1. ABOUT NELSON MANDELA BAY TOURISM

Nelson Mandela Bay Tourism is the official destination marketing organisation for Nelson Mandela Bay (incorporating Port Elizabeth, Uitenhage and Despatch). The organisation is the implementing agency for the Nelson Mandela Bay Municipality. Our core function is to effectively position Nelson Mandela Bay as a world-class tourist destination.

**Objectives/ Focus Areas:**

- To establish awareness of the Nelson Mandela Bay brand as well as create top of mind awareness in both domestic and international markets.
- To promote Nelson Mandela Bay as an attractive “must-see” tourist destination.
- To increase volume/yield, spend, length of stay and geographic spread of tourists in Nelson Mandela Bay.
- To provide accurate and accessible tourist information through a decentralised tourist information network system.
- To continually strive to provide excellent service in the tourism industry.

2. VISION/ MISSION STATEMENTS

**Vision**

By 2010 Nelson Mandela Bay and surrounds will be recognised both locally and internationally as a special and distinctive ‘must experience’ world-class destination in Africa, which is renowned for its very own character, experiences and friendliness; and also for its commitment to its stakeholders, communities and environment.

**Mission**

To effectively brand, position and market Nelson Mandela Bay and surrounds as a quality, world-class destination in a visionary, dynamic and goal-driven manner; to provide a positive enabling environment for all stakeholders, and to ensure sustained competitiveness.
3. CEO’S REPORT

In the latter part of 2004-2005 Nelson Mandela Bay Tourism conducted a critical evaluation of its operations. The results of this analysis painted a gloomy picture which led to the Board of Directors endorsing a recommendation of restructuring the organisation. This exercise was conducted through the utilization of the human resources expertise within Nelson Mandela Bay Tourism. This resulted in huge financial savings. The results of the restructuring yielded the following:

- A new organisational structure
- A set of new job descriptions for all staff members
- Commissioning the undertaking of a salary survey within the tourism and related industries
- Job evaluations that resulted in the emergence of a salary structure and graded positions
- Implementation of competitive salary ranges
- Introduction of a competitive benefits program for all staff and an equalisation process in cases where distribution of benefits was, in the past, decided arbitrarily.

One detects the existence of a strong but covert element of conservatism. This strongly militates against Nelson Mandela Bay claiming its rightful place in the top echelons of the South African tourism industry. One can discern this element if we compare our overall progress against similar towns within the broader region surrounding Nelson Mandela Bay. Unless there is a dramatic paradigm shift then our ability to compete effectively in drawing tourism to our region is going to be minimised.

In the early part of 2006, a strategic planning workshop was conducted, which resulted in the development of a four year plan (2006-2009). This plan will be reviewed annually to ensure that Nelson Mandela Bay Tourism remains a focused organisation, in line with its mandate of marketing the destination, both domestically and internationally.

Currently we are investigating the development of a strategy that will ensure that we become an attractive destination to visitors from Africa and the Middle East. The South African Tourism statistics indicate that the two areas have, over the last few years, become a major source of tourists that visit South Africa.
We have devoted a significant amount of time in building relationships with critical stakeholders both within and outside the tourism industry. An important example in this regard is the signing of a Memorandum of Understanding (MOU) between the Nelson Mandela Bay Metropolitan University and Nelson Mandela Bay Tourism in January 2006. This Agreement covers seven key and strategic areas of cooperation between the partners.

Another serious challenge has been to provide essential skills to our employees and to this end a comprehensive skills development plan for 2006-2007 was submitted to SETA during June 2006. This submission was based on the outcome of a skills development audit that was conducted by Assante Management and Development Services who were contracted by the Nelson Mandela Bay Municipality’s Economic Development, Tourism and Agriculture Business Unit to develop a tourism master plan. Staff members have already commenced with the process and there is great enthusiasm for this development.

Having spent the 2005/06 period rebuilding and stabilising the organisation our current strategy focuses on consolidating the gains already made. The building and maintaining of relationships will remain central in our vigorous marketing of this beautiful and wonderful destination. Also as the residents we need to enhance our love for Nelson Mandela Bay.

What we have achieved as an organisation in the past two years would not have been possible without the unselfish support of our Board members, the management of the Economic Development, Tourism & Agriculture and other Business Units of the Nelson Mandela Bay Municipality and, of course, our members as well as our sponsors in the private sector.

4. OVERVIEW OF DEPARTMENTS

4.1 Promotions

*Overview*

The Department comprises of the Marketing Services, Events and Trade Relations functions and includes all activities relating to domestic and international trade relations, arts and cultural events, sporting and watersport events within Nelson Mandela Bay, as well as marketing and promoting the destination.
Description of Activities

The activities related to this function include:

- Developing strategic promotional objectives to market the destination
- Strategic relationships with the trade. We sustain these relationships through the attendance of key trade related events and exhibitions
- Identifying key stakeholders within the trade and pursuing alliances to meet overall organisational objectives
- Identifying and implementing key events which aid the marketing of Nelson Mandela Bay as a must visit destination
- Coordination of Municipality funded events for which Nelson Mandela Bay Tourism becomes the implementing agent
- Co-managing the portfolio of the brand and sub-brands and develop strategic plans for future brand developments in conjunction with the Nelson Mandela Bay Municipality’s Communication Department
- Identifying key advertising medium and manage the program of advertising activity
- Developing and implementing brand awareness campaigns

Strategic Objectives - Marketing Services

- Marketing Nelson Mandela Bay as a “must see” destination through promotional activities
- Increase number of visitors including increased length of stay and spend in Nelson Mandela Bay
- To create awareness of the brand, Nelson Mandela Bay
- Develop key strategic partnerships with trade and public in order to meet organisational objectives

Strategic Objectives - Trade Relations

- Consolidate and establish relationships with the trade based in South Africa (Foreign outbound and SA Inbound operators), focusing on selected geographical markets
- Develop the trade database and implement customer (trade) relationship promotion programme
• Develop and implement a co-operative “channel” programme with Nelson Mandela Bay Tourism businesses/ members – packaging tour opportunities in order to influence the inclusion of Nelson Mandela Bay in tours, to extend length of stay and increase volume of tourists.
• Participate in trade educationals in order to build personalised relationships, create awareness of the destination, facilitate networking opportunities, and establish influence with the trade.
• Participate in co-operation with Eastern Cape Tourism Board (ECTB) and SA Tourism in trade shows, workshops, and other opportunities.
• Participate in opportunities created through the twin city agreements by building relationships with tourism partners

Strategic Objectives – Events

• Market the destination through hosting events
• Focus on three main tourism events in each of the three annual campaigns (Summer Season, Splash Festival and Tourism Month)
• Communicate the defined role of events division to stakeholders and roleplayers
• Build on stake holder relationships for long term investment into tourism seasonal events
• Work towards a vision of being the Watersports Capital of Africa

4.2 Information Services

Overview

The provision of information is the sustainable portion of a marketing system in the tourism industry. It’s most essential responsibilities being the handling of tourist enquiries and the dissemination of accurate and concise tourist information on Nelson Mandela Bay (including Port Elizabeth, Uitenhage and Despatch). This function is offered through Nelson Mandela Bay Tourism’s three strategically placed tourist information locations: the Donkin Information Centre, the Boardwalk Information Centre and the recently opened Uitenhage Information Centre.

Description of Activities

The activities related to this function include:
• Compiling and updating of the annual Calendar of Events for Nelson Mandela Bay.

• Stocking of various essential travel publications and maps for the convenience of visitors.

• Updating and maintaining Nelson Mandela Bay Tourism website www.nmbt.co.za.

• Updating and expanding the extensive database of information, in line with the wide range of enquiries received.

• Assisting with general enquiries from walk-in tourists.

• Generating and updating generic editorial pertaining to Nelson Mandela Bay for various travel publications.

• Displaying of members’ brochures and generic brochures of the Eastern Cape and the rest of South Africa.

• Maintaining regular contact with other Information Offices in the Eastern Cape, Garden Route and Western Cape.

• Updating and printing an annual Visitor’s map and Visitor’s Guide for Nelson Mandela Bay which are handed out for the convenience of tourists as well as distributed extensively in order to market Nelson Mandela Bay as an attractive tourist destination.

**Strategic Objectives**

• Opening the Information Centre in Uitenhage.

• Establish strategic partnerships with Information Centres in Cape Town, Johannesburg, Pretoria, Bloemfontein, Durban, Buffalo City and the towns in the Eastern Cape.

• Build relationships with Cruise Liner Operators to increase the amount of ships docking in Nelson Mandela Bay.

• Ensure professional, friendly and innovative service to all tourists and private sector partners.

• Regularly update the database of new developments, opportunities and events.

• Keep statistics and information on people visiting the Information Centres.

• Initiate regular local exhibitions and exposure opportunities of new businesses.
• Previously Disadvantaged Individuals (PDI’s) to ensure public and tourist awareness of these new developments in order to support the sustainability of new enterprises.

