

## When a Tourism Event Goes Rustic: Marketing a Rural Horse Racing Event in KwaZulu-Natal

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### Abstract

This study assessed the role played by the existing marketing strategies in terms of positioning Dundee July rural horse racing event (in uMzinyathi District Municipality, KwaZulu-Natal Province, South Africa) on the tourism map, both within the province, and in South Africa at large. This study adopted the exploratory qualitative research method using purposive semi-structured interviews to collect data for analyses; hence its results are not conclusive. There is a further need to collect quantitative data from current and prospective attendees, on a larger scale, to validate the study findings and model customer expectations (customer orientation). However, this study's exploratory findings revealed that the current marketing strategies and tools are not effectively promoting this event to attract a larger number of spectators and participants. As a feasible solution, this paper puts forward practical recommendations, emphasising on conditions, new marketing strategies and the right combination of both traditional and digital marketing tools to attract a critical mass of attendees to this event. Emphasis was also made on the best way to utilise appropriate marketing mix to position this event. The experience-setting must align to the original rustic nature of this event to optimise its authenticity.

**Keywords:** Marketing strategies; market positioning; Dundee July; rural horse racing; tourism event

### Introduction

Some scholars have opined that tourism events have the potential to contribute positively to the economic growth and profile of a tourism destination (Tichaawa et al., 2015). Events have also been reported to support the development and maintenance of a positive image for destinations hence can also contribute significantly towards the effective branding of destinations (Mxunyelwa, 2017; Richards et al., 2013; Todd et al., 2017). Scholars have opined that there is a significant relationship between events and tourism regarding how the images that are associated with an event can be transferred to a destination and its attractiveness (Deng & Li, 2014; Hernández-Mogollón et al., 2014; Jago et al., 2003). The South African National Development Plan 2030 has identified tourism as one of the sectors essential to drive the national economic growth and job creation (Statistics South Africa, 2016). However, some tourism regions in South Africa tend to be overlooked in this quest, due to their geographical position. Tseane-Gumbi et al. (2019) allude that tourism events in rural South Africa have not received the desired attention from scholars and practitioners. They posit that though the events sector in South Africa has received phenomenal growth; events development, promotion and research have focussed on big events with much Western influence, hosted in well-known tourism provinces of the Western Cape, Gauteng and KwaZulu-Natal. Small African events, especially rural events need significant development, and research. The authors' assertions

were backed up by the previous studies done by Rogerson (2015) and Van Zyl (2011). Earlier study posits that poor infrastructure development in rural areas of South Africa, is one of the contributors to low travel interest to these remote places (Rogerson & Harmer, 2015). Tseane-Gumbi et al. (2019) submit that rural events have the ability to stimulate domestic tourism and entrepreneurship in rural areas, therefore their socioeconomic impacts should not be undermined by marketers and policy makers.

Alves et al. (2010) also state that small-scale festivals and events, for example those in villages and rural areas, have the potential to yield economic impacts, however their sociocultural impacts may be more significant than their economic value. Hence, rural areas also use events to obtain the same benefits that larger communities do in urban areas. The Dundee July traditional horse racing event, though rustic in nature, is relatively one of the flagship events in uMzinyathi District Municipality, KwaZulu-Natal Province, South Africa. It has been identified as one of the major events that contributes to job creation and injects positively into the Gross Domestic Product of uMzinyathi. This event benefits both horse owners and jockeys with stake-money and other benefits such as access to veterinary services, horse feed, transportation and hospitality. Spectators and participants partake in this event, not only to be thrilled by the horse races and betting outcomes, but also to experience the rural landscape. Its benefits to the local community are minimal.

Events, both urban and rural-based, are increasingly seen as important tourist attractions, and they are becoming a greater part of the tourism system. The development of Dundee July traditional horse racing event hence requires a clear and unique value position, operational excellence and strong customer relations to gain market leadership that offers this region a competitive advantage (see Ezeuduji & Rid, 2011). The marketing strategies and tools, both traditional and digital, used to promote this rural event must match its value proposition and be able to sustainably attract its present and future spectators and participants. The insignificant growth in the number of Dundee July horse racing event spectators and participants is prompted by the lack of effective marketing strategies in place. As a result, this encouraged the quest for the employment of appropriate marketing promotion tools to put the event on the tourism map and enable it to gain recognition for the merit it possesses as a tourism event. Emphasis need also be made on the best way to utilise appropriate marketing mix to position this event.

