

Nelson Mandela Bay Tourism Strategic Plan 2014 - 2017



nelson mandela bay
T O U R I S M
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1. NELSON MANDELA BAY TOURISM PLAN: OVERVIEW

This document represents the plan for Nelson Mandela Bay Tourism's integrated programme of work for the period July 2014 – June 2017.

The plan is aligned with the strategic objectives of the Nelson Mandela Municipality, reinforcing the vision of positioning Nelson Mandela Bay as the "Birthplace of Freedom" celebrated for its unique urban, natural and cultural offering.

The high level vision for tourism in Nelson Mandela Bay provides the focus and framework for **six strategic objectives for Nelson Mandela Bay Tourism's work:**

- To enhance the national and international image and awareness of Nelson Mandela Bay as South Africa's "Birthplace of Freedom" celebrated for its unique urban, natural and cultural offering and an outstanding place to visit and to live,
- To optimise tourism volumes and yield for Nelson Mandela Bay in a totally sustainable manner,
- To establish good levels of tourism business all-year-round,
- To optimise the distribution of tourism benefits within the greater Nelson Mandela Bay region,
- To engage actively with Nelson Mandela Bay's tourism businesses to help them become highly competitive, embrace transformation and adopt sustainable practices,
- To engage local citizens as a proud community of ambassadors for Nelson Mandela Bay.

These **objectives are aligned with the Municipality's economic development plan and strategic objectives.**

To fulfil these objectives, Nelson Mandela Bay Tourism has identified **four strategic priorities** that are the focus of the strategic plan:

1. Commercial Strategy Development and Implementation - Developing the business to become more sustainable by generating more commercial income for Nelson Mandela Bay Tourism through appropriate partnerships, joint ventures and sound business management. Whilst continued adequate funding is required by the Municipality to sustain the delivery of tourism marketing and visitor services, it will enable Nelson Mandela Bay Tourism to invest more in destination marketing, team development and visitor services infrastructure.
2. Industry Partnership Development – Nelson Mandela Bay Tourism cannot market Nelson Mandela Bay alone or in isolation. The budget is not sufficient and its activities will not make the required impact if suitable strategic and operational partnerships are not achieved. This includes joint marketing agreements with tourism bodies on a regional and national level, commercial partnerships and a closer working relationship between the private and public sectors and different sectors in Nelson Mandela Bay on destination marketing campaigns for Nelson Mandela Bay. It is

therefore not only up to tourism to build and invest in “brand” Nelson Mandela Bay, but a collective group of stakeholders and partners.

3. Impactful destination marketing including a new digital marketing strategy and campaign – To deliver an innovative tourism marketing programme that will attract a mix of market segments (traditional and developing markets / local and international / leisure and business) that will deliver good, high yield business all-year-round. Establishing Nelson Mandela Bay as the “starting point” and as a base to stay from where the surrounding regions like the Eastern Cape and Garden Route can be explored. At the same time we need to tap into the growing urban tourism market and position Nelson Mandela Bay as a welcoming, intimate city destination offering urban travellers the best of both worlds – vibrant urban experiences in close proximity to a diverse, pristine natural environment.
4. Implementation of Visitor Strategy - Greater dispersal of visitors and unlocking local distinctiveness, unique visitor experiences and new tourism potential, and spreading the benefits of tourism as widely as possible across the greater Nelson Mandela Bay.
5. Enhance marketing potential of the city – To deliver on the shared vision for NMB with the NMBM in an effective and cost-effective manner with a skilled and passionate team working in an integrated and positive environment.

To deliver these 4 priorities, Nelson Mandela Bay will focus on the following **key programme areas** for the next 3 years:

1. Innovative and impactful destination marketing – Aimed at attracting a mix of market segments (traditional and developing markets) that will deliver good high yield business all-year-round;
2. New Digital Marketing strategy – Aligned with international travel trends and best practice, the aim is to provide a digital platform for Nelson Mandela Bay’s stories to be shared with the world in an impactful and authentic way resulting in greater awareness and knowledge levels about the city and region;
3. Refreshed Visitor Services strategy - enhanced by technology and influenced by the latest tourism trends and international best practice - aimed at greater dispersal of visitors and unlocking local distinctiveness and unique visitor experiences to spread the benefits of tourism as widely as possible;
4. Greater industry engagement and representation through a refreshed membership and industry partnership model - To improve tourism standards and service delivery and engage the industry in a common effort to market Nelson Mandela Bay through participation in joint marketing projects

The underlying principle of Nelson Mandela Bay Tourism’s approach to destination marketing is to put the local community at the centre of destination marketing,

making citizens part of tourism in Nelson Mandela Bay and giving citizens a voice to help share their unique stories with the world.

Key **principles** are to:

- Focus on a limited number of activities that Nelson Mandela Bay Tourism can do well itself, but facilitate action by partners and members as well. In particular, partnerships and joint marketing agreements with neighbouring regions of the Garden Route and Eastern Cape are critical.
- Target a small number of highly productive market segments, to maximise the impact of its budget and work with SA Tourism and Eastern Cape Tourism Board to build demand in new markets
- Practice Responsible Tourism
- Be global and future minded within a distinctively local context showcasing Nelson Mandela Bay Tourism's commitment to community based tourism and innovation
- Inspire citizens to be positive brand ambassadors for Nelson Mandela Bay

Nelson Mandela Bay Tourism's aspiration is to increase the overall income from R12million to R18,7 million in 2014/2015 essentially through a conservative increase from NMBM for the implementation of the new strategy and also through increased income from commercial activities undertaken in partnership with the industry and commercial partners and sound business practices.

This increase will only be plausible with the continued and consistent funding from the Municipality allowing for additional capital investment from the Municipality to improve visitor services infrastructure and service delivery and at least an inflationary annual increase.

The growth in net income will be used to increase activity, predominantly in joint marketing activities and investment in Visitor Services and Organisational infrastructure and skills development. The operating costs of the visitor centres will have to be reduced through innovative business systems, technology, partnerships and increased commercial income so that more money can go towards destination marketing.

With South Africa celebrating 20 years of Democracy in 2014, it is an ample opportunity to begin the journey towards Nelson Mandela Bay being recognised as the "Birthplace of Democracy and Freedom".

It is essential for destination marketing to be supported by world-class visitor services delivery in association with the industry. More and more visitors are influenced by the opinion of fellow travellers and demand information at the touch of a button whilst less and less travellers visit official visitor centres. We have to bring information to travellers. Digital marketing, social media and clever use of technology allow for this.

Critical to Nelson Mandela Bay Tourism's success will be its ability to forge **effective partnerships** with many different players, to maximise the cooperative resources available – for example: airlines and hotel companies, major attractions and events,

travel trade intermediaries, travel, media, other destination marketing organisations like Eastern Cape Tourism and South African Tourism and commercial businesses.

Business Tourism and **Events** are key areas of exploration and focus. More and more business travellers combine their business trips with leisure, resulting in what is now known as “bleisure” tourism. Nelson Mandela Bay needs to be known as a business plus destination. One that offers the business travellers niche, intimate business tourism facilities against a pristine natural backdrop and a host of diverse experiences including malaria-free big 7 experiences within close proximity of the city.

Nelson Mandela Bay already hosts many **events** and more destination marketing promotions should be undertaken at or around these events with destination packaging, visitor support provided and commercial partnerships sought. The development of a **signature event for Nelson Mandela Bay** around the “Spirit of Freedom” should be encouraged and supported.

2. GLOBAL TOURISM OVERVIEW

Our world has changed fundamentally over the past ten years and, with that, people’s travel behaviour.

Tough competition

Competition is tougher than ever before and the consumer is overwhelmed by choice. There are over 1,000 locations in Europe alone, all promoting pretty much the same thing, looking identical and representing themselves in similar ways – through pictures of people playing golf, sunning themselves on golden beaches, drinking wine, people in call centers and trendy cafes, airplanes taking off and nice hotels.