**4.3 Visit On-line Reservation System and Call Centre (Head Office)**

*Overview*

The Visit On-line Reservation System and Call Centre is one of the projects implemented through the Twin City Agreement, between Gothenburg in Sweden and Nelson Mandela Bay Municipality, and was jointly funded by both cities. It is an online reservation system that shows availability on the internet and allows visitors to book 24 hours a day.

The system also makes it easier for the Call Centre to find available accommodation; preference is given to establishments that use the system.

*Strategic Objectives*

• To further develop staff skills and knowledge
• To generate even more income for our members
• To provide better service to our members and the public
• To get more support and input from our members
• To promote the system to the general public to gain more visitors for our members
• To negotiate the use of the system through governmental, business and sporting groups, for the benefit of our members
• Regular improvements on the system to make it better and easier to use.

**4.4 Information Technology (Website & Databases)**

*Overview*

This includes the provision, maintenance and protection of all relevant Information Technology systems including our website www.nmbt.co.za and protecting the integrity of the corporate data required by officials of Nelson Mandela Bay Tourism and other stakeholders.
Strategic Objectives

- To create a website that is informative, up to date and attractive to visitors so as to attract them to Nelson Mandela Bay and also get visitors to use the website on a regular basis. It must also be able to generate income and assist in the daily operations of the organisation.
- Providing and maintaining good working electronic equipment, infrastructure and software to ensure productivity and data security.
- Keep statistics and information on tourists visiting our Information Centres
- Implement the further development of the database / website.
- Manage the regular update of our database.
- Utilise the database to electronically communicate with niche markets, members, and various other stakeholders.

THE VISIT ON-LINE RESERVATION SYSTEM AND CALL CENTRE IS ONE OF THE PROJECTS IMPLEMENTED THROUGH THE TWIN CITY AGREEMENT, BETWEEN GOTHENBURG IN SWEDEN AND NELSON MANDELA BAY, AND WAS JOINTLY FUNDED BY BOTH CITIES. IT IS AN ON-LINE RESERVATION SYSTEM THAT SHOWS AVAILABILITY ON THE INTERNET AND ALLOWS VISITORS TO BOOK 24 HOURS A DAY.

4.5 Communications

Overview

This unit comprises the media and public relations aspects, the community liaison and conferencing & membership functions of the organisation. The Department’s core functions include all aspects relating to communication and liaison with internal and external stakeholders.

Description of Activities

The activities related to this function include:

- To foster a positive and professional working relationship with the media, business stakeholders and major role-players in the tourism industry
• Increase the organisation’s presence in both local and international media, in co-ordination with other departments in the organisation
• Develop pre and post-conference packages
• Promote and market Nelson Mandela Bay as a stress-free conference destination, and bid for conferences to be hosted in Nelson Mandela Bay

**Strategic Objectives – Media and Public Relations**

• Build relations with various stakeholders, distributing the monthly newsletter (IMVABA)
• Hold stakeholder briefing sessions
• Increase national media coverage in co-ordination with other Departments in line with the three main marketing campaigns
• Host trade related media educational in co-operation with the Eastern Cape Tourism Board (ECTB) and SA Tourism

**Strategic Objectives – Conferencing & Membership**

• Coordinate and manage the marketing of the destination to the MICE market, personal relationships, regular newsletters and communication
• Compile a database of facilities in Nelson Mandela Bay and package opportunities with the tourism industry
• Compile database of big corporations, organisations arranging conferences and influence the bidding for conferences to come to Nelson Mandela Bay
• Link with various stakeholders to assist in bringing conferences to Nelson Mandela Bay e.g. Nelson Mandela Metropolitan University
• Participate in shows/exhibitions e.g. Meetings Africa

**Strategic Objectives – Community Liaison**

• Assist previously disadvantaged communities with integration into the mainstream tourism industry through promotion of SMME’s.
• Create networking opportunities with established business through presentations, exhibits in information centres, shopping centres etc.
• Facilitate the implementation of programs of Community Tourism Forums
• Liaise with Safety and Security stakeholders (e.g. NMBM's Safety and Security Business Unit and South African Police Services).
4.6 Finance & Administration

Overview

This Department comprises of the finance, administration and human resources functions. As a supporting competence, the Department’s main objective is to always strive to create synergy within the Organisation by aligning the Finance and Administration objectives to those of the other Departments.

Description of Activities

The activities of the division are to:

- Initiate, plan and implement all budget and financial management aspects of the Organisation.
- Co-ordinate and manage the annual training budget planning process for all Managers and support staff.
- Ensure the application of the relevant rules and regulations pertaining to the Generally Accepted Accounting Practice (GAAP).
- Ensure the application and adherence to the procurement policy and the organisation’s policies and procedures.
- Strive to maintain and enhance the Organisation’s image by providing effective and efficient customer service and adhering to the service excellence values and principles.
- Implementation of the Human Resources policies and procedures relating to procurement, development, integration, compensation and maintenance of staff.
- Establish and implement a Skills Development Program to enhance the retention of quality skills within Nelson Mandela Bay Tourism.

Strategic Objectives – Finance & Administration

- Develop, implement and monitor annual budget
- Develop and implement financial policies and procedures
- Manage finances in cooperation with divisional managers
**Strategic Objectives – Human Resources**

- Develop and implement the performance management system
- Develop a Human Resources Policy and Procedures Manual
- Develop and implement a training and development program
- Develop and implement a staff team building program, contributing to staff motivation and morale
- Ensure the maintenance of a competitive remuneration and benefits programme
- Ensure compliance with the stipulations of the Discipline and Grievance procedure

5. **HIGHLIGHTS FOR THE YEAR 2005/06**

**Opening of the Uitenhage Information Centre**

Joint efforts by Nelson Mandela Bay Tourism and the Nelson Mandela Bay Municipality led to the establishment of an Information Centre in Uitenhage at the beginning of 2006. This process was initiated together with strong liaison and engagement with tourism-stakeholder businesses based in the Uitenhage area, including the Uitenhage Community Tourism Forum. Suitable premises were secured at 73 Graaff Reinet Road in Uitenhage; the Information Centre became operational and fully functional by the end of February 2006.

**Service Excellence Campaign**

This programme was launched in November 2005 by the Port Elizabeth Regional Chamber of Commerce and Industry (PERCCI). It is an attempt to improve the service levels in the Nelson Mandela Bay region. By the end of March 2006, about 90 percent of Nelson Mandela Bay Tourism’s total staff complement had been sent on the Service Excellence training.

**Updating of the Visitors’ Guide**

To ensure that editorial content pertaining to Nelson Mandela Bay’s tourist attractions remains updated, accurate and current, a glossier Nelson Mandela Bay Visitors’ Guide was produced. The purpose of the publication is to ensure that visitors to Nelson Mandela Bay have sufficient tourist information in hand in the form of a user-
friendly booklet. Over 60 000 copies were printed in May 2006. The comprehensive
guide depicts the major tourist attractions and sites in Port Elizabeth, Uitenhage and
Despatch and is made available to all tourists who visit our Tourist Information
Centres, including conference delegates, spectators and participants of sporting
events held in Nelson Mandela Bay. Furthermore, the guide is distributed extensively
by Brochure Management to other tourist information offices in the Eastern Cape and
South Africa.

Strategic partnerships with key tourism stakeholders

A series of roadshows were undertaken by Nelson Mandela Bay Tourism’s senior
management to develop partnerships and alliances with key tourism stakeholders
along strategic tourist routes and at shopping centre exhibitions. First on the list was
the Garden Route Roadshow which took place on from 5 – 7 September 2005 and
included the towns of Plettenberg Bay, Knysna, George, Mossel Bay and
Oudtshoorn. Secondly, was the Albany Roadshow undertaken on 11 October 2005
and included the towns of Kenton-On-Sea, Port Alfred and Grahamstown. The Karoo
Heartlands Roadshow which took place on 7 – 8 November 2005 was the final
roadshow and included Somerset East, Cradock, Middleburg, Nieu Bethesda and
Graaff-Reinet. The initiative was very successful and was positively endorsed by the
Nelson Mandela Bay Tourism Board.

In order to follow this process further, Nelson Mandela Bay Tourism Management
met with Cape Town Routes Unlimited, the provincial tourism marketing authority for
the Western Cape on 24 April 2006 and discussed ways that both parties could
contribute towards a mutually beneficial strategic partnership. A similar exercise was
undertaken during September 2005 with the Management of all the major shopping
centres in Nelson Mandela Bay with a view to create a tourism presence in the
centres, particularly during the Summer Season. These included the Kwa-Dwesi
Shopping Mall, the Walker Drive Shopping Centre, The Bridge Shopping and
Entertainment Centre, Summerstrand Village Shopping Centre, Pier 14 Shopping
Centre, Greenacres and the Motherwell Shopping Centre.