## **Overview of literature**

### ***Positioning tourism destinations through events***

Scholars (see Calitz et al., 2017; Chuchu, 2021; Mishra & Lenka, 2016; Szromnik, 2016) have alluded to the increased use of events to market and brand tourism destinations, in recent times. This has the effect of increasing destination attractiveness and tourists' drawing power, in a highly competitive tourism marketplace. Events are known to also create supplementary demand during the regular season of a destination, thereby aiding to generate additional revenue (Connell et al., 2015). More so, regular tourists may extend their stay in a destination, just to wait for the occurrence of an event that they did not previously plan to attend (Sotiriadis, 2015; Yang & Zhang, 2015). Events therefore become critically important in positioning destinations as viable investment alternative in tourism marketplace, as events do significantly contribute towards destination marketing (Arnegger & Herz, 2016). The unique and bountiful heritage (natural and cultural) of South Africa and the benefits of events in relation to tourism notwithstanding, Chuchu (2021) posits that the relatively high crime rate in South Africa is one of the strongest deterrent factors regarding tourism receipts. Thus, Ezeuduji (2013) suggested that proper policing in South Africa (such as community policing, zero tolerance for crime, and quick responsiveness from the South African Police Service) can support crime management

in South Africa, and in turn helps to decrease the negative perception that visitors may have towards South African destinations' image.

### ***Destination image theory***

Much studies have been conducted in relation to destination image theory. The exploration of destination image in tourism research started in the early 70s (Frías et al., 2012). This theory helps to explain the reasons underpinning tourists' decision making regarding destination choice, and the likelihood that they would revisit or recommend a destination. Destination image theory is known to have received much attention in tourism and marketing studies (for example: Cherifi et al., 2014; Fu et al., 2016; Stepchenkova & Li, 2013; Stylidis et al., 2017; Sun et al., 2015). Destination image in travel and tourism can be explained as the effects of notions, impressions and beliefs that a traveller holds about a destination (Elliot & Papadopoulos, 2016), and this has a significant impact regarding traveller intention and destination choice (Chen & Tsai, 2007; Chuchu, 2020). It is said by Tan and Wu (2016) that destination image constructs include cognitive and/or affective components, and these are generally used to describe and interpret the tourist's image of a place or destination. Hence, the destination marketing or event marketing strategies should take cognisance of the role that destination image plays in the tourist's mind.

### ***Event marketing***

The emergence and improvements of Information Technology (IT) and broad-band Internet service have made business organisations to enter the digital environment. One of the greatest advantages of digital marketing is the ability to reach the target audience instantly, using social media and search engines (Durmaz & Efendioglu, 2016). Businesses now, use a combination of digital and traditional marketing. Traditional marketing channels consists of outdoor (posters, billboards, bus/taxi wraps etc.), broadcasting (through TV and Radio), print (newspapers and magazines), direct mail (telephone, text messages), and window display and signs. Common digital marketing applications include the use of social media, search engines, viral applications, email, marketing automation, digital advertising, and content marketing. According to Durmaz and Efendioglu (2016), the increased rate of technological developments has caused electronic devices such as smart phones and tablets to have common usage.

Social networks, search engines and email users shop digitally, and the process of decision making in purchasing has become much easier, as promotional videos/materials and comments about the products help customers to make instant decision. Calitz et al. (2017) propose that strategic bundling, placement, positioning and promotion of events are important event-marketing initiatives. The nature of an event notwithstanding, its success has been reported by Hoyle (2002) to be strongly dependent on the event marketer's operationalisation of the 5Ps of event marketing, namely event packaging, placement, pricing, promotion and positioning. The event package points to the actual event on offer in a destination, and its different components which can shape the attendee's experience (Calitz et al., 2017). This could, for example be a cultural festival or a horse race. The work of Xu et al. (2016) reports that many experienced event marketers attract participation in an event due to their ability to promote the celebratory essence of the event. In relation to this, Tavormina and Won (2016) analysed the elements that may induce individuals to attend events with the conclusion that participants do seek experiences such as family reunion, stimulation, knowledge and insight acquisition, and escape from their personal pressures. Nonetheless, Gunlu and Lale (2015) argue differently that the motivation of event attendees differs widely according to individual demographics.