These places have become commodities, indistinguishable from one another and offering little or no added value.

The key question faced by destinations – large and small - is how to stand out in this cluttered market place.

A connected world

The world is more connected than ever before and the Web has profoundly changed how we communicate and do business, especially in the tourism sector. Recent innovations, such as the social web and smart mobile technology, have meant that anybody and everybody with access to a computer is a writer, publisher, critic, social commentator – and travel agent.

It has also made it possible for smaller destinations to compete with more established destinations at a fraction of the cost.

Word of mouth through social media is the most powerful and cost-effective tool for any destination marketer today. This is why Nelson Mandela Bay Tourism will primarily rely on digital marketing to grow awareness and demand for Nelson Mandela Bay.

Power has shifted from the West to the East

The monumental shift in power from the West to the East means we have to re-examine how we operate and market. It has opened the door for new destinations to compete for travellers who are hungry for real and meaningful experiences and opened up entire new markets.

Mindless to mindful consumption

Whilst our traditional markets from Europe and America have shifted from mindless to mindful consumption, exchanging friends with benefits for real friends and simpler, healthier lifestyles, new markets are all about the brag factor and the ultimate bucket list.

A new traveller

A new breed of traveller has arrived. No longer looking for the traditional one-dimensional holiday and no longer satisfied with merely relaxing. They search for authenticity and meaningful experiences that will enrich their lives and broaden their perspectives on the world.

The new travellers are digital nomads. Armed with smartphones they capture and share their travel experiences instantly and intimately with friends and followers. They want to get off the bus, to walk the streets and immerse themselves into the hearts and homes of the places we visit.

Mobile revolution

The tourist of today is hyper connected, well-informed, multichannel and demanding. 80% of the world's population is now connected through technology and the web and in Spain alone 2,7m apps are downloaded per day!

The focus must be on improved user experiences and mobility.

To stand out, destinations must make it easier for customers with integration of travel and destination information presented in a user-friendly and mobile format. This is the reason why Nelson Mandela Bay Tourism will aim to reduce its visitor centre operating costs and in partnership with the Municipality, develop a visitor app for Nelson Mandela Bay to share information and navigate visitors through the city and surrounding areas. We will also explore a mobile unit or mobile VIC that can be used for events and across the region depending upon the time of the year and where the visitors are.

People-centred marketing

Travellers are at the centre of their own travel decisions and they do not trust tourism boards. They trust what locals and other travellers say and do. They also love places that are great places to live.

The visitor and local citizen must be at the centre of our planning and thinking. Trends in consumer behaviour will continue to change rapidly and therefore we must be globally aware and future-minded - always within a distinctively local context - and flexible in our ability to respond.

The story is the unique selling point

It is no longer about the destination or your unique selling points...it is about the story.

Nelson Mandela Bay has a unique story and its story is best told by locals and by travellers themselves. Nelson Mandela Bay Tourism will create effective platforms for locals and visitors to tell the complex story of struggle and freedom and inspire the world to visit for their own first hand experiences.

There is a growing yearning for authenticity, accountability and responsible living. This deep need to connect emotionally has given way to new, more affordable and accessible forms of enjoyment that will focus on the human connection.

Nelson Mandela Bay has a diverse heritage that appeals to many markets. This must be unpacked and promoted through excellent content and digital marketing programmes. Nelson Mandela Bay Tourism will take the visitor deeper into the heart of the city beyond the picture-perfect and well-known tourism façade to meet the real Nelson Mandela Bay and its people.

What does this mean for Nelson Mandela Bay?

We have identified the following trends that have and will continue to impact Nelson Mandela Bay's tourism sector significantly and that should be turned into marketing opportunities.

- Economic power shift (value proposition)
- Web & Social Media (traveller is the marketer) – technology, connectivity
- The story – EXPERIENTIAL, personal, memorable, pilgrimage
- Environment & Responsible Tourism
- Urban proposition – short city breaks (intimate city close to nature)
- “Bleisure” is the new business tourism (business plus)
- Domestic / Family tourism hub

Like the rest of South `Africa, Nelson Mandela Bay has over the past decades relied very strongly on arrivals from primarily Western Europe and North America.

The shift in global power from the West to the East and the persistent economic pressures facing these markets have affected arrivals and will continue to influence tourism growth.

Whilst we remain completely reliant on traditional markets for the majority of our arrivals and income from tourism, we will have to look towards new markets and the domestic market for continued sustained growth in the future. This does not mean we can afford to stop marketing to traditional markets, in fact, if we do that tourism will suffer. It means we have to investigate suitable marketing partnerships and start building demand for Nelson Mandela Bay in association with Eastern Cape Tourism, South African Tourism and other partners.

Gradually shifting some of the focus to emerging Asian and Latin American as well as African markets is important. With that shift, Nelson Mandela Bay must consider

its offering to these new markets and how to position itself within the market to attract visitors from these markets.

At the same time, Nelson Mandela Bay is well positioned to attract a niche segment of the business tourism market, primarily from the domestic market and to some extent from the international market; who are looking to combine business with leisure. Nelson Mandela Bay's "business plus" offering for business travellers must be well packaged and marketed in a targeted way with the support of a small, effective conventions bureau.

Consumers are now directly involved in their own travel decisions. This coupled with the prominent role the web, social media and word of mouth play in people's decisions enable smaller city destinations like Nelson Mandela Bay to be a challenger brand and compete with established destinations for a fraction of the budget.

It does require a whole new approach to destination marketing, a dynamic digital marketing strategy with digital platforms to support the strategy implementation and an organisation that is nimble enough to identify and act swiftly to use opportunities to our advantage.

Nelson Mandela Bay Tourism will break away from traditional destination marketing and take Nelson Mandela Bay into a new era with innovative, cost-effective marketing done in partnership with the private sector and specialized agencies.

We will place the local citizen and traveller at the centre of the stories we share with the world to inspire them to visit us. We will transform the way we deal with visitor information, taking information to the visitor through the use of technology and digital communication.

For visitors municipal boundaries are meaningless and irrelevant. Nelson Mandela Bay's proximity to the Garden Route and the Eastern Cape (and to some extent, Cape Town) provides us with the opportunity to collaborate with the tourism role players and these regions in joint marketing campaigns and dynamic packaging.

Effective destination marketing, aligned with current trends, of Nelson Mandela Bay will not only result in more visitors, but more investment, more sustainable jobs and ultimately a better place to live for the people of Nelson Mandela Bay.

3. ALIGNMENT WITH THE STRATEGIC OBJECTIVES OF NELSON MANDELA BAY MUNICIPALITY & THE NATIONAL TOURISM SECTOR STRATEGY

Nelson Mandela Bay is a city of great significance in South Africa's story. It is the desire of the Nelson Mandela Bay Municipality to improve the Metro's global competitiveness and simultaneously eradicate poverty.

As part of the global economy, Nelson Mandela Bay must be developed, managed and promoted within the context of a competitive global economy, but maintaining its distinct personality and being sensitive to the needs of the poor.

The Economic Development Strategy adopted by Council in March 2011 identifies the following key economic enablers for Nelson Mandela Bay:

- Skills development
- Infrastructure development
- Visionary governance
- Meaningful business, civil society and governmental partnerships

The primary goal of government in the next five years is to ensure that the jobless growth trend is reversed and that more emphasis is placed on job creation and youth development.

The Metro's current population reflects the diversity of contemporary South Africa and the university attracts top young talent from South Africa and the rest of the continent.

Nelson Mandela Bay Tourism will align itself with the Municipality's vision for dynamic, efficient, accountable and caring service delivery underpinned by a passion for excellence, innovation and good governance. We are committed to making a positive impact through tourism to improve the quality of life in Nelson Mandela Bay for all its citizens.