Coordinating and assisting with cruise liner welcomes

Nelson Mandela Bay enjoyed a substantial increase in cruise liner visits during the
2005/06 year. The Port Elizabeth Harbour was graced by 24 cruise liners this year,
quite a significant improvement compared to the previous year where only ten
dockings took place. As a result of this ongoing increase in cruise liner business,
National Ports Authority (NPA) has planned to develop and erect a dedicated Cruise Liner Visitor Terminal at the Harbour. In an effort to capitalise on these dockings, Nelson Mandela Bay Tourism’s Information Services Division, in conjunction with various other tourism role-players in Nelson Mandela Bay, arranged numerous facilities for the convenience and enjoyment of disembarking passengers. Nelson Mandela Bay Visitors’ Guides and Tourist Maps were handed out to all interested disembarking passengers. Pre-planning and de-brief meetings were arranged with the respective role-players including NPA prior to and after each docking, to ensure the smooth running of docking and logistical arrangements.

The table below reflects the number of passengers and their nationality on-board the cruise liners that docked at Port Elizabeth Harbour from July 2005 until June 2006:

<table>
<thead>
<tr>
<th>DATE</th>
<th>NAME OF CRUISE LINER</th>
<th>NATIONALITY OF PAX</th>
<th>PAX ON BOARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 Sep 05</td>
<td>Pacific Princess</td>
<td>Mixed American</td>
<td>Approx. 650</td>
</tr>
<tr>
<td>11 – 12 Dec 05</td>
<td>MS Hanseatic</td>
<td>European (German)</td>
<td>Approx. 120 + 30 crew</td>
</tr>
<tr>
<td>27 Dec 05</td>
<td>Silver Wind</td>
<td>American</td>
<td>Approx. 180</td>
</tr>
<tr>
<td>31 Dec 05</td>
<td>Island Sky</td>
<td>European (British)</td>
<td>97 + 60 crew</td>
</tr>
<tr>
<td>05 Jan 06</td>
<td>Island Sky</td>
<td>UK (British)</td>
<td>89 + 60 crew</td>
</tr>
<tr>
<td>09 -10 Jan 06</td>
<td>Europa</td>
<td>German</td>
<td>321 + 279 crew</td>
</tr>
<tr>
<td>13 Jan 06</td>
<td>Hebridean Spirit</td>
<td>UK (British)</td>
<td>58 + 70 crew</td>
</tr>
<tr>
<td>15 Jan 06</td>
<td>MS Deutschland</td>
<td>German</td>
<td>Approx. 500</td>
</tr>
<tr>
<td>19 – 20 Jan 06</td>
<td>Hebridean Spirit</td>
<td>UK (British)</td>
<td>Approx 70</td>
</tr>
<tr>
<td>24 Jan 06</td>
<td>MV Royal Star</td>
<td>British, German &amp; French</td>
<td>184 + 133 crew</td>
</tr>
<tr>
<td>28 Jan 06</td>
<td>MS Deutschland</td>
<td>German</td>
<td>449 + 116 crew</td>
</tr>
<tr>
<td>29 Jan 06</td>
<td>Astoria</td>
<td>German</td>
<td>Approx 540</td>
</tr>
<tr>
<td>01 Feb 06</td>
<td>MV Royal Star</td>
<td>British, German &amp; French</td>
<td>188 + 135 crew</td>
</tr>
<tr>
<td>04 Feb 06</td>
<td>MS Deutschland</td>
<td>German</td>
<td>450 + 200 crew</td>
</tr>
<tr>
<td>12 Feb 06</td>
<td>Hebridean Spirit</td>
<td>UK (British)</td>
<td>70 + 70 crew</td>
</tr>
<tr>
<td>19 Feb 06</td>
<td>Hebridean Spirit</td>
<td>UK (British)</td>
<td>Approx 70</td>
</tr>
<tr>
<td>22 Feb 06</td>
<td>Prinsendam</td>
<td>British, German &amp; French</td>
<td>Approx 800 + 400 crew</td>
</tr>
<tr>
<td>07 Mar 06</td>
<td>Hebridean Spirit</td>
<td>UK (British)</td>
<td>Approx 70</td>
</tr>
<tr>
<td>08 – 09 Mar 06</td>
<td>Vista Mar</td>
<td>British, German, Dutch,</td>
<td>287 + 110 crew</td>
</tr>
<tr>
<td>09 – 25 Mar 06</td>
<td>Swedish Ship: East</td>
<td>Various International</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Indiaman Gothenburg</td>
<td>Nationalities</td>
<td></td>
</tr>
<tr>
<td>26 Mar 06</td>
<td>MS Bremen</td>
<td>German</td>
<td>Approx 120</td>
</tr>
<tr>
<td>31 Mar 06</td>
<td>Oriana</td>
<td>UK (British)</td>
<td>1723 + 825 crew</td>
</tr>
<tr>
<td>02 Apr 06</td>
<td>Saga Rose</td>
<td>Mixed UK &amp; American</td>
<td>360 + 363 crew</td>
</tr>
<tr>
<td>27 Apr – 02 May</td>
<td>Cuauhtemoc</td>
<td>Mexican Navy Training</td>
<td>265</td>
</tr>
<tr>
<td>06</td>
<td></td>
<td>Vessel</td>
<td></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>Approx 7701 + 2851 crew</strong></td>
</tr>
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</table>
Profiling Nelson Mandela Bay at national and international trade shows, workshops and exhibitions

One of the objectives of Nelson Mandela Bay Tourism is to promote and market Nelson Mandela Bay at various National and International Trade Shows and Exhibitions. Nelson Mandela Bay Tourism was represented at the following expos and trade shows:

- Cape Town Outdoor Adventure Exhibition from 18 – 21 August 2005
- Nelson Mandela Bay Municipality Exhibition 2005 arranged by their IDP Strategic Unit on 23 August 2005 at the Allanridge Civic Centre in Uitenhage and on 30 August 2005 in the City Hall, Port Elizabeth
- Port Elizabeth Metro Bed & Breakfast Association (PEMBBA) on 4 August 2005
- The Star Getaway Show (Johannesburg) from 6 – 12 September 2005
- The Eastern Cape Industrial Technology Exhibition which was held 15 – 17 February 2006 at the PE Harbour
- The Trade and Investment Business Seminar hosted by the Asia and Middle East Branch of the Department of Foreign Affairs from 23 - 24 March 2006 in Nelson Mandela Bay.

Selected staff from the Information Services Unit represented Nelson Mandela Bay Tourism at the respective Expos and assisted with handling of generic enquiries about the destination as well as assisted in creating awareness regarding the unique tourist attractions within the Nelson Mandela Bay.

Nelson Mandela Bay Tourism also assisted the Economic Development, Tourism and Agriculture Business Unit with an Information Desk at registration for the Umsobomvu Youth Fund Conference held in Port Elizabeth from 12 – 15 June 2006.

Building and maintaining positive stakeholder relationships

Part of Nelson Mandela Bay Tourism’s strategy is to encourage, facilitate and maintain relations with tourism role-players through regular meetings and communication. In order to foster a positive and professional working relationship with all the major role-players in the tourism industry, Nelson Mandela Bay Tourism undertook various initiatives in order to capitalise on this objective including hosting a Tourism Stakeholder Breakfast at Edward Hotel on 8 July 2005 which was attended
by numerous politicians and Councillors, where the organisation’s 2005/6 strategy was presented. NMBT also attended the quarterly coastal forum meetings between the Eastern Cape Tourism Board (ECTB), the Buffalo City, Cacadu and Amathole District Municipalities. The focus of the meetings included strategy overview presentations by each party. This was a good initiative in terms of building synergy between the major stakeholders in the Eastern Cape.

6. OVERALL ORGANISATIONAL PERFORMANCE

CAMPAIGNS

During the period of July 2005 to June 2006, Nelson Mandela Bay Tourism managed to successfully stage and executed two of its major campaigns – the Summer Season Festival and the Splash Festival (Easter weekend).

SUMMER CAMPAIGN 2005/06

The main objectives behind this event were:

- To promote Nelson Mandela Bay as the preferred summer holiday destination
- To increase the volume of visitors in Nelson Mandela Bay, their length of stay and total spend over the Summer period
- To raise awareness of the Nelson Mandela Bay brand and to establish top of mind brand positioning
- To influence decisions of tourists to visit Nelson Mandela Bay

Target market

The target market included families and young couples from the Eastern Cape, Kwa-Zulu Natal, Gauteng, Western Cape and the Free State, specifically targeting those with friends and families living in Nelson Mandela Bay. They may either be regular visitors who only stay a short while and who are unaware of the existing events and attractions which would keep them in Nelson Mandela Bay longer, or those who may not have visited Nelson Mandela Bay for some years. The campaign was specifically geared towards reminding the visitors to make the trip to Nelson Mandela Bay to experience the number of events being hosted and the proximity of the fabulous natural attractions and destinations that exist in our region.
The campaign was rolled out in the following stages:

**Broadsheet and tags**

400,000 Broadsheet copies were printed and inserted into the Weekend Post, Die Burger, Natal Mercury, Cape Times, Star and the Volksblad newspapers from November 2005. These were also distributed and handed out to visitors at Kulula.com check-in counters nationally. Two advertisements were also placed in the Sunday Times Lifestyle during November 2005.