Calitz et al. (2017) suggested that event marketers take into consideration the target audience's financial demographics in relation to event pricing. It is important that event marketers evaluate the ability of the target market to pay for the event's service (Hoyle 2002). Also, it is crucial to bear in mind that the cost that event attendees incur while attending an event goes beyond the actual cost of purchasing the event tickets (Riley, 2002). For example, expenses for accommodation, parking and eating out are incurred during the process of experiencing the event and these form part of the participant's determination of the value derived from participating in an event. Calitz et al. (2017) therefore posit that event marketers could therefore create packages that bundle these diverse offerings, making the event consumption more convenient for consumers to purchase.

Event placement refers to an event's location, the physical space where an event occurs. The location of an event invariably determines the attendance, personality and character of the event (Hoyle, 2002). The physical location of an event may be strategically used as the most attractive feature that may attract and/or influence participants to attend the event. The work of Gelder and Robinson (2013) suggested curiosity as a motivating factor to participate in event activities, especially among first time visitors who have not experienced the event before in comparison to repeat visitors. This suggests that curiosity of repeat visitors may be induced by carefully and creatively alternating the event's overall setting and structure. By so doing, maintaining and retaining repeat visitors' interest can be enhanced. Van Zyl (2005) did provide a summary of four primary attributes that are critical in developing optimal placement regarding an event offering. These attributes include (1) the setting and location of the event; (2) the event venue's ambience or atmosphere; (3) the selected destination's features of interest to the target market, and (4) the availability of tourism support services, for example tourist information desks, restaurants, and health centres. The timing of the event is also of vital for success (Pöysti & Ström, 2015).

Event promotion, has to do with the activities that support amplifying the presence and visibility of an event. This entails the communication of positive messages about the event so as to capture the interest of the target market (Hoyle, 2002). The current proliferation of social media has notably played a significant role towards driving events' success. Social media has a unique strength based on its ability to attain an almost instantaneous global reach of audience (Berthon et al., 2012). Digitally, Facebook, Twitter and Instagram have been effectively employed as event promotion drivers. Traditionally, billboards and street posters are some of the most preferred avenues for communicating event promotion messages. Calitz et al. (2017) however pointed that their wide usage may impair their effectiveness as communication tools as they have to continuously compete for the attention of readers at the same time. Positioning as a concept refers to the development of a unique place in the minds of the end-consumers (Calitz et al., 2017). It is pertinent therefore that the event marketers should emphasise on the specific positive elements that differentiate a product or event from the other products or events (Van Zyl, 2005). The process of developing a product or event position requires distinguishing the offering based on its attributes that are or could be of significant value to the consumers. It is therefore of no benefit for marketers to concentrate their focus on product/offering elements that have no meaning or value to the end-consumer (Hernandez et al., 2015).

### Study area

uMzinyathi (Figure 1) is one of the eleven district municipalities in South Africa's KwaZulu-Natal Province, with the town of Dundee hosting the uMzinyathi district municipality's offices. The eNdumeni local municipality, one of the four local municipalities under uMzinyathi district municipality hosts the Dundee July rural horse racing event every year. This cultural horse racing event known as *Ukutelebhela* (pacing) is a popular and very ancient game that

was historically played by males but has recently included female participants (Department of Sport and Recreation, 2018).



Figure 1: uMzinyathi District Municipality with its four local municipalities (Source: <https://municipalities.co.za/map/122/umzinyathi-district-municipality>)

Originally the event was designed to ensure ongoing participation in cultural horse racing on a sustainable basis. As a result, the South African Department of Arts and Culture identified a need to support the discipline of rural horse riding and Dundee July horse racing event was therefore, launched in 2005 by the government and independent horse owners in the northern part of KwaZulu-Natal (Department of Sport and Recreation, 2018).

The district and provincial governments' long-term vision was to see Dundee July become a popular traditional horse racing attraction in the South African KwaZulu-Natal Province. This is yet to be achieved by the Dundee July organisers. The primary goal for the promotion of this event is to grow the economy of uMzinyathi district municipality by stimulating job creation and encouraging the private sector to invest in the event. Horse-riding is one such activity that is pursued in many parts of the province as an economic enhancement mechanism, by drawing investors, sponsors that support gamblers, fashion designers that exhibit their products, and other tourism product owners or crafters (Taylaan, 2015). Consequently, the insignificant recognition of this cultural event as a tourism event has led to this study to explore ways in which the event organisers can effectively market and position Dundee July rural horse racing on the tourism map. It arguably has the potential to attract attendees and participants from South Africa and beyond, and generate revenue for the host community as does the much more popular Durban July horse racing event. Taylaan (2015) posits that horse racing is reliant on the availability of horse owners, and due to the fact that

there are limited numbers of horse stables in Dundee; the event organisers therefore solicit support from neighbouring towns and municipalities to supply horses and riders.