Nelson Mandela Bay Tourism has undertaken to position itself as a specialised and nimble destination and tourism-marketing organisation to deliver excellent and impactful destination marketing and visitor services on behalf of the Municipality in a focused and dynamic manner.

We will ensure that the destination marketing strategy is aligned with the Local Economic Development Strategy objectives and in particular, work with the Municipality to improve the dispersal of visitors across the Metro, beyond the traditional tourism sites to include townships and lesser-known areas.

We will be careful to avoid boxing unique community tourism experiences into "township tours" as we believe that Township Tourism as it exists today is not sustainable.

If we continue to brand tourism activities or tourism businesses in township areas as "Township Tourism" we run the risk of further marginalising previously disadvantaged communities.

For the visitor, who is hungry to engage with real people in local communities there is no way of differentiating between a "township experience" offered in Cape Town, Soweto or Stellenbosch. As a result visitors often miss out on unique local tourism experiences and tourism businesses in township areas struggle to survive.

We will work with local communities to unlock the unique selling points and stories of the different towns and areas in Nelson Mandela Bay and package these experiences in an attractive way that will encourage visitors to explore the Metro beyond the obvious and well-established tourism routes.

The potential of a “freedom route” through Nelson Mandela Bay that can link sites of significance and memory will be explored. This will necessitate an “audit” of existing tourism experiences and products, identifying potential products or unique experiences that will differentiate Nelson Mandela Bay from other destinations and mapping it against market needs and trends.

Building a demand for alternative tourism experiences in Nelson Mandela Bay will be a priority and is the forerunner to continued and sustainable tourism development. If tourism development happens in isolation of marketing and if there is not a demand for the more unique and new experiences, tourism businesses in township areas will never become sustainable.

Nelson Mandela Bay Tourism will design and launch a dynamic new digital marketing campaign in 2014 aligned with the Municipality’s strategic objective to promote Nelson Mandela Bay as a place to visit, live and invest. Well-known and loved personalities, local citizens and visitors themselves will play a central role in sharing the stories of Nelson Mandela Bay with the world.

A new interactive blog for Nelson Mandela Bay will be launched at Indaba 2014 in May already as a forerunner to the new three-year strategy, illustrating Nelson Mandela Bay’s commitment to innovative destination marketing that is on trend from a global perspective.

By improving the image of Nelson Mandela Bay, not just as a nice place to visit, but as a nice place to live and work, it will contribute to attracting both foreign and domestic investments.

Thanks to the city’s unique advantage of possessing two ports, namely the PE Harbour and Port of Ngqura, an opportunity exists for the city to establish a strong and vibrant maritime sector. This holds great opportunity for maritime tourism, in particular, Nelson Mandela Bay’s ability to attract cruiseliner tourism.

Nelson Mandela Bay Tourism supports the Municipality’s commitment to skills development that is linked to labour demand. Our tourism industry programme, which includes the membership programme, will be refreshed in the new financial year to allow for more dynamic industry support, training opportunities and skills development through the sharing of relevant research and marketing intelligence.

We support the Municipality’s Tourism Master Plan strategic objective to identify and maximise the development and usage of all the possible tourism attractions in Nelson Mandela Bay and undertake to be actively involved in this process.

In line with the National Tourism Sector Strategy, specific focus will be given to domestic tourism development. As in most successful tourism destinations around the world the domestic market forms the backbone of the tourism industry.

This will include a focused domestic tourism marketing trends analysis, campaign and value for money events and seasonal packages. The key objective is to promote Nelson Mandela Bay as an attractive, exciting, accessible, family-friendly and value for money domestic tourism destination with a vibrant urban tourism offering against the backdrop of a pristine and diverse natural environment.

The destination marketing strategy is aligned and supportive of the Tourism Master Plan's key areas of intervention namely:

- Encouraging the development of tourism experiences, campaigns and content that support the Nelson Mandela Bay brand name
- Harnessing and maximising benefits from culture and heritage tourism
- Making Nelson Mandela Bay a tourism friendly destination by introducing more tourism signage
- Improving customer services through quality assurance
- Empowering communities through skills development initiatives
- Increasing tourism business and the participation of previously disadvantaged individuals (PDIs) through tourism enterprise development
- Diversifying tourism offerings through product development, especially in township tourism
- The effective use of events used to draw visitors to Nelson Mandela Bay in order to improve the seasonal and geographic spread of tourism; promote Nelson Mandela Bay's unique identity and increase Nelson Mandela Bay's profile, nationally and internationally

The destination marketing strategy is also aligned and supportive of the National Tourism Sector Strategy, which aims to:

- Grow the tourism sector's absolute contribution to the economy
- Provide excellent people development and decent work within the tourism sector
- Increase domestic tourism's contribution to the tourism economy
- Contribute to the regional tourism economy
- Deliver a world-class visitor experience
- Entrench a tourism culture among South Africans
- Position South Africa and Nelson Mandela Bay as a globally recognised tourism destination
- Achieve transformation within the tourism sector
- Address geographical, seasonal and rural spread
- Promote 'responsible tourism' practices
- Help unlock tourism economic development at a local government level

4. Vision for Tourism in Nelson Mandela Bay

Tourism is a key driver for the social and economic development of Nelson Mandela Bay. It is not just about the direct benefits of visitor expenditure, but about the impact on the quality of life for all the people of Nelson Mandela Bay; on the world's

awareness and image (as well as the national awareness and image) of Nelson Mandela Bay; on decisions relating to inward investment and the ability to attract events, conferences and exhibitions here.

Our vision is that by 2020:

Nelson Mandela Bay will be firmly established as the “Birthplace of Freedom” celebrated for its intimate urban tourism offering renowned for its natural beauty, cultural diversity, unique and contemporary lifestyle, creative freedom and innovation with a thriving tourism sector.

This vision cannot be achieved by Nelson Mandela Bay Tourism alone, but through a much wider partnership of organisations that together develop, manage and promote the destination and service the needs of visitors.

5. Nelson Mandela Bay’s Tourism Brand Positioning

Competition in the global tourism market is tougher than ever before and the consumer overwhelmed by choice.

Many destinations around the world have become commodities, indistinguishable from one another and offering little or no added value.

The key question faced by destinations is how to stand out in this cluttered market place.

Successful cities of the future will be standout urban centres – not just nice places to visit, but first and foremost great places to live. This must remain at the heart of Nelson Mandela Bay’s tourism brand positioning, which aligns it with the greater economic vision and objectives of the Municipality.

The ultimate goal is to portray a coordinated brand and marketing message supported and spread by all stakeholders that positions Nelson Mandela Bay as a desirable city to live, work, visit and invest in, in order to drive inclusive economic growth, social transformation and prosperity for Nelson Mandela Bay.

What is a destination brand?

When we talk about a brand we do not talk merely about a logo and a strapline. A brand is unique. A product can be quickly out-dated; a successful brand, properly managed, can be timeless. Destination brands are far more complex and multi-dimensional than product brands.

One of the secrets of a winning destination is for cities to realize that they are brands and the sooner they harness their assets, the sooner they start to win. Positive perception, unique identities, authentic experiences and a powerful story is the armoury of a successful city brand. Nelson Mandela Bay has all the ingredients to become a stand-out city brand.

Brands differentiate

Brands can be likened to a destination's shop window. Powerful brands own a single-minded idea. When you think of Paris, you are most likely to think of Romance. New York is energy. Rio is party. Barcelona is culture and Tokyo is modernity.

What is Nelson Mandela Bay?

Being different matters

To stand out, brands must differentiate themselves as being unique and authentic. A powerful, less than perfect, but gripping story helps to differentiate destination brands.

Cities of the future that will be standout cities deliver something different; they are not defined by their size alone but by their ability to capture the imagination and define themselves as being the best at something.