A Tag promoting the Summer Festival in Nelson Mandela Bay was developed and was tied onto the luggage of visitors traveling with Kulula.com. Tags offering a Free Cup were also placed on cups of Coffee at Dulce Cafés nationwide. The Tags at Kulula.com and Dulce Cafés as well as the broadsheet were linked to an online and SMS competition of which 619 entries online and 547 SMS entries were received.

**Event guide**

A fully comprehensive Event Guide showcasing the various programmes on offer i.e. Rascals, X-ellerator, Vibe, and Vodacom Action was put together. (About 20,000 copies of the guide).

**Radio campaign**

The Algoa FM Nelson Mandela Bay Summer Freedom Campaign, which took the form of generic advertisements that were aired on Algoa FM as well as a week-long competition, whereby listeners could call in and win various prizes, ran from 21 November – 12 December 2005. The grand prize was a luxury holiday in Nelson Mandela Bay that included accommodation, car hire, meal vouchers and various recreational activities. In addition to the Summer Freedom Campaign – the Summer Festival events were mentioned in the daily Algoa FM / Coca Cola What’s On Guide.

A five-day campaign was also aired on Umhlobo Wenene FM from 14 – 18 December 2005 comprising of generic advertisements, while Nkqubela FM (KQFM) ran a much longer programme from 14 December 2005 – 8 January 2006 featuring generic advertisements promoting the Summer Festival programme during peak time slots as well as 3 minute interviews with Nelson Mandela Bay Tourism.
**Added value and co-operative marketing strategies**

A number of prizes were sourced from various tourism industry stakeholders such as: The Boardwalk, Calabash Tours, Europcar, The Courtyard Hotel, Kragga Kamma Game Park, The Kelway Hotel, Farriagers Restaurant, Finnezz Cocktail Café and McArthur Baths Pool & Leisure Centre, who were very keen to support the Summer Season Campaign.

A strategic partnership was formed with Kulula.com and Dulce Cafés nationwide. Advertisements were sold at the back of the broadsheets at R6 000.00 each to the Boardwalk, Mantis Collection, Kelway Hotel and the Kragga Kamma Game Park, all reporting positive spin-offs from the advertisements.

Our website address was listed in all marketing material printed and all accommodation related enquiries were directed to the website and the Call Centre. The Nelson Mandela Bay Tourism Information Centres were also featured quite prominently on the Events Guide as a point of reference.

**SPLASH FESTIVAL: 2006 EASTER CAMPAIGN**

The objectives behind this campaign were to:

- Promote Nelson Mandela Bay as an Easter Holiday destination
- Promote Nelson Mandela Bay as the Watersports Capital of Africa in order to increase the volume of visitors, their length of stay and total spend over the Easter Holiday
- To raise awareness of the Nelson Mandela Bay brand
- To offer a unique Nelson Mandela Bay experience

**Target market**

The target market for the Easter Campaign were families and young couples from the local community in Nelson Mandela Bay and selected provinces, such as Gauteng, Western Cape, the Free State and the rest of the Eastern Cape, the majority of whom have friends and family living in Port Elizabeth, Uitenhage or Despatch. The campaign was geared towards encouraging visitors to come to Nelson Mandela Bay through the number of events planned and the close proximity of natural attractions and destinations in and around the NMBMM. The campaign was rolled out through the following media:
**Broadsheets**
180 000 A2 size broadsheets were produced and placed as press inserts in the Herald, Daily Dispatch and Die Volksblad on the 13th March 2006, and the Weekend Post on 11 March 2006. 17 000 were distributed to most information centres in South Africa via Brochure Management Distribution as well as all the major shopping centres in Nelson Mandela Bay. The Broadsheet inserts proved to be a successful medium of supplying more information about the Festival and also served as a teaser of what was to come. Advertisements were placed in the Weekend Post to reiterate the message. Strip advertisements were also placed in Die Burger newspaper.

**Event guide**
A total of 20 000 event guides were printed closer to the start of the Festival to give both locals and visitors a detailed outline of the events planned together with venues, times and dates.

**Radio campaign**
The following radio stations were used to promote the Splash/ Easter Festival - Algoa FM, OFM, Umhlobo Wenene and community radio stations, KQFM and Bay FM. OFM and Umhlobo Wenene ran on-air competitions from 20 March 2006 where listeners stood a chance to win a holiday to Nelson Mandela Bay.

**Partnerships with other stakeholders**
A strategic partnership with Kulula.com was undertaken whereby; the brand identity Feel Free in Nelson Mandela Bay in the form of a tag was attached to each piece of luggage on every flight to and from Nelson Mandela Bay, as well as a significant amount of the broadsheets distributed at their check-in counters.

Dulce Café outlets in the Eastern Cape gave away a free cappuccino on presentation of the broadsheet. Each outlet was supplied with a promotional A2 poster as well as detailed information about the Splash Festival inside the table talkers on each table. Dulce Café also supplied their e-mail database with an e-mailer promoting the Splash Festival.

**Website**
To further promote the event, a Splash Festival Page comprising of three elements was developed on the NMBT website. The elements were:
• A “Win a Car Competition” button that was live from 25 March 2005 where visitors could find the details of how to enter the competition as well as the rules applicable.
• A “Splash Programme” button which allowed the visitor to view and print the broadsheet on-line, as well as access a printable copy of the event guide via the “More Events” button.
• An “On-line Bookings” button where visitors could book their holiday to Nelson Mandela Bay through the Visit Reservation System.

Marketing the Destination

During the period July 2005 to June 2006, Nelson Mandela Bay Tourism continued to increase its marketing efforts and to promote the Nelson Mandela Bay brand through a dedicated marketing and promotions strategy aimed at promoting Nelson Mandela Bay as one of the country’s top “must-see” destinations. One of the key elements of the strategy was to foster brand identity and a presence in both local and international markets.

The strategy and marketing efforts were mainly based on Twin City Agreements and partnerships with role-players such as the SA Embassies, Eastern Cape Tourism Board (ECTB), SA Tourism and the International Chamber of Commerce; and relationships with inbound and international outbound operators based in South Africa. These marketing initiatives were initiated through electronic communication, awareness campaigns and reference to the Nelson Mandela Bay Tourism website.

TARGET MARKETS

The key target markets that the strategy focused on were families, business travelers, conference delegates, the educational sector, and all sports and watersports enthusiasts.

Through research, the following domestic target markets were also identified, focusing mainly on the majority of visitors with friends and family living in Port Elizabeth, Uitenhage or Despatch:
Kwa-Zulu Natal | Gauteng | Western Cape | Eastern Cape | Free State
The international markets include:
United Kingdom | Germany | USA | Sweden | China
Argentina (Niche for Nelson Mandela Bay) and Brazil | Netherlands | Botswana

Advertisements were placed in the following publications:
SAMSA | Mirror World Brochure | Gillian’s Hot Spot Holidays | Wedding Album
Discovering SA | Nelson Mandela Bay Review | Cape Etc | Shell Festival Supplement
African Safaris | Madiba Action | Budget Rent a Car Map | Braby’s EC and PE Tourist Maps
Best of the Bay | Eastern Cape Tourism Directory
Eastern Cape Guide – Garden Route Marketing | British Airways Upfront Magazine
Avis/City Lodge South African Magazine

**TRADE SHOWS**

Nelson Mandela Bay Tourism was represented at six trade shows/exhibitions during the 2005/06 year. These were the Cape Town Outdoor Adventure Expo, the Johannesburg Getaway, China Indaba, Explore South Africa, World Travel Market and Indaba 2006, which was held in Durban.

*Cape Town Outdoor Adventure Expo: 18 August 2005*
This event has been running for the past ten years and featured over 150 exhibitors. The four-day expo offered Nelson Mandela Bay Tourism a platform to promote the destination to both consumers and the tourism trade; to interact with clients, potential clients, trade, concentrated into a short space of time; to highlight the new and exciting developments in Nelson Mandela Bay; to develop leads, customer databases and open doors for potential strategic relationships, to reinforce company image in the market place; and support our existing campaigns

*Johannesburg Getaway: 9 – 11 September 2005*
The Johannesburg Getaway show is an annual, national, consumer show for all outdoor product suppliers as well as travel and tourism-related marketers. The show offers the exhibitor the chance to market new and existing products and services directly to outdoor, adventure travel and ecotourism enthusiasts.

Nelson Mandela Bay Tourism used this event to actively promote Nelson Mandela Bay as an affordable, family-oriented destination with a variety of tourism offerings; to actively promote the area directly to a highly targeted audience inclusive of leaders in
the travel and tourism industry; to deliver thousands of potential tourists to the area; to build brand awareness and to promote the Vision 2020 projects; to build an effective database for future marketing activities; to demonstrate the unique offerings of Nelson Mandela Bay and to promote the area as an exciting investment and tourism destination; as well as to identify new markets and learn about new trends in the tourism industry.