### **Research design and method**

As this study is exploratory in nature, and not conclusive, the qualitative research approach which aims to produce in-depth and illustrative knowledge of the issue under study (Queirós et al., 2017), was employed. Semi-structured interviews of participants (Longhurst, 2003), which offers sufficient flexibility and at the same time helped to guide the participants to answer in-depth questions related to the research purpose was used to generate data for analysis. Participants were approached differently, while still covering same areas of data collection (Noor, 2008). For this study, a non-probability purposive sampling technique was used to select study participants for semi-structured interviews till data saturation was reached with the 25th participant. Hence the study's sample size is 25. The sampling population consists of the municipality employees and community members from the four local municipalities within the uMzinyathi district (eNdumeni, uMvoti, Nquthu, and Msinga), who have organised or attended the Dundee July horse racing event. Study participants included ten participants, with at least two employees from each local municipality and fifteen community members, with at least three community members from each local municipality. A total of thirteen females (five municipality employees and eight local community members) and twelve males (five municipality employees and seven local community members) were interviewed. Participation was voluntary and anonymous. Questions related to the Dundee July rural horse racing event's existing marketing strategies, and possible future strategies were asked. After verbatim transcripts of the questionnaire were generated, manual content analysis of the data collected was used to code themes and sub-themes generated from the study, linked to the study aim (Ezeuduji, 2011; Krippendorff, 2013). The contents of these themes and sub-themes were synergised for succinct research finding reporting.

### **Results and discussion**

According to the findings of this study, most of the participants (22 in number) agreed that the Dundee July rural horse racing event is not receiving the recognition it deserves due to the current marketing strategies in place, hence there is reduction of the event's value in the minds of current and prospective attendees and participants. An example of what a participant said, which succinctly captures much of the participants' opinion is presented as follows:

Dundee July horse racing is quite a traditional event that differs from other horse racing events, particularly the Durban Handicap, therefore the eNdumeni local municipality under the uMzinyathi District should start thinking of giving justice and employing marketing tools that will ensure that the event draws the desired number of spectators to the horse racing while remaining traditional and never losing its creation purpose.

This study enquired of effective marketing strategies that could be used by the event's organisers to promote Dundee July rural horse racing event. Majority of the participants (15 in number) postulate the following:

The Dundee July event's marketing team consists of very few people, who, due to having too much work on their hands as well, end up not using the most appropriate advertising methods to best promote the event.

A participant who is an employee of a local municipality puts forward the following:

The first thing that can be done by the organiser is to advertise the event through different marketing platforms; try and constantly inform and remind people of the event more especially the community of Dundee, which is where the event takes place.

From the forgoing, there appears to be only one person in charge of promoting and marketing the Dundee July rural horse racing event. On further probing, during the interviews, some participants (10 in number) stated that the Dundee July horse racing event is organised by only one person. Three participants who are employees of the municipality hosting the event submit that:

Durban July Handicap (Durban, a city, is also in KwaZulu-Natal) has an impact in the attendance of the spectators to Dundee July event and this is due to the fact that these two horse racing events are held on the same month (July); now making it very difficult for people to choose Dundee over Durban as Handicap is highly valued and advanced horse racing event for people in KwaZulu-Natal, South Africa and beyond.

These participants inferred the unpopularity of Dundee July as they alluded that some local community members enquired from the municipality office if Dundee July would take place in the same year this study was done, as they have not heard anything about the event happening. This confirms the lack of popularity of this event among the local communities, and one would not expect attendees from outside the local communities to know of the event. We therefore infer that this event is not effectively communicated by the organisers. It is therefore necessary that effective marketing communication tools and strategy be used to promote this event. A participant concisely recommended that:

Dundee July promoter communicates with Dundee July consumers and potential consumers via social media: Facebook, Twitter, Instagram, and even going as far as creating a WhatsApp group for our local communities to directly talk to people and constantly update them on when and how the event will take place, as well as where the parade will begin, at what time, and so on.