Great brands achieve challenger brand status by:

- Leverage relevant macro trends
- Are challenger brands
- Are differentiated and competitive
- Satisfy genuine emotional or rational consumer needs
- Are consistent in expressing their core attributes
- Are disciplined by a single-minded organizing idea
- Have a great story to tell
- Put locals and visitors first and make them part of their marketing

The opportunity

There has never been a more exciting time to be in tourism and destination marketing. If destinations are able to adapt and innovate, use their assets wisely, put the citizen and the customer at the centre of destination marketing and equip themselves with the knowledge and tools needed to stand out, they will prosper.

We have identified the following as Nelson Mandela Bay Tourism's **Top 5 Opportunities**:

1. Business Tourism – position Nelson Mandela Bay as a “Bleisure (business combined with leisure) Tourism Hub
2. Our Story of Freedom – making a global statement supported by a strong call to action (visit)
3. Citizen Mobilisation Campaign – get citizens to live the brand
4. Events Campaign – including the development of a signature event
5. Well packaged destination – offering great value for money

20 years of democracy and our story of freedom

South Africa's story of freedom has given hope to the world and during 2014 there will be considerable emphasis on this narrative of freedom, which gives Nelson Mandela Bay the platform to position itself as the "BIRTHPLACE OF DEMOCRACY AND FREEDOM".

Our story is, in every sense of the word, a story of independence, democracy, freedom, solidarity and re-routing the destiny of an entire nation from a dark past, all fused in a historical moment of collective rebirth.

The celebration of 20 years of democracy allows for a time of reflection, to think about how far we have come as a country, to contemplate how far we should still go.

During this significant time and with the recent passing of Nelson Mandela, Nelson Mandela Bay should own its story of Freedom and invest in recording this story and sharing it with the world through simple, but dynamic destination marketing campaigns and activities.

Citizens must be mobilised as storytellers, unique angles found that will differentiate the region, conversations must be created, and the city and its agencies must dare to become a little more personal.

Our story is not a perfect one and neither is our democracy perfect. But within us all burn the flame of freedom ignited almost 20 years ago – it is time to let it shine.

The essence of Nelson Mandela Bay's tourism brand positioning

Nelson Mandela Bay has all the ingredients to be a desirable destination – natural beauty, good infrastructure, passionate industry, friendly locals and a powerful story.

It is now about getting the formula right and positioning the destination behind a common message that can be used to attract the world's attention.

Industry input on the tourism brand positioning

As part of the strategy development process, an Industry Think Tank brought together industry and city stakeholders from Nelson Mandela Bay and the region to provide input and achieve consensus on the tourism positioning of Nelson Mandela Bay.

The Think Tank programme was designed to allow for robust debate, conversation and interaction. We considered the essence of Nelson Mandela, debated the key icons and the assets that give Nelson Mandela Bay its unique sense of place.

We looked at global trends and identified the trends that impact Nelson Mandela Bay's tourism sector and that could be used to give us an edge over our competitors. We benchmarked ourselves against best practice destinations and identified the things we could learn from our competitors.

We then identified the big opportunities for Nelson Mandela Bay and recorded the imperatives for delivery. Finally, we reflected on our purpose as a tourism organisation and captured a few vision statements from the group.

Imperatives for delivery

The following were identified as imperatives for delivery –

- One Vision
- Political will, which can only be achieved through build partnerships, educating politicians about the real value of tourism and involvement by the tourism sector in issues that affect Nelson Mandela Bay and tourism
- Dynamic, impactful strategy that is incorporated into City’s master plan
- Ownership, leadership and joint-accountability
- Alignment and a positive relationship with the City leadership
- Citizens must be given a “voice” to live the Brand
- Focused approach: stay on strategy and do only things that will make impact
- Target most lucrative markets: domestic (family), international, business
- Successful partnerships: commitment, investment, establish a “brains trust”
- Resources: funding, people, joint marketing partnerships
- Accessibility: psychological, transport systems and pricing
- More commercially minded
- Alignment with National Tourism Sector Strategy

In summary, we have, with input from the tourism industry and representatives from the Municipality and other stakeholders, developed a clear purpose and vision and agreed on our tourism brand essence and positioning.

OUR PURPOSE

To make a positive impact & contribute to the economic development and prosperity of Nelson Mandela Bay

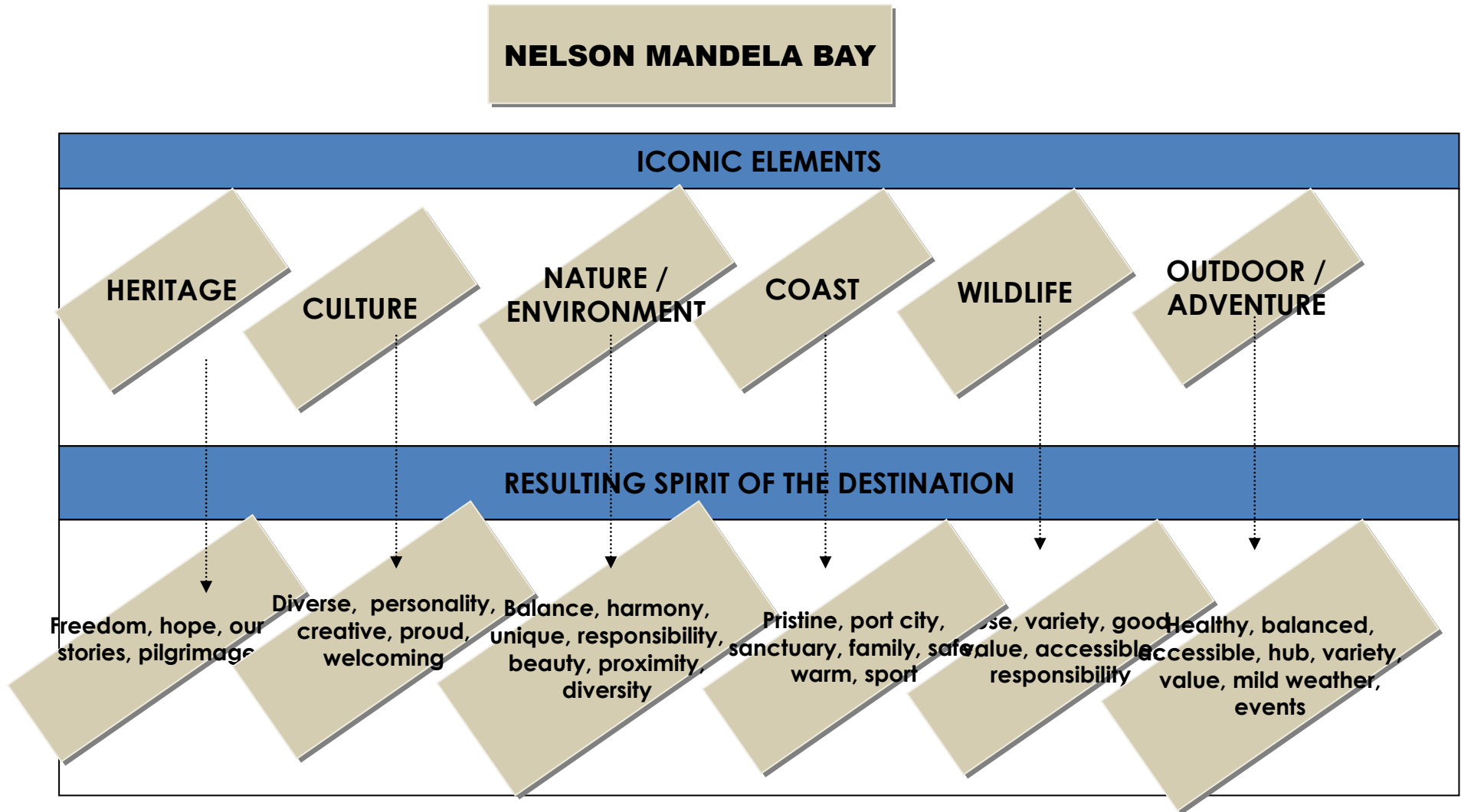
OUR VISION

To position Nelson Mandela Bay as the “Birthplace of Freedom” celebrated for its unique urban, natural & cultural offering by local citizens, domestic and international visitors.