**China Indaba, Shanghai: 22 – 24 September 2005**
The event was an SA Tourism marketing initiative. It was held in Shanghai, China and geared towards the Chinese trade, media and consumers. The main objective of the event was to captivate the Chinese interest into the South African travel and tourism offerings. Rather than take them to the destination, the fundamental concept of the event was to take the destination to them.

Exhibition offered a platform to showcase South African travel and tourism offerings in a comprehensive and holistic manner. The exhibitor profile ranged from classical travel and tourism trade, through to the finest in hospitality, services, and provinces.

**Explore South Africa, Argentina: 24 – 28 September 2005**
Explore South Africa is acknowledged as the most important event, exclusively showcasing tourism in South Africa and developing the expertise, knowledge and awareness of South Africa amongst the local trade in South America. The purpose of the event was to present a full overview of the tourism products and services offered by South Africa, being the ideal forum to offer South American travel trade professionals a hands-on opportunity to explore the potential of our great destination.

By attending this event, Nelson Mandela Bay Tourism wanted to actively penetrate the South American markets; promote Nelson Mandela Bay to top tour operators from Argentina and Brazil; to build brand awareness and an effective database for future marketing activities; as well as to demonstrate the unique offerings of Nelson Mandela Bay.

**World Travel Market, London: 14 – 17 November 2005**
Staged annually in London, the World Travel Market is a must attend, business to business exhibition that provides a unique opportunity for the whole global travel trade industry to meet, network, negotiate and conduct business. By attending the World Travel Market, participants efficiently, effectively and productively gain immediate competitive advantage for their business and stay abreast of the latest developments in the travel industry.

This event is internationally recognised as Africa’s premier travel trade show and has become one of the top three ‘must visit’ shows of its kind on the global travel trade calendar. The Indaba is an international trade show which sees thousands of travel agents, tour operators, media and visitors attending to do business with old and new products and trade professionals. Nelson Mandela Bay Tourism has been represented at this event for the past 14 years to do generic marketing of Nelson Mandela Bay, to promote the VISIT system and call centre, and take sharing exhibitors that have products and packages to sell to meet international buyers who are looking to purchase from local exhibitors.

EVENTS

QUEEN’S BATON RELAY: 15 - 16 JUNE 2005

Nelson Mandela Bay Tourism was successful in bidding for the Queens Baton Relay, the world’s longest and most inclusive relay, which symbolises the gathering of people from across the Commonwealth nations. The relay has been the curtain raiser to every Commonwealth Games since Cardiff, Wales, in 1958, with the baton bearing the Queen’s message to athletes, carried from Buckingham Palace in London across the Commonwealth Nations to the opening ceremony of the Commonwealth Games.

A route encompassing the whole of Nelson Mandela Bay was developed for the relay, to showcase our beautiful region. The relay started from Walmer Township all the way to Uitenhage, with activity hubs erected at various places along the route. One of the highlights of the event was when a group of students from the Limekhaya High School based in Uitenhage got an opportunity to run in the relay and hold the baton.

About 120 ambassadors participated in the relay with the assistance of the local sporting bodies. Among them were top local sportsmen and women such as Sherwin Vries, Matthew Quinn, Heidi Seyerling and Leigh Julies, as well as Danny Jordaan, of the 2010 FIFA World Cup Local Organising Committee. The event concluded with a Youth Day celebration held at Gelvandale Stadium.
HERITAGE MONTH PHOTOGRAPHIC EXHIBITION: 1 – 30 SEPTEMBER 2005

Nelson Mandela Bay together with photographer, Leon Hugo held a photographic exhibition titled “The Vision of the City 1820 – 2020” to commemorate Heritage Month, which is also internationally recognised as Tourism Month. The display was a photographic imagery which depicted the history of Nelson Mandela Bay since 1820, in the early 1900’s and to date, highlighting the developments that had taken place.

CHEVROLET HOBIE CATS 16 WORLD CHAMPIONSHIPS:
25 OCTOBER – 4 NOVEMBER 2005

Nelson Mandela Bay hosted the Hobie World Championships - a world class sailing event from 25 October to 4 November 2005 at Hobie Beach. This event attracted over 1000 national and international visitors to the city. A total of 25 countries entered the competition, with South Africa being one of the participating countries. TV coverage was received through the SABC news channels and eTV news, as well as Mnet Supersport. With over 250 entries in the five disciplines and fifty six teams competing in the finals, Hobie Beach was transformed into a world class sailing mecca.

METRO FM MUSIC AWARDS: 26 NOVEMBER 2005

Nelson Mandela Bay submitted a bid and won the contract to host the Metro FM Music Awards for two years. A tensile structure with a capacity to hold over 4000 people was erected at the Kings Beach parking area as the main venue for the event. Over 2500 tickets were sold to the public through Computicket and about 1500 VIP’s including the nominees, other musicians, SABC corporate clients and stakeholders as well as Municipal Councillors attended the event. The event injected an estimated R5 million into the City’s economy.

FEEL FREE SUMMER SEASON: DECEMBER 2005 - JANUARY 2006

Nelson Mandela Bay Tourism successfully unveiled a fun-packed, family-oriented summer festival programme geared to take the city by storm. For the first time, the entire Summer season offering was packaged around the various age groups or market segments, namely: Rascals (aged 2-11); X-ellerator (12-17); Vibe (adult arts and culture oriented entertainment); and Action (for adventure & sports enthusiasts). Various events and activities were scheduled to take place at various areas of Nelson Mandela Bay to cater for these market segments.
The four main events of the summer festival, which cut across all market segments, are: The Opening of season, Springs Resort Festival; Christmas Eve Parade & Carols; and New Year’s Eve celebrations. The Opening of season kicked-off with an entertainment programme which was followed by a synchronised fireworks display that took place at the Hobie Beach pier on Saturday, 17 December 2005. The display was preceded by a gospel concert held at Happy Valley. The Wells Estate event included adult and youth oriented entertainment.

On Saturday, 17 December 2005, residents and visitors were treated to a variety of live music performances, at Springs Resort in Uitenhage. The event included a fireworks display. It was coordinated by the District Office of the Provincial Department of Arts & Culture. Two main New Year’s Eve celebrations have been planned at Wells Estate Beach and another at Market Square.

**SPEC-SAVERS IRONMAN : 19 MARCH 2006**

Nelson Mandela Bay successfully hosted the 26th Spec-Savers Ironman Triathlon at Hobie Beach on 19 March 2006. Considered as one of the most gruelling events in the world of sports. The Ironman is an internationally renowned triathlon that tests the mettle of the world’s athletic elite. The race features a 3.8 kilometre swim, a 180 kilometre bike, and a complete marathon (42.2 kilometres) all in succession. Athletes have 17 hours to complete the event. The Organisation also entered and won the Corporate Triathlon event which preceded the Ironman race. The triathlon comprised of 10 per cent of the actual Ironman challenge, including a 380m swim, followed by an 18km cycle and lastly a 4.2km run. The race served as the opener for the 2006 Spec-Savers Ironman race.

**SPLASH FESTIVAL: 14 – 17 APRIL 2006**

Nelson Mandela Bay experienced an even splashier Easter weekend this year when it hosted the 16th annual Splash Festival from 14 – 17 April 2006. This year’s Festival proved to be one of the most exciting ever, with a long list of activities which kept everybody entertained throughout the Easter period. The four-day programme started at the Coca Cola Activity Arena and the Nelson Mandela Bay stage at Hobie Beach featuring activities such as Bibo, the Vodacom Road show, the Contortionist, Mr & Miss Splash Festival, Europcar Strongman, Thunderstrike Wrestling, Stef – the Hypnotist and the Great Adventure Variety Show.
The ‘Jazz in the Bay’ event featured some of the best live jazz bands in Nelson Mandela Bay, including Fikz Jazz Band, Eric & Friends Afro Jazz Band and the Port Elizabeth Youth Ensemble, while Idols 2005 runner-up, Gift Gwe gave audiences a performance never to be forgotten on the main stage at Hobie Beach. Other activities on the programme included a variety of food stalls; an Arts and Culture programme featuring live music, poetry, art exhibitions and a food and a crafts market.

The action packed water sports line-up offered sports enthusiasts an array of sporting action, ranging from wrestling, water acrobatic demonstrations and rowing races. The highlight of the sporting activities was the Southern Spears ‘touch rugby’ tournament which saw over 50 clubs, schools and corporate teams battling it out for 2 days at Hobie Beach for the preliminaries, and the finals on Sunday, 16 April 2006.

On the other hand radio DJ’s from local community radio stations Nkqubela FM (KQFM) and Bay FM battled it out at Jabavu Stadium, in Kwa-Nobuhle (Uitenhage) on Saturday, 15 April for the preliminaries and the finals on Monday, 17 April at Hobie Beach, as part of the ‘battle of the DJ’s’ beach soccer tournament. The idea behind this event was to create a beach soccer scenario at Kwa-Nobuhle and forms part of Nelson Mandela Bay Tourism’s plans to decentralise events in Nelson Mandela Bay and giving the community more options.

