbi' in future in this segment?

Creating a top class adrenalin infused touring experience that combines religious tourism with other segments

**Annexure E - Tourism Indaba Organising Committee & Work Group**

| <b>Name</b>                | <b>Organisation / Company</b>                                  |
|----------------------------|--|
| <b>Bob Malapane</b>        | <b>Anglo American Kumba Iron Ore</b>                           |
| <b>Bongi Hlongwane</b>     | <b>Private Sector: Bakery on the Mountain Top</b>              |
| <b>Daleen Venter</b>       | <b>Community Member</b>  |
| <b>Emmanuel Michael</b>    | <b>Private Sector: Golden Mile Communications / Food</b>       |
| <b>Greg Jennings</b>       | <b>Ben Alberts Nature Reserve</b>                              |
| <b>Jabu Mthombeni</b>      | <b>Anglo American Kumba Iron Ore</b>                           |
| <b>Jacques Blaauw</b>      | <b>Thabazimbi Business Chamber / Total Thabazimbi</b>          |
| <b>Janiel Oppermann</b>    | <b>Anglo American Kumba Iron Ore</b>                           |
| <b>Joshua Motsomane</b>    | <b>Thabazimbi Local Municipality</b>                           |
| <b>Kabelo Mothupi</b>      | <b>Merakeng Tours &amp; Adventures / Merakeng Eco Group JV</b> |
| <b>Lena Monawa-Lesotho</b> | <b>Thabazimbi Local Municipality</b>                           |
| <b>Mphandeni Nthangeni</b> | <b>SanParks: Marekele</b>                                      |
| <b>Nicolette Coetzee</b>   | <b>Private Sector: Pondok Yard</b>                             |
| <b>Paul Fouche</b>         | <b>Anglo American Kumba Iron Ore</b>                           |
| <b>Sinnah Masisi</b>       | <b>Private Sector: High Point Trading</b>                      |
| <b>Sipho Zulu</b>          | <b>SanParks: Marakele</b>                                      |