OUR ESSENCE

Freedom

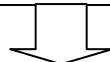
6. Marketing Pillars



7. Strategic Aims, Objectives and Priorities for Nelson Mandela Bay Tourism

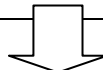
Aims for Nelson Mandela Bay Tourism

- To maximise tourism's economic impact across the greater Nelson Mandela Bay region
- To help deliver the vision of Nelson Mandela Bay as the "birthplace of democracy and freedom" in South Africa
- To contribute to the economic and social transformation of Nelson Mandela Bay so that it is not just a good place to visit, but a good place to live and work for all its citizens



Strategic Objectives for Nelson Mandela Bay Tourism

- To enhance the national and international image and awareness of Nelson Mandela Bay as an outstanding place to visit, live, work and invest
- To optimise tourism volumes and yield for Nelson Mandela Bay in a totally sustainable manner,
- To establish good levels of tourism business all-year-round,
- To optimise the distribution of tourism benefits within the greater Nelson Mandela Bay region,
- To engage actively with Nelson Mandela Bay's tourism businesses to help them become highly competitive, embrace transformation and adopt sustainable practices,
- To engage local citizens as a proud community of ambassadors for Nelson Mandela Bay



Nelson Mandela Bay Tourism Strategic Priorities

1. Commercial Strategy Development and Implementation – Contributing a significant portion of its own budget through commercial activities like sales and retail
2. Impactful destination marketing including a new digital marketing strategy and campaign – Aimed at attracting a mix of market segments (domestic and international/traditional and developing markets) that will deliver good high yield business all-year-round. Aligned with international travel trends and best practice to enhance awareness and knowledge levels about the city and region;
3. Enhance Marketing potential of the city - To deliver on the shared vision for NMB with the NMBM in an effective and cost-effective manner with a skilled and passionate team working in an integrated and positive environment.
4. Implementation of Visitor strategy - enhanced by technology and influenced by the latest tourism trends and international best practice - aimed at greater dispersal of visitors and unlocking local distinctiveness to spread the benefits of tourism as widely as possible;

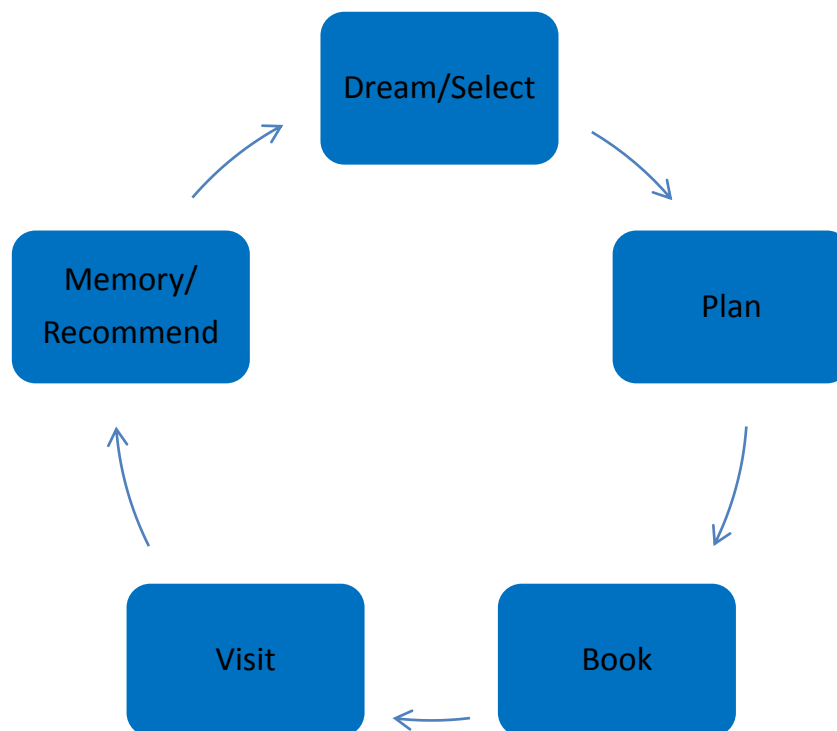
5. Industry partnership development - To improve tourism standards and service delivery and engage the industry in a common effort to market Nelson Mandela Bay.

8. The customer journey: our approach to marketing and visitor service delivery

Marketing and visitor services should be considered as part of one continuum or 'communications life-cycle', communicating with people at different stages in the 'customer journey'.

The Marketing function attracts and converts consumers during the 'Dream' and 'Select' stages; Visitor Services help them through the 'Plan', 'Book' and 'Visit' stages and then return them to Marketing to attract them back or encourage them to recommend the destination to others. Thus Marketing and Visitor Services must work together in implementing customer relationship marketing (CRM), to exploit the lifetime value of the customer.

Another perspective is to position Visitor Services as the 'after sales' or 'in-destination' service of marketing, with the Visitor Information Platform, which includes Visitor Information Centres (VICs), the web, social media, travel apps, mobile VICs etc representing the public face of that service. To fulfil this role, Visitor Services Platforms and teams must take on the role of providing knowledge, written information and booking services relating to campaigns and reflect them in display materials, merchandise etc. Also, knowledgeable Visitor Services staff may be well positioned to assist in promotional activities for particular campaigns and in-destination activations.



9. Priority Programmes for Nelson Mandela Bay Tourism

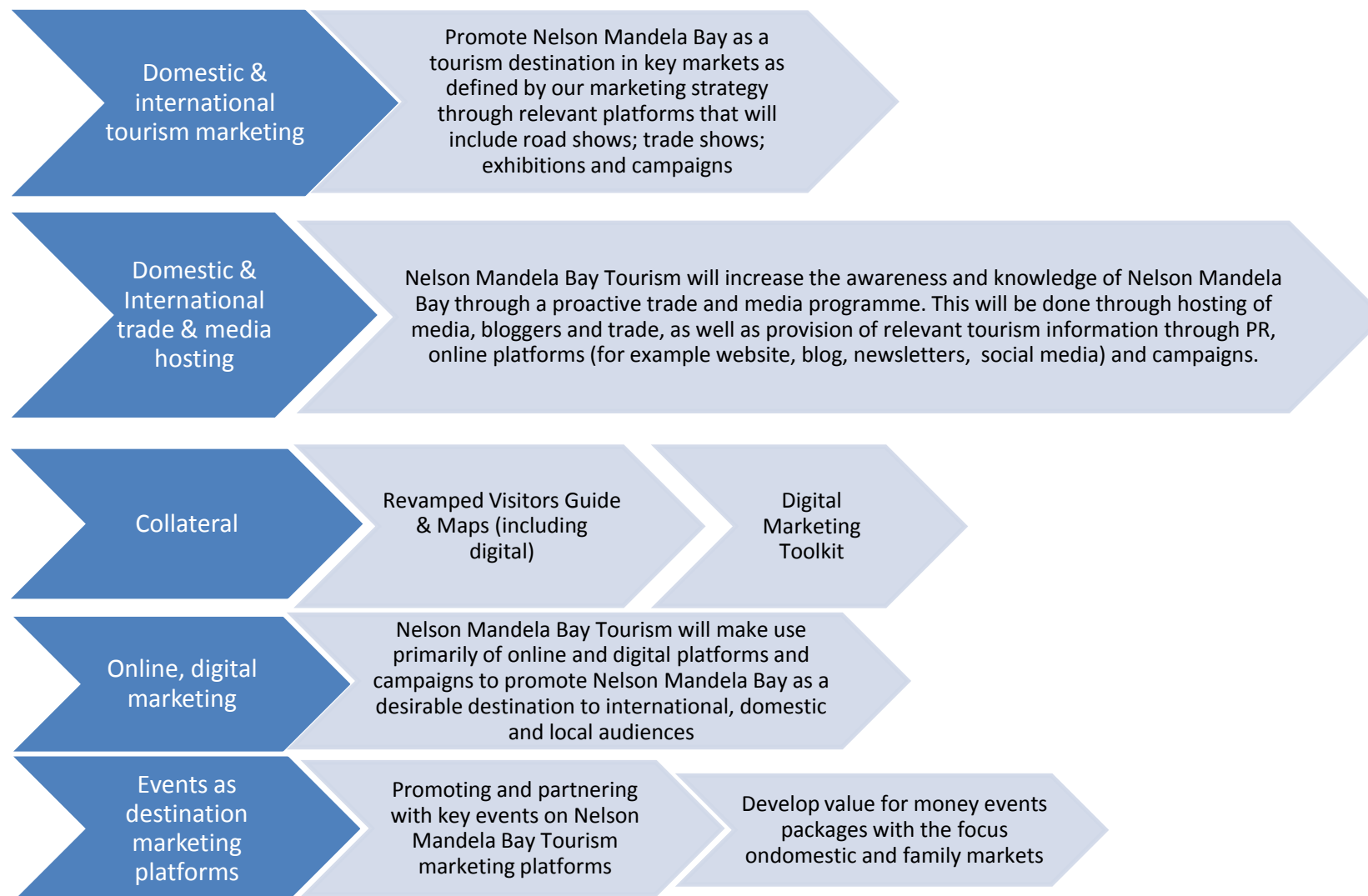
Nelson Mandela Bay Tourism operates as a fully integrated organisation, focused on increasing tourism business in a truly beneficial and sustainable way and orientated to the needs of target markets and local communities.