Strong winds which resulted in the postponement of the fireworks display – a popular feature on the Festival programme did not hinder the success of the event as thousands of visitors from within the Bay and surrounds converged on the beachfront to witness the spectacular fireworks display on the Sunday evening.

One of the major prizes up for grabs at the Festival was a brand new Volkswagen Citi Golf worth an estimated R70 000, through the Splash win-a-car competition, as well as lots of other prize give-aways at various events during the Festival.

INFORMATION SERVICES

UPDATING OF THE ANNUAL CALENDAR OF EVENTS

Extensive updating of the calendar of events had been on-going throughout the year, as and when information regarding upcoming events was submitted. The calendar features events of national to international status, covering respective themes such as outdoor sports, etc. The purpose of the document is to keep businesses, visitors...
and the media informed about major forthcoming events. The events calendar is made available to all interested parties via electronic mail and is also designed to give visitors an exciting and eventful holiday all year round. The calendar has become a useful planning tool for event organisers within the tourism industry in Nelson Mandela Bay.

APPLE EXPRESS STEAM TRAIN OPERATIONS

The Nelson Mandela Bay Tourism Boardwalk Centre assisted the Apple Express Steam Train Society with reservations and in promoting the train. Nelson Mandela Bay Tourism also supported the operation with the marketing of the train in various tourism-related travel publications.

NMBT FAMILIARISATION PROJECT

The purpose of the familiarisation project is to expose senior staff of NMBT to tourist attractions within Nelson Mandela Bay. A six-month orientation programme was compiled for the senior and supervisory staff to become familiar with attractions in Nelson Mandela Bay. The first part of the programme was an Orientation City / Township tour which took place on 30 May 2006 involving 12 staff members including 2 from Nelson Mandela Metropolitan University. A preview visit of the Red Location Museum was also undertaken.

2010 FIFA WORLD CUP™ LOC TECHNICAL COMMITTEE

Nelson Mandela Bay Tourism was approached to render assistance to the Metro’s 2010 FIFA World Cup™ Technical Committee. The purpose of the meetings was to assist with vital tourism related information regarding projected accommodation needs in Nelson Mandela Bay as a host city. In addition to attending fortnightly 2010 LOC Technical Committee meetings, Nelson Mandela Bay Tourism was requested to review the DBSA report and update the accommodation database to include accommodation facilities in Nelson Mandela Bay, and also within a 150km radius and 1 hour’s flight from the Metro, for the 2010 FIFA World Cup™.

SKILLS DEVELOPMENT & EDUCATIONALS FOR INFORMATION SERVICES STAFF

In order to broaden the product knowledge base of Information Services Staff, they are encouraged to attend tourism-related educational seminars, thereby ensuring that they strive to offer good quality service and accurate tourist information to enquiring visitors.
INFORMATION TECHNOLOGY INFRASTRUCTURE

- ADSL lines were installed at all our information offices allowing for faster internet connections as well as saving costs.
- Upgraded our antivirus and spam filters on server to provide better protection of data.
- Compiled a comprehensive database of all computer hardware.
- Upgraded old hardware & software and legalised all software.
- Installed a new telephone system to monitor calls, reduce costs and provide additional features to improve service delivery.
- Installed a new photocopier/network printer that can scan, print, fax and copy and also monitor and restrict user consumption. Faxes are not printed out but sent electronically to the relevant employee, saving on printing costs and can also be sent directly from the employees' workstation.
- Obtained sponsorship from Canon that comprised of one multifunctional printer, two data projectors, a digital camera, a projector screen and boardroom furniture.
- Upgraded the server hard drive capacity to 280Gb to allow for more storage space.
- Installed a backup drive to protect data loss. Backups are done once a month.
- Compiled an IT Policy for Nelson Mandela Bay Tourism.

WEBSITE

The first phase of the website was completed in the previous financial year. Phase 2 was completed in April 2006 and entails new developments which will make Nelson Mandela Bay Tourism’s website more dynamic, interesting and informative. Some of the new developments that have been completed include:

- Banner Ads
- Enquiry and Booking Buttons
- Multi Category Listings
- Complete overhaul of events section which includes a facility where people can add their own events online
- Sorting of facilities according to town
- New description fields
The website received over 11,363,391 hits and 304,828 visits during the 2005/06 financial year in comparison with 6,623,653 hits, 180,311 visits in the 2004/05 financial year. This is an increase of 72 per cent in the number of hits and 69 per cent in number of visits.

Below is the number of hits and visits from January 2005 to June 2006. January 2005 to June 2005 has been included for comparison.

HITS ON THE WEBSITE

VISITS TO THE WEBSITE

INFORMATION CENTRE ENQUIRY STATISTICS FOR THE 2005/06 FINANCIAL YEAR

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<th>Sep 05</th>
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NUMBER OF ENQUIRIES - BOARDWALK

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The table above shows the number and type of enquiries at each of our information offices during the 2005/6 financial year. Please note that the Uitenhage information centre only opened in February 2006. Our email address info@nmbt.co.za is being manned by the Donkin information centre and as such their stats include e-mail enquiries received.

### ENQUIRIES

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<tr>
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The table above lists the province people came from when making an enquiry at our information centres. Most enquiries received were from the Eastern Cape followed by Gauteng, Western Cape, KwaZulu-Natal and the Free State.

### TOP 10 COUNTRIES WHERE THE COUNTRIES CAME FROM

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The table above lists the Top 10 countries from where enquiries were received excluding South Africa. Most international enquiries came in the form of walk-ins. As the Uitenhage centre only opened in February no real conclusion can be made from their statistics. The top 10 countries more or less come to the same conclusion with Germany and the UK topping the lists.
DOMESTIC VS INTERNATIONAL ENQUIRIES

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<td>76.42%</td>
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<td>23.58%</td>
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<td>7.33%</td>
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The table above lists percentage of domestic and international enquiries received at our information office. Domestic enquiries heavily outweigh international enquiries.

TOP 10 NATURE OF ENQUIRIES

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<td>594</td>
</tr>
<tr>
<td>Travel &amp; Transport</td>
<td>Entertainment &amp; Shopping</td>
<td>Adventure &amp; Sports</td>
</tr>
<tr>
<td>358</td>
<td>410</td>
<td>384</td>
</tr>
<tr>
<td>Information Links</td>
<td>Adventure &amp; Sports</td>
<td>Travel &amp; Transport</td>
</tr>
<tr>
<td>307</td>
<td>384</td>
<td>218</td>
</tr>
<tr>
<td>Adventure &amp; Sports</td>
<td>Tour Operations</td>
<td>Business &amp; Conferencing</td>
</tr>
<tr>
<td>234</td>
<td>208</td>
<td>10</td>
</tr>
<tr>
<td>Tourism Service</td>
<td></td>
<td>Adventure &amp; Sport</td>
</tr>
<tr>
<td>198</td>
<td></td>
<td>8</td>
</tr>
<tr>
<td>Entertainment Shopping</td>
<td></td>
<td></td>
</tr>
<tr>
<td>182</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Above is the top 10 enquiries received at our information centres. Our Donkin information centre received more Accommodation and Historical enquiries. The historical enquiries can be attributed to the fact that the Donkin centre is part of a heritage trail. The Boardwalk centre receives a lot of train excursion enquiries as it is the booking agent for the Apple Express. The Boardwalk centre received less accommodation enquiries due to the fact that people visiting the boardwalk already had accommodation.

THE VISIT ONLINE RESERVATION SYSTEM & CALL CENTRE

The Visit On-line Reservations System and the Call Centre which is located at Nelson Mandela Bay Tourism’s Head Office form part of a holistic integrated tourism management system for Nelson Mandela Bay. Their main function is to ensure an effective provision of information to consumers and various stakeholders and by using promotion opportunities to sell the region as a tourist destination, through modern and inventive information technology. The Call Centre and the Reservations System make up a one-stop source of information and bookings portal for visitors coming to Nelson Mandela Bay.
The 2005/06 year is the first full financial year that the System and Call Centre has been in operation since its inception. As the major sponsor of the Call Centre, Mecer sponsored all the equipment and décor, and Canon Eastern Cape sponsored headsets. One of the main objectives is for the system to become an innovative fund-generating tool for Nelson Mandela Bay Tourism, which will be used to market the facility, to draw more enquiries for our members, and to provide a better level of service to visitors.