Many of the participants (11 in number) believe that by using these digital marketing communication tools (Facebook, Twitter, Instagram, WhatsApp), the municipality will be generating electronic word-of-mouth advertising from the people in the community as they will tell their friends and relatives that do not live within the Dundee area in KwaZulu-Natal about the event. Using the words of a participant, who predicated similar opinion as other twenty participants: “it would be of great advantage for the municipality to assign more experts to this critical job to ensure that the work is executed accordingly”. There appears to be a great need for the municipality to have a marketing team, who are marketing experts, and who will be responsible for the marketing communication of Dundee July rural horse racing event. This marketing team can evaluate and select both traditional and digital marketing tools for this event. Traditional platforms may include outdoor (posters, billboards, bus/taxi wraps etc.), broadcasting (TV and Radio), print (newspapers and magazines), direct mail (telephone, text messages), and window display and signs. Digital marketing applications may include the use of social media, search engines, viral applications, email, marketing automation, digital advertising, and content marketing. The timing of marketing communication, the scale and the scope are also very critical for success. One of the study participants advanced the following:

one other thing that could lead to the Dundee July rural horse racing event being recognised as the municipality wants it to be, is to do away with marketing it as a July

event, and simply sit down as a municipality and come up with a month that would better suit the event.

Based on this recommendation, six participants postulated that (a) the month of July is very windy, making it difficult for horse riders to ride comfortably, and (b) having this event during this month does not augur well with Dundee rural horse racing, as it clashes with the Durban July handicap, which most people may prefer going to rather than the Dundee July. Another issue raised by participants was the fact that Dundee July horse racing has to wait for the Durban Handicap to happen before it takes place. This is cited as another reason why the Dundee July traditional event does not attract as many people as it should. This study therefore cannot overemphasize the importance of the municipality's Dundee July rural horse racing event organisers to select a more suitable month for this event, and thenceforward market and promote Dundee July as a stand-alone event. Consequently, that can play a significant role in the Dundee July marketing process, resulting in a significant change in supporting and enhancing participation both domestically and internationally.

One of the main things that many study participants (19 in number) are upset about is the modernization of Dundee July away from its traditional context. They state that the focus has shifted away from the race's traditionalism, which completely defeats the purpose of its initiation. It has lately become more modernised, which changed its whole traditional context and somehow made it more like Durban July Handicap. One of them went on to say:

Whereas initially the Dundee July was created to be a traditionally rural-based event, throughout the years, I have seen this event losing its origin and becoming more and more of something we do not understand.

Events have been reported to support the development and maintenance of a positive image for destinations and also contribute significantly towards the effective branding of destinations (Mxunyelwa, 2017; Richards et al., 2013; Todd et al., 2017). Dundee July is rural-based, and its rustic nature needs to be maintained. Durban July should remain urban and modern, while Dundee July should remain rural and traditional, in alignment with its rural environment. This will resonate well with visitors to Dundee July event and support the authenticity of rural events within rural space, in relation to the destination image - notions, impressions and beliefs that travellers hold about a destination (Elliot & Papadopoulos, 2016).

All the ten participants, who are employees of the four local municipalities' offices put forward that the Dundee July rural horse racing is a very intense event, hence the event's organising municipality along with its partners, must ensure that the products and services offered by this event are linked to the wants and needs of consumers. In attempting to do so, the organisers must note and address the poor infrastructure development in this rural area, which according to Rogerson and Harmer (2015) is one of the contributors to low travel interest to remote places. For instance, improved physical accessibility and the availability of tourism support services such as tourist information desks, restaurants, and health centres, can be assured. By so doing, the economic and socio-cultural benefits of small-scale events in rural areas, as envisioned by Cerro and Martins (2010) may be realised.

The success of Dundee July rural horse racing event can be boosted using the Hoyle's (2002) framework of event marketer's operationalisation of the 5Ps of event marketing, namely event packaging, placement, pricing, promotion and positioning. Dundee July event package must emphasise on the rurality of this event and how it can induce attendees who seek experiences such as family reunion, stimulation, knowledge and insight acquisition, and escape from their personal pressures, according to Tavormina and Won (2016). The event pricing,

according to Calitz et al. (2017) could seek to create packages that bundle diverse offerings, so as to make Dundee July consumption more convenient for consumers to purchase.

As things stand, regarding Dundee July, and its placement as an event, it has become necessary that the timing will have to change to set this event apart from the more popular Durban July handicap (see also Pöysti & Ström, 2015). The physical space can be maintained or rotated, but the ambience and character of the event must suit its rustic nature. This event can compete based on its rural-setting and its ability to portray the authentic environment and rural idyll (see Ezeuduji & Rid, 2011; Hoyle, 2002).