This requires a high level of coordination and joint working horizontally across the organisation as well as joint marketing agreements and mechanisms between regions, associations and industry partners.

Operational Priorities	Rationale
Digital Marketing	In the light of limited budget, cost-effective and impactful digital marketing is a key priority. This includes an improved web presence, investment in a new interactive blog, dynamic content, on-line campaigns and proactive social media engagement.
Events strategy & promotion	Events and improved events promotion (using events as dynamic destination marketing platforms) hold the key to unlocking Nelson Mandela Bay's tourism potential and reducing the negative impact due to seasonality or the perception that Nelson Mandela Bay is merely an entry point to the Garden Route and the Eastern Cape.
Business Tourism strategy & promotion	Establishment of a convention bureau function/mechanism with business tourism marketing and management strategy
Media engagement & hosting	High RoI can be achieved through media partnerships and a proactive positive relationship established with the media including targeted and well managed hosted media trips.
Trade engagement & hosting	Targeted and tailor-made trade engagement to increase the

	knowledge on Nelson Mandela Bay as a desirable hub to stay from where the rest of the Eastern Cape and some of the Garden Route can be explored. Personal face to face encounters allow trade and media to experience the multi-dimensional nature of the region.
Visitor Services strategy	Refreshed Visitor Services Strategy including visitor information centre review and development of on-line visitor information platforms and mobile apps to ensure improved visitor dispersal. All of this must be informed by visitor intelligence, trends and actual visitor satisfaction reviews for real insight.
Bookings and retail sales	Important to maximise marketing 'conversions' and to grow the percentage self-generated budget through commercial activities and sound business management. It is also in line with what the visitor demands i.e. info and bookings at the touch of a button.
Research & Intelligence	To prioritise informed decision making by tapping into the latest global travel trends and research and conducting some local research on visitor profiling and spend as well as industry surveys on occupancy levels.
Responsible tourism & transformation	Important principles that will underline all programmes with specific interventions and programmes to drive these priorities. Highlight Nelson Mandela Bay's "green" tourism offering and commitment to responsible tourism.
Industry services, including membership	New industry services strategy and membership programme for greater alignment and cooperation btw various sectors like tourism, agriculture and business through partnership models. Greater buy-in and involvement from the private sector will also result in an increase of members and therefore also an increase in self-generated income.
Information (data, content, third party) collection and management (CRM)	Key to improved service delivery, stakeholder relationship management and understanding the unique needs of the visitor.

10. Key Tourism Marketing Initiatives



11. Digital Marketing Strategy

We live in a digital age, which means having a dynamic digital marketing strategy as a destination is no longer a nice to have, but a need to have. In fact, we would like to argue that a destination's digital marketing strategy should be the backbone of its destination marketing strategy.

It is the most cost-effective and effective way to compete with other destinations. The good news is that the web and social media levelled the playing field somewhat, making it possible for challenger brands like Nelson Mandela Bay to compete with long established traditional brands like London, New York and Cape Town.

At the same time, if you are not using social media to build relationships and have conversations with your customers, you are out of the game.

Word of mouth through social media is the most powerful tool for any destination marketer today.

It is important for destinations to mobilise more authentic voices through the on-line networks of citizens and visitors – encouraging the creation and sharing of fresh, authentic content, which builds trust in your brand and will continue to attract interest and more visitors.

A digital strategy must focus on improved user experiences and mobility.

To stand out, destinations must make it easier for customers with integration of travel and destination information presented in a user-friendly and mobile format.

Visitors and local citizens are the marketers of destinations now. Destination marketing is no longer the holy terrain of tourism boards and destination who understand the pivotal role the customer and the local play in destination marketing, giving them a platform to share stories, content and genuinely engage, gain immediate credibility and an army of credible, passionate marketers with a global following.

Nelson Mandela Bay Tourism will embark on the development of a digital marketing strategy in 2014, which will include the following elements:

1. Re-designing and upgrading www.nmbt.co.za to a more advanced platform (ExpressionEngine 2.0), with improved functionality to better promote the destination's extensive offerings. Multi-site architecture that allows for the delivery of sub-brands and standalone brands using the same content management system will be allowed for. The solution is future-proof, responsive, mobile-friendly and open source.

The architecture will be chic and simple to give the various areas the flexibility they require, yet it will tie all content and administration into one control panel, thus making content management easily manageable and integrated. With a single common database, any content can be easily integrated into multiple parts of the website, following the principle create once, publish everywhere.

Social media platforms need to be enhanced and maintained, requiring strategy, design and implementation.

Most importantly, generating organic, unique and well-written content regularly is the most effective method of enhancing Nelson Mandela Bay's visibility on search engines, as well as showcasing the destination's offering.

2. The redesigned web platform will include an interactive blog for Nelson Mandela Bay Tourism where daily content will be published on the area and where multiple voices (local, international, celebrity and thought leaders) will be included to share the stories of Nelson Mandela Bay.
3. Daily maintenance of the refreshed web, blog and social media platforms is essential for the successful implementation and continued impact of the digital strategy.

Nelson Mandela Bay's website traffic will be grown through regular blog content updates, email marketing, as well as regular, tactical social media use.

4. A simple, but high-impact digital campaign will be developed in 2014 (to be expanded year on year) to deliver on the strategic objectives of the organization. This will include a strong local citizen mobilization element and be developed around the central theme of Nelson Mandela Bay's story of democracy and freedom.

12. Knowledge Management via Research and Intelligence

Knowledge management (KM) is a new priority area that will be undertaken, but with the support from the Nelson Mandela Bay Municipality, University and Eastern Cape Tourism.

It is crucial to understand the tourism impact on Nelson Mandela Bay better and to use tourism intelligence to inform future decision-making and strategies.

Nelson Mandela Bay Tourism will be conducting bi-annual visitor surveys and quarterly industry occupancy surveys. It will also work with SA Tourism and Eastern Cape Tourism to identify and analyse consumer and travel trends and ascertain the relevance and impact on Nelson Mandela Bay as a tourism destination.