The system has gone through a lot of changes and new developments took place throughout the year, including the following:

- **Uploading of Suppliers** - 142 accommodation products, 219 facilities photography have been loaded onto the system, and 224 facilities descriptions on the accommodation guide of the booking system.
- **Training of Suppliers & staff** - Suppliers have been trained on how to use and load their information onto the system. NMBT developed a training manual and CD as a step-by-step guide for suppliers on how to use the system. The Call Centre staff also received training and attended various educational sessions to build their product knowledge. Tourism Students from Nelson Mandela Metropolitan University are regularly given the chance to get more experience and in-service training by working in the call centre.
- **New Developments** - The Visit system continues to be upgraded regularly. The new developments include a new accommodation category for Game Reserves and Lodges, an easy to use management system for record-keeping purposes of all bookings made through the Call Centre, and the implementation of a new accommodation enquiry system which allows visitors to electronically send through enquiries directly to the Call Centre. This has led to a significant increase in enquiries. NMBT is also busy negotiating for car rental and tour bookings to be added onto the system.
- **Marketing activities** - Various marketing activities through various media were undertaken to promote the system, including e-mail campaigns and competitions; link exchanges with various stakeholders, banner adverts; mention on radio campaigns; as well as through adverts placed in print media publications such as the Rapport magazine, the Sunday Times “Where to Stay” section, the Eastern Cape Guide, the Eastern Cape Women’s Golf Association booklet, Braby’s maps, Discovering SA, the Upfront Magazine, the South African and the Nelson Mandela Bay Tourism Visitors’ Guide among others. Promotional handouts, including bookmarks, license disk
stickers and letterheads were also produced. The system was also promoted at various shows and getaway shows.

- Other activities – the Call Centre was also involved in compiling the accommodation database to ascertain the size of the accommodation sector as preparation for the 2010 FIFA World Cup, the arrival of the Gothenburg ship, sourcing sponsored accommodations for various visitors e.g. Morning live, SAMSA management etc, in the Information Advisory Committee, Twin City Agreements between Nelson Mandela Bay and Gothenburg in Sweden, the Accommodation Task Team with Nelson Mandela Metropolitan University, and assisted with Bid documents for events and conferences to come to Nelson Mandela Bay.

**BOOKINGS MADE DURING 2005/6**

The table below indicates the bookings made through the Call Centre and the Reservation System for the period beginning July 2005 until June 2006. An increase of R136 518.00 in the sales for 2006, compared to figures for 2005 can be observed.

**TABLE A**

<table>
<thead>
<tr>
<th>Month &amp; Year</th>
<th>No. of Bookings</th>
<th>No of Nights</th>
<th>Booking Amount</th>
<th>Commission Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 05</td>
<td>36</td>
<td>63</td>
<td>R36,239.00</td>
<td>R3,523.90</td>
</tr>
<tr>
<td>August 05</td>
<td>42</td>
<td>102</td>
<td>R47,926.00</td>
<td>R4,792.60</td>
</tr>
<tr>
<td>Sept 05</td>
<td>57</td>
<td>130</td>
<td>R126,481.00</td>
<td>R12,647.50</td>
</tr>
<tr>
<td>Oct 05</td>
<td>73</td>
<td>111</td>
<td>R101,017.00</td>
<td>R9,901.70</td>
</tr>
<tr>
<td>Nov 05</td>
<td>97</td>
<td>142</td>
<td>R129,036.00</td>
<td>R12,740.60</td>
</tr>
<tr>
<td>Dec 05</td>
<td>84</td>
<td>119</td>
<td>R124,648.00</td>
<td>R12,410.00</td>
</tr>
<tr>
<td>Jan 06</td>
<td>35</td>
<td>49</td>
<td>R56,174.00</td>
<td>R2,819.60</td>
</tr>
<tr>
<td>Feb 06</td>
<td>48</td>
<td>89</td>
<td>R68,226.00</td>
<td>R6,822.60</td>
</tr>
<tr>
<td>March 06</td>
<td>75</td>
<td>176</td>
<td>R164,960.00</td>
<td>R16,496.00</td>
</tr>
<tr>
<td>April 06</td>
<td>36</td>
<td>41</td>
<td>R37,546.00</td>
<td>R3,754.60</td>
</tr>
<tr>
<td>May 06</td>
<td>35</td>
<td>48</td>
<td>R54,613.00</td>
<td>R5,322.10</td>
</tr>
<tr>
<td>June 06</td>
<td>42</td>
<td>61</td>
<td>R64,118.00</td>
<td>R6,409.30</td>
</tr>
<tr>
<td>TOTAL</td>
<td>660</td>
<td>1131</td>
<td>R1,009,957.00</td>
<td>R97,640.50</td>
</tr>
<tr>
<td>MONTH YEAR</td>
<td>TRANSACTION AMOUNT 2005</td>
<td>TRANSACTION AMOUNT 2006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>January</td>
<td>R13,295.00</td>
<td>R65,147.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>February</td>
<td>R30,674.00</td>
<td>R68,226.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>R32,989.00</td>
<td>R164,960.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>April</td>
<td>R167,010.00</td>
<td>R37,546.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>R30,296.00</td>
<td>R54,613.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>R44,828.00</td>
<td>R64,118.00</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>R309,092.00</td>
<td>R445,610.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Increase in sales: R136,518.00
Conferencing

Nelson Mandela Bay Tourism is currently striving to resuscitate the conference bureau and discussions have been held with key stakeholders to assist in the resuscitating of the bureau. The organisation is currently involved in a membership recruitment drive for the new bureau and hopes to have the conference bureau fully resuscitated and functioning before the end of the next financial year.

One of the major aims for resuscitating the conferencing bureau is to market Nelson Mandela Bay as the number one conferencing destination; the current challenge facing the city is the availability of infrastructure. It is envisioned that the planned building of an International Conference Centre would put Nelson Mandela Bay back on the map and in a position to host larger conferences and exhibitions.

Some of the achievements for the 2005/6 financial year include the compilation of bid documents for events such as the International Girls Brigade to be held in 2010 and the sourcing of conferences such as the Midwives Conference taking place during December 2006, where at least 1000 delegates are expected at various expos and getaway shows throughout the year.

The Girls Brigade has decided that should South Africa win the bid for the 2010 Girls Brigade conference, it will then be given to Nelson Mandela Bay to host. The bid document was presented at the International Girls Brigade that was held in Ireland in August 2006.
Media and Public Relations

Nelson Mandela Bay Tourism continued to use the print, electronic and broadcast media to build the organisation’s image and to leverage positive perceptions from all its stakeholders. Some of the initiatives that assisted in generating media coverage and raising the profiling of both the organisation and the area include the various events which took place in Nelson Mandela Bay, as well as stakeholder and media briefings held during the 2005/6 financial year.

The Summer Campaign alone generated an estimated R2.2 million worth of media coverage, while the Splash Festival’s media coverage came to an estimated R1.2 million.

Nelson Mandela Bay Tourism also embarked on a relationship-building initiative with key stakeholders such as the Municipality, the media, various tourism products and other tourism bodies within the province, which have had a positive spin-off for the image of the organisation.

A total of three stakeholder and seven media briefings were held during this financial year. Through various educationals that took place during the 2005/6 financial, several national and international media teams were hosted, including SABC TV’s Morning Live, Lotus FM, Metro FM, the Sho’t Left Challenj crew and various international media.

Research

To address the lack of reliable tourism statistics in Nelson Mandela Bay, a joint Research Task Team between Nelson Mandela Bay Tourism and the Nelson Mandela Metropolitan University was set up. The aims of the task team include developing sound measurement tools to determine the economic impact of tourism in Nelson Mandela Bay, to measure tourism growth in the area, to spearhead tourism research in the region, and to provide easy access to research findings for all tourism stakeholders. To ensure the success of this project and accuracy there of, part of the team’s mandate is to ensure participation of all tourism stakeholders in the region.

Opinion Surveys were conducted during the Easter (Splash Festival) and Summer Season period in order to understand travel patterns of visitors and seasonality; to determine the perception of visitors to the Bay as a destination; to determine the
perceptions of locals and visitors with regards to holiday programmes; to assist the Eastern Cape Tourism Board in their research efforts to determine the perceptions of visitors to the Eastern Cape Province; and to improve on the organisation’s promotional programs.

The findings of the surveys are beneficial to all tourism stakeholders and to the overall economy of Nelson Mandela Bay and the Eastern Cape Province at large.

Below are some of the findings of the surveys that were conducted during these holiday periods:

**PLACE OF ORIGIN OF VISITORS TO NELSON MANDELA BAY SUMMER (2005/06)**

Most Respondents during the Summer Season Survey came from South Africa. (The summer season survey excluded residents from Nelson Mandela Bay)
The majority of the domestic visitors (respondents) were from Gauteng (31.7%), followed by the Eastern Cape (16.1%) excluding NMB residents, the Western Cape (15.0%), KZN (14.4%), Free State (7.1%), Limpopo (5.9%), Northern Cape (4.8%), Mpumalanga (3.6%) and North West (1.4%).