As earlier said, this event can be promoted using a combination of effective traditional and digital marketing communication tools to support the amplification of the presence and visibility of the event. In terms of event positioning, Dundee July event organisers and marketers should emphasise on the rural nature of this event occurring in an authentic African rural setting to differentiate it from the other horse racing events such as Durban July handicap (see Van Zyl, 2005). According to Ezeuduji (2015), many tourists, especially the Western visitors and those residing in highly developed urban areas, demand rural events in an African rural idyll setting. The author (Ezeuduji, 2015) reveals the knowledge that rural sub-Saharan Africa (South Africa inclusive) is mostly perceived by Western tourists as having the ‘rural idyll’ image which stands in stark contrast to these tourists’ places of origin. Hence he advised that sub-Saharan should foster its unique selling proposition within the global tourism marketplace by offering unique rural experience setting schemes through events that are organised in rural areas embedding the cultural attributes within natural space.

### **Conclusions and recommendations**

This study aimed to assess the existing marketing strategies of Dundee July rural horse racing event in South Africa. We found that the marketing strategies and tools currently used by the organisers are suboptimal to attract a critical mass of spectators and participants to this event. Dundee July, as it is currently known, though small-scaled, needs appropriate marketing mix and tools to position this event on the South African tourism map, contribute to job creation and add significantly to the local economic development. It is important that this rustic event be revitalised and repositioned, to attract enough sponsors to inject the required capital needed for critical infrastructure and experience-setting, that will optimise its value-creation for the primary customers (sponsors, riders, spectators, local communities). Strong event marketing expertise, a clear but unique value proposition, improved operational capability, and optimum customer relations would make Dundee July become significant again as a traditional event in South Africa.

This study is exploratory in nature and not conclusive. Therefore, there is a further need to collect quantitative data from current and prospective attendees, on a larger scale, to validate the study findings and model customer expectations (customer orientation). Thereafter, an excellent event package can be presented. We end this paper by making study-relevant recommendations. uMzinyathi District Municipality in collaboration with Tourism KwaZulu-Natal (the provincial Destination Marketing Organisation) should sit together and brainstorm ideas to revitalise Dundee July rural horse racing event. The discussion should chart new marketing strategy and ways of making this event receive the recognition it deserves as a traditional horse racing event. It is critical that this rural event retains its rustic nature, for it to be perceived as authentic and a strong brand in the minds of customers (especially sponsors, riders, spectators and local community).

The timing for this event needs to change, to avoid it becoming overshadowed by the more prominent and large-scale Durban July. This study proposes the month of September for Dundee July rural horse racing event. It will then be the only rural horse racing event taking

place and will not have to compete for spectators. South Africa celebrates its heritage in the month of September, hence the heritage celebration could improve this rural and traditional event's drawing power. This event more so falls under the category of traditional and cultural tourism. A core marketing team of between five and seven members (where each of the four local municipalities of uMzinyathi District are represented), those who have strong event marketing expertise and experience should be put together to implement new strategy. This core marketing team should lead the event organisation. Marketing communication should be relevant to the customers (sponsors, riders, spectators and local community), and must carry a message reflecting the unique selling position of this rural event. The ambience and character of the event must suit its rustic nature.

New strategy should include an effective combination of both traditional and digital marketing communication tools that are relevant to this event. Depending on the actual context, relevant traditional platforms include local newspapers, posters, billboards, bus/taxi wraps, TV and Radio, window display and signposts. Social media (Facebook, Twitter, Instagram, WhatsApp) are useful digital marketing applications. Traditional marketing communication tools remain relevant for a rural event to target local community members, as a significant number of them have no access to smartphones, tablets and other electronic devices, or do not yet know how to use them. Digital marketing communication tools could target more of those who live in urban areas and local community members who have access to electronic devices. The organisers should carefully address tourist's safety and any poor infrastructure development in this area. Improved physical accessibility and the availability of tourism support services such as tourist information desks, restaurants, and health centres, are critical for success. Event organisers should create packages that bundle diverse offerings, so as to make Dundee July consumption more convenient for consumers to purchase. It is possible to classify offerings and sell economy, VIP (very important person) and VVIP (very very important person) tickets and offerings, to allow customers of different income classes access to the event offerings. It will be easier to get sponsors for this event and increase the economic and socio-cultural benefits of this small-scale event if appropriate marketing strategies are to be implemented, as suggested by this paper.

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