Monthly and annual performance information will be used in the strategic review of Nelson Mandela Bay's tourism performance and as an input into economic impact studies and strategies. Short to medium term forecasts are very useful for both Nelson Mandela Bay Tourism and the industry.

Nelson Mandela Bay Tourism will also develop an annual satisfaction index survey at the discretion of the Municipality, but with separate funding from the Municipality to:

- Track Tourists / Visitors opinions on the nature, quantity, quality of the tourism experience of Nelson Mandela Bay
- Track visitor spend in the region
- Track visitor activity and needs
- Contribute to CRM for future targeted marketing communication

Nelson Mandela Bay Tourism will work with experts as far as possible to acquire, use and disseminate intelligence on trends and issues relating to tourism globally, in Southern Africa, South Africa and the Eastern Cape that could impact on Nelson Mandela Bay and its tourism sector. The principal need is to define and analyse target markets by geographical region and by themes and interests, in order that Nelson Mandela Bay Tourism's marketing can be focused to achieve the highest return on investment.

Analysis of target markets done in association with SAT and Eastern Cape Tourism will start by building up an understanding of existing and potential markets and how our members and we need to adapt to suit their unique needs.

We recommend that the Municipality consider a long-term programme of research as part of its local economic development strategy and planning. Nelson Mandela Bay Tourism can take responsibility for the management of such a programme.

We anticipate that, in implementing such a research programme, there will be the potential for a strong working relationship with universities, drawing on their tourism research expertise.

13. Commercial Strategy Development

Nelson Mandela Bay Tourism will develop a commercial strategy to guide its commercial activities and partnerships.

We understand the importance of growing the self-generated portion of the budget significantly so that we can increase the reach of our marketing budget in particular. The goal is not to post a major profit each year, but rather to use reserves to invest in more tourism marketing programmes, team development and infrastructural upgrades to achieve better service delivery.

The development of a comprehensive commercial strategy will be coordinated through the CEO's office with strategic direction from the Board.

14. Corporate Governance and Team Development

Nelson Mandela Bay Tourism has a good track record with clean annual audits and a healthy financial cash flow status.

In order to deliver on the new strategy, Nelson Mandela Bay Tourism will invest in significant team training and development to up-skill the staff and reward positive growth.

We have identified that staff need to be accommodated in the working environment in a far more holistic manner.

In order to ensure that Nelson Mandela Bay Tourism adheres to all labour and operational requirements, we will continually review and enhance our HR policies.

Some initiatives include:

- Reward & Recognition Programme to be investigated and developed
- A workplace skills audit and development plan developed
- Training committee to assist with the identification of training needs and assisting with the facilitation thereof
- Orientation and induction programme
- An Employment Equity plan with short, medium and long term targets.

As well as action to enhance its own human resources, we will deliver industry orientation and service excellence training through a reputable service provider (costs to be covered by members).

We will also continue to work with educational institutions by providing opportunities for their students to do either job shadowing or in-service training with Nelson Mandela Bay Tourism and its members.

15. Budgets and Resources

Sources of income

The following are the anticipated trends in Nelson Mandela Bay Tourism's main sources of income. Together with the financial principles set out in the Strategic Overview these provide the basis for the budget projections.

- Nelson Mandela Bay Municipality operational grant funding of R11 029 930 in 2013/2014 should be increased to R16 570 500 in 2014/2015 to allow for implementation support of the new strategy. Thereafter an inflationary increase of at least 7% per annum must be maintained.
- Capital investment of R500 000 in 2014/2015 for special projects like the implementation of a new technology driven visitor strategy that includes a mobile visitor information unit for events and a Visitor App is required from the Municipality. Thereafter Nelson Mandela Bay Tourism will motivate for an annual capital investment to expand and improve its visitor service infrastructure and service delivery of at least R350 000 per annum.
- Marketing Partners – aim is to secure at least 2 in the 1st year and achieve a total of 6 commercial marketing partners by 2017
- Membership income - projected to grow with 50% in 2014/2015 to R225 000 and thereafter with 10% p.a. To obtain this growth the current membership packages will need to be completely reviewed in light of costs compared to offerings and a dynamic membership marketing initiative undertaken.
- Commercial activities (retail, commission on bookings and ticket sales) – projected to grow by 10% p.a.

Commercial income development

The following areas of activity seem to have the greatest potential for substantial growth in income for Nelson Mandela Bay Tourism:

- Commercial marketing partners;
- Website;
- Nelson Mandela Bay specific merchandising and retail with a strong “freedom story” theme;
- Event packaging;
- Bookings;
- Increased membership participation in marketing programmes.

Responsibility for developing the commercial strategy rests with the CEO supported by a specialised destination-marketing agency.

Budget

The budget priorities have been realigned according to the strategic priorities as outlined earlier in the Business Plan.

At this stage the assumptions for the 3 year budget are:

- Grant income is based on the current estimated grant funding by the Municipality with a conservative increase requested in 2014/2015 to deliver the new destination marketing strategy over a three-year period and provide for investment in improved visitor services infrastructure;
- The self-generated income is based on the current operations increased substantially over three years as the new strategy delivers return on investment and new programmes and campaigns start delivering;
- The employee costs at Nelson Mandela Bay Tourism will increase by at least 6% (minimum) annually and allowance has been made to:
 - Critical resources to deliver on the new destination marketing strategy
 - Work with a destination marketing and commercial tourism specialist for 2014/2015 with continued strategic support thereafter
 - Overtime and provision for leave pay has been allowed for
 - Staff training and development

The human resource costs of running an organisation like Nelson Mandela Bay Tourism will always be a substantial part of the budget due to the people-intensive nature of the business and the required visitor services to be delivered for and on behalf of the Municipality.

High-level 3 Year Budget

	YEAR 1	YEAR 2	YEAR 3
<u>Income</u>			
Grant	17 260 500	18 468 735	19 761 546
Municipal Capex investment	500 000	350 000	350 000
Self Generated Income			
Membership	225 000	240 750	257 602
Commission & Retail	660 000	706 200	755 634
Visitor Guide & Collateral	220 000	235 400	251 878
Advertising	50 000	53 500	57 245
Joint Marketing Partnerships	50 000	53 500	57 245
EC Events Support	350 000	374 500	400 715
Total income	19 315 500	20 482 585	21 891 866
Capex	500 000	350 000	350 000
Salaries (with casual & leave pay)	7 910 000	8 463 700	9 056 159
Operating Expenses	2 680 500	2 868 135	3 068 904
Programme budget	8 225 000	8 800 750	9 416 802
Destination marketing	6 850 000	7 329 500	7 842 565
Visitor Services	500 000	535 000	572 450
Industry Services	90 000	96 300	103 041
Strategic Support Services	650 000	695 500	744 185
Board Expenses	135 000	144 450	154 561
Total expenses	19 315 500	20 482 585	21 891 866

Addendum 1: NELSON MANDELA BAY BUSINESS PLAN 2014-2015

ADDENDUM 2: NELSON MANDELA BAY INDUSTRY THINK TANK OUTPUT & BRAND POSITIONING

ADDENDUM 3: NELSON MANDELA BAY COMMUNICATIONS PLAN 2014/2015**Positioning & over-all story-line thread: FREEDOM**

Personality of the destination: Intimate, multi-dimensional, creative, proud, welcoming, personal