<table>
<thead>
<tr>
<th>Country</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>33.9%</td>
</tr>
<tr>
<td>Germany</td>
<td>13.9%</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>9.6%</td>
</tr>
<tr>
<td>Australia</td>
<td>7.0%</td>
</tr>
<tr>
<td>United States</td>
<td>4.3%</td>
</tr>
<tr>
<td>Botswana</td>
<td>4.3%</td>
</tr>
<tr>
<td>Sweden</td>
<td>3.0%</td>
</tr>
<tr>
<td>Kenya</td>
<td>2.6%</td>
</tr>
<tr>
<td>Switzerland</td>
<td>2.2%</td>
</tr>
<tr>
<td>Zambia</td>
<td>1.7%</td>
</tr>
</tbody>
</table>

The table above lists the top 10 countries international respondents came from.
The Easter holiday survey included residents from Nelson Mandela Bay.

The majority of the domestic visitors (respondents) were from Eastern Cape excluding NMB residents (26.47%), followed by the Gauteng (24.74%), the Western Cape (14.36%), KZN (10.21%), Limpompo (8.82%), Northern Cape (6.06%), Free State (5.19%), Mpumalanga (2.94%) and North West (1.21%).

<table>
<thead>
<tr>
<th>Country</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>19.54%</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>18.39%</td>
</tr>
<tr>
<td>Nigeria</td>
<td>9.20%</td>
</tr>
<tr>
<td>Germany</td>
<td>9.20%</td>
</tr>
<tr>
<td>Kenya</td>
<td>8.05%</td>
</tr>
<tr>
<td>Zambia</td>
<td>5.75%</td>
</tr>
<tr>
<td>Botswana</td>
<td>4.60%</td>
</tr>
<tr>
<td>Cameroon</td>
<td>3.45%</td>
</tr>
<tr>
<td>China</td>
<td>3.45%</td>
</tr>
<tr>
<td>Senegal</td>
<td>2.30%</td>
</tr>
</tbody>
</table>

The table above lists the top 10 countries respondents came from.
Respondents were tested on their awareness of the new name of the Metropolitan area, which includes Port Elizabeth, Uitenhage and Despatch. 74.7% of the respondents indicated that they are aware of the brand name “Nelson Mandela Bay” compared to the 61.8% in 2004.

87.36% of the respondents indicated that they are aware of the brand name “Nelson Mandela Bay” compared to the 85.03% in 2005.
The majority of the Summer respondents (31.6%) stayed in Nelson Mandela Bay for between 3 and 5 days, 26.7% stayed 6-8 days, 21.0% stayed 11 days and more, 12.0% stayed 9-11 days and 8.8% between 1-2 days.

The majority of the Easter respondents (37.14%) stayed in Nelson Mandela Bay for between 3 and 5 days, 13.83% stayed 6-8 days, 25.72% stayed 11 days and more, 13.99% between 1-2 days and 9.32% stayed 9-11 days.
It is clear that our beaches are our main attraction for visitors. 37.9% of respondents said that they were motivated to visit Nelson Mandela Bay due to Coastal & Beaches. This was followed by Entertainment & Shopping (19.2%), Events (9.8%), Arts & Culture (7.6%), Wildlife & Nature (7.1%), Adventure & Sport (5.9%), Historical (5.5%), Business & Conferencing (3.8%), Agriculture (1.5%) and Other (1.5%).

33.96% of respondents said that they were motivated to visit Nelson Mandela Bay due to Coastal & Beaches. This was followed by Entertainment & Shopping (20.60%), Events (19.34%), Arts & Culture (7.50%), Adventure & Sport (4.85%), Wildlife & Nature (4.66%), Business & Conferencing (4.22%), Historical (3.79%), and Agriculture (0.73%).
The table above shows the rating of different aspects of Nelson Mandela Bay according to respondents.

The table above shows the rating of different aspects of Nelson Mandela Bay according to respondents during Easter.
PERCEPTIONS REGARDING VARIOUS ASPECTS OF THE HOLIDAY PROGRAMMES
SUMMER (2005/06)

The table above shows how respondents rated the different aspects of the Summer Season programme and the implementation thereof. Overall the feedback was positive with the adult and evening programmes needing some work.

PERCEPTIONS REGARDING VARIOUS ASPECTS OF THE HOLIDAY PROGRAMMES
SUMMER (2005/06)

The table above shows how respondents rated the different aspects of the Splash Festival and the implementation thereof. Overall the feedback was positive with the adult and evening programmes requiring some work. (Full research reports are available upon request from Nelson Mandela Bay Tourism.)
7. HUMAN RESOURCES DEVELOPMENT

The Human Resources functions within Nelson Mandela Bay Tourism have been incorporated within the Administration Department.

THE ORGANISATIONAL PROFILE

Nelson Mandela Bay Tourism has an approved headcount of 32 and as at 31 July 2006 this stood at 30. The recruitment process for a Promotions (Marketing) Manager is in progress.

SKILLS DEVELOPMENT PROGRAMME

Nelson Mandela Bay Tourism embarked on a skills development programme that will provide training and development opportunities to staff members, and also ensure that they are empowered and equipped with the necessary skills to enable the organisation to achieve its 2010 strategy, and increase the levels of performance.

Preceding the above, an Organisational Skills Audit was conducted by an External Consultant and the following development areas were identified as top priority:

- Market Research (Demand & Supply Side Analysis)
- Tourism Development (including packaging of tourism products, feasibility studies, Business Plan Development and Enterprise Development)
- Stakeholder Management
- Community Liaison
- Formulation and implementation of Communication Plans and Strategies

To address the above priorities, the following action plan was established:

Training and Development Plan

<table>
<thead>
<tr>
<th>Action Plan</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>To attain SDF accreditation</td>
<td>In progress (SDF to submit Portfolio of Evidence)</td>
</tr>
<tr>
<td>Co-ordinate Skills Development Awareness Session for all staff members</td>
<td>Completed</td>
</tr>
<tr>
<td><strong>Action Plan</strong></td>
<td><strong>Status</strong></td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Collate training and development needs from each division and integrate the data to formulate T &amp; D Plan</td>
<td>Completed</td>
</tr>
<tr>
<td>Identify strategic objectives of NMBT and training required to meet objectives</td>
<td>Completed</td>
</tr>
<tr>
<td>Prioritise training required</td>
<td>Completed</td>
</tr>
<tr>
<td>Identify Beneficiaries</td>
<td>Completed</td>
</tr>
<tr>
<td>Selection of Training Committee</td>
<td>Completed</td>
</tr>
<tr>
<td>Prioritise training against available budget</td>
<td>In progress</td>
</tr>
<tr>
<td>Implement T &amp; D Plan</td>
<td></td>
</tr>
</tbody>
</table>

Phase 1 (above action plan) of the skills development project is envisaged to be completed by the end of July 2006. Upon completion of the first phase, individual career development plans will be established. An Annual Training Report has been submitted to the SETA on 30 June 2006.

**THE ORGANISATIONAL PROFILE PER JOB TITLE**

<table>
<thead>
<tr>
<th><strong>JOB TITLES</strong></th>
<th><strong>RACE</strong></th>
<th><strong>GENDER</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer</td>
<td>B</td>
<td>M</td>
</tr>
<tr>
<td>Personal Assistant</td>
<td>W</td>
<td>F</td>
</tr>
<tr>
<td>Financial Manager</td>
<td>B</td>
<td>F</td>
</tr>
<tr>
<td>Communication Manager</td>
<td>B</td>
<td>F</td>
</tr>
<tr>
<td>Information Manager</td>
<td>W</td>
<td>F</td>
</tr>
<tr>
<td>HR Co-ordinator</td>
<td>B</td>
<td>F</td>
</tr>
<tr>
<td>Liaison Co-ordinator</td>
<td>B</td>
<td>M</td>
</tr>
<tr>
<td>Visit &amp; Reservation Co-ordinator</td>
<td>W</td>
<td>M</td>
</tr>
<tr>
<td>Webmaster &amp; Data Co-ordinator</td>
<td>W</td>
<td>M</td>
</tr>
<tr>
<td>Trade Co-ordinator</td>
<td>W</td>
<td>F</td>
</tr>
<tr>
<td>Financial Controller</td>
<td>I</td>
<td>M</td>
</tr>
<tr>
<td>Promotion Services Co-ordinator</td>
<td>I</td>
<td>F</td>
</tr>
<tr>
<td>PR &amp; Funding Co-ordinator</td>
<td>B</td>
<td>F</td>
</tr>
<tr>
<td>Membership &amp; Conferencing Co-ordinator</td>
<td>C</td>
<td>F</td>
</tr>
<tr>
<td>Culture Officer</td>
<td>C</td>
<td>F</td>
</tr>
<tr>
<td>Culture Assistant</td>
<td>W</td>
<td>F</td>
</tr>
<tr>
<td>Call Centre Operator</td>
<td>C</td>
<td>F</td>
</tr>
<tr>
<td>Call Centre Operator</td>
<td>B</td>
<td>F</td>
</tr>
<tr>
<td>Receptionist</td>
<td>W</td>
<td>F</td>
</tr>
</tbody>
</table>
The above table illustrates equity demographics for 2005/06 active staff members:
76% = Black; 67% = Females; 50% = Black Females