Themes: Heritage; Culture; Environment/Nature; Coast; Wildlife; Outdoor/Active

Month	Theme & Events	Possible press releases & blogs angles	To Action
Summer Focus:			January to March
January	Outdoor (summer; mild weather; lifestyle; health; wellness) Coastal (beaches; sport; conservation) Events: <ul style="list-style-type: none"> Friendly City Marathon 	<ul style="list-style-type: none"> How NMB welcomed the New Year Top 5 outdoor things to do in NMB Photo-essay on NMB beaches Report back on the Festive Season to tourism industry & media with some useful stats Cover the Friendly City Marathon in blogpost 	1 st week of Jan 2nd week of Jan 3 rd week of Jan Last week of Jan Day after marathon
February	Romance Environment Sport Art Events: <ul style="list-style-type: none"> Herald Cycle Tour River Mile 	<ul style="list-style-type: none"> Blog and press release on NMB Valentine's specials (to go out in January/first week of Feb & can categorise them in romantic, fun, pocket friendly and break the bank categories) Valentines competition to run for the entire 'Month of Love' on the blog/social media Interview with prominent sport/adventure personality from NMB) & coverage of the Herald Cycle Tour & River Mile ITB preparations and press release end of Feb Photo essay on unique environment (fauna & flora) Blogpost on local artists (in 	End of Jan/First week of Feb February After the events in February Last week of Feb 2/3 rd week of Feb 1 st week of Feb

		lieu of Design Indaba in Cape Town)	
March	ITB (Berlin) Adventure Events: <ul style="list-style-type: none"> • Annibrand Fees • Splash Festival – Easter weekend • Donkin Downhill Dash • Scifest - Grahamstown 	<ul style="list-style-type: none"> • Press release & blogpost on ITB Travel Trade Show (launch of Freedom-Blogger Campaign) • Blogpost on Top 5 Adventures in NMB • Family focus – what to do with the family during the school holidays • Photo-blogs on events 	1 st week of March 2 nd week of March Entire month First week of March At time of the events
Autumn Focus:			April to May
April	Easter Heritage: Freedom Celebrations with focus on family-friendly experiences (school holiday) Nature: autumn attractions Events: <ul style="list-style-type: none"> • Ironman South Africa • Algoa Bay Yacht Club Sailing Regatta 	<ul style="list-style-type: none"> • Freedom-City Blogger Campaign • Blogpost on Family School Holidays and events to do over Easter weekend (specials & packages) • Press release & blogpost on “Freedom Celebrations” • Fun environmental autumn attractions before the winter hibernation • Photo-blogs on events 	Last week of April 1 st week of April 2 nd week of April 3 rd week of April After the events
May	Indaba Kick off winter campaign - (focus on mild winter weather, environment, wildlife, arts & culture) Events:	<ul style="list-style-type: none"> • Winter in NMB – get audiences excited about the winter attractions • Indaba pre & post press releases & blogposts about new digital strategy, blog & plans for the new financial year • Winter weddings focus: where to tie the knot & 	Entire May 1 st & 3 rd week of May 2 nd week of May

	<ul style="list-style-type: none"> • Medieval Fayre • Spar Ladies Run • Bridal Fair 	<ul style="list-style-type: none"> • have the best honeymoons in NMB • Photo blogs on events 	After the events
Winter Focus:			June to August
June	<p>Arts & Culture Winter Warmers</p> <p>Events:</p> <ul style="list-style-type: none"> • Noordhoek Dive Fest • Richmond Hill Music Festival • National Arts Festival (Grahamstown) • Kirkwood Wildsfees (Kirkwood) 	<ul style="list-style-type: none"> • Special added-value winter packages promoted online • Coffee, fireplace & food route blogpost feature “top 10” recommendations • School holidays focus (family and domestic tourism) • Arts & culture blogpost around the events like National Arts Festival promoting festival and encouraging extended stays in NMB • Photo-blogs on events 	<p>Entire Month</p> <p>1st week of June</p> <p>2nd week of June</p> <p>Just before the Arts Festival</p> <p>After the events</p>
July	<p>Winter Warmers Environment, Wildlife & Biodiversity with Green/Bio-diversity focus</p> <p>Events:</p> <ul style="list-style-type: none"> • Volkswagen Rally • Homemakers Expo • Gamtoos Citrus Festival (Patendie) • Biltong Festival (Somerset East) 	<ul style="list-style-type: none"> • Special added value winter packages offered by partners/members to attract domestic visitors. • Bio-diversity focussed blogpost: top 5 “green” things to do in NMB • Press release on NMB’s motor-sport culture & event planned for Dec? • Interview with well-known motorsport personality • Photo blogs on events 	<p>Entire Month</p> <p>1st week of July</p> <p>2nd week of July</p> <p>Last week of July</p> <p>After the events</p>
August	<p>Women’s Month Heritage Innovation</p>	<ul style="list-style-type: none"> • Women’s month featuring female struggle icons, artists, story-tellers etc • Blogpost on the innovation 	<p>Entire month</p> <p>3rd week of August</p>

	<p>Events:</p> <ul style="list-style-type: none"> Nelson Mandela Bay City Marathon 	<p>& creativity of NMB – look into the inner-city renewal programme (in lieu of City Marathon)</p> <ul style="list-style-type: none"> Fashion focus in lieu of CT Fashion Week – 8 August, look at some unique artists or designers to showcase from NMB Photo blogs on events 	<p>1st week of August</p> <p>After the event</p>
Spring Focus:		September to October	
September	<p>Spring Tourism month Environment Coastal</p> <p>Events:</p> <ul style="list-style-type: none"> Urban Run PEtoPlett Northern Arts Festival Shell Festival – Jbay Naartjie Festival - Loerie 	<ul style="list-style-type: none"> Spring entertainment & events – al fresco dining (Restaurants with a view and new Spring menus) Tourism focus around central theme of 'Freedom' Blogpost on Marine & Coastal biodiversity Blogpost on NMB Agricultural wealth with interesting stories & tourism angle Photo blogs of events 	<p>Entire month</p> <p>1st week of Sept & on Tourism Day (27 September)</p> <p>2nd week of Sept</p> <p>3rd week of Sept</p> <p>After the events</p>
October	<p>Wildlife Outdoor Lifestyle (sport)</p> <p>Events:</p> <ul style="list-style-type: none"> October Fest (German Club) Addo Rose Show Start of Ocean Racing Series 	<ul style="list-style-type: none"> Picnics and Markets – showcase healthy, laid-back lifestyle with comments by locals on their favourite picnic spots Blogpost on Wildlife offering (malaria free, family friendly, good value) Interview with cricket legend & look at NMB Sport facilities & events (bring in Ocean Racing Series & mention Iron man) Photo blogs of events 	<p>1st week of Oct</p> <p>2nd week of Oct</p> <p>3rd week of Oct or during event in question</p> <p>After the events</p>
Summer Focus:		November to December	
November	<p>Festive Season launch WTM</p>	<ul style="list-style-type: none"> Festive Season launch: planning for the holidays, what to expect, encourage 	<p>Last two weeks of Nov</p>

	<p>Events:</p> <ul style="list-style-type: none"> • NMB Pride • World Cup Horse Jumping Qualifier • Uitenhage Street Carnival 	<p>domestic visitors to come to NMB</p> <ul style="list-style-type: none"> • World Travel Market (London): pre WTM press release & blogpost on what NMB will do at WTM followed by post-event blogpost on highlights & trends • Blogpost on unique art-deco architecture of NMB • Photo blogs of events 	<p>1st & 3rd week of Nov</p> <p>2nd week of Nov</p> <p>After the events</p>
December	<p>Summer attractions, events & festivities (family friendly)</p> <p>Events:</p> <ul style="list-style-type: none"> • Nelson Mandela Bay SA Rugby 7's • Summer Season • Opening of the Season • Mandela Bay • New Year's Eve celebrations 	<ul style="list-style-type: none"> • Summer Holiday attractions & what's on including festive dining/entertainment highlights • Family & domestic tourism focus – "our top 10 things to do with the kids this summer" blogpost • Christmas Dinner & Lunches – special promotions • New Year's Celebrations – "our top 5 New Year parties to be seen at" • "Best of 2014" – photo blog • Photo blogs of events 	<p>1st week of Dec</p> <p>2nd week of Dec</p> <p>2nd week of Dec</p> <p>3rd week of Dec</p> <p>4th week of Dec</p> <p>After the events</p>