

#LoveCapeTown: An African Urban Tourism Model

Ruan Henning

*Department of Historical and Heritage Studies, University of Pretoria, Email,
ruankh23@icloud.com*

**Corresponding Author*

How to cite this article: Henning, R. (2022). #LoveCapeTown: An African Urban Tourism Model. African Journal of Hospitality, Tourism and Leisure, 11(SE2):1719-1733. DOI: <https://doi.org/10.46222/ajhtl.19770720.321>

Abstract

Urban tourism has become an important sector within the global tourism industry as it is able to serve a range of tourists, satisfy their needs, and exceed their expectations. The urban environment usually is seen as “standing alone” with regards to the operational aspects of tourism, however, it has become increasingly recognised as an integral part of the tourist experience. With this in mind, the City of Cape Town has become an increasingly popular urban tourism destination on the African continent. The City of Cape Town’s unique geographical location and history has had a significant influence on its tourism industry and contributed to the development of various tourism sectors, each with their own attractions and experiences in and around the city. As a result, urban tourism in all its facets increased the City of Cape Town’s share of the global tourism industry and made it a more attractive domestic and international urban tourist destination largely in part to the public-private partnership between the City of Cape Town (municipality) and Cape Town Tourism (official marketing organisation for Cape Town). Cape Town Tourism has also been invited to the United Nations World Tourism Organisation (UNWTO) to serve on the Destination and Business Council and present this public-private tourism model at its annual general meeting. Consequently, the immense diversity of Cape Town’s tourism sectors and its tourism model has contributed to its popularity as an urban tourism destination with an exemplary urban tourism product that could be adapted and transferred to other African cities.

Keywords: Urban tourism; Cape Town; tourism model; public-private partnership; tourism development

Introduction

The urban environment has been with human civilisation since the days of Mesopotamia and Sumeria and has been amongst the most significant tourism destinations. People have been drawn to cities and their urban environments to experience an array of cultural and historical events and attractions (Edwards et al., 2008). Rural villages, towns and cities are made up of people who live and work within them, their urban form is influenced by how societies develop and change over time by responding to accommodate the change and growth thereof. Through the process of personal identification and attachment by residents, a city is considered to be a cultural interpretation of the physical environment by the visitors and users alike (Oribasli, 2008). The urban form and the spirit of place is influenced by past and present interaction of human beings, which brings together consumption, people and place, whilst mixing cultures, experiences, expectations and values which provide an exciting landscape for discovery (Edwards et al., 2008).

The perception of the urban environment is determined by its inherited natural characteristics which stem from its own natural form, sense of place, legacy of history, spirit, and ethos. A city's public image overlaps many individual images, it is interpreted differently by different people from all walks of life (Giriwati et al., 2013). Consequently, urban tourism has become an important form of tourism in which it is able to serve various groups of people of all ages: a more educated population is usually more attracted to the cultural heritage of the city; elder people who would likely appreciate the historical and cultural heritage of cities along with the sightseeing thereof; while younger people are usually attracted to the entertainment

and excitement of the urban environment; and then also business travellers who travel to the cities due to business obligations, conventions, exhibitions and meetings (Edwards et al., 2008). In their article Giriwati et al. (2013) maintain that “this urban form shapes experiences as visitors can interact with attractions and the infrastructure can be generally developed for non-tourism purposes, local residents and economic activity.” (Giriwati et al., 2013: 165).

A number of key elements are outlined for urban areas to become and remain a tourist destination. Large populations are a given element of the urban environment, and in turn contribute to attracting visiting family and friends. These urban areas also lure tourists to attractions within the metropolis because of the much-improved development of other attractions and destinations. Cities are also easier to access due to their airports and other transport systems. Ample accommodation within these spaces is also evident, as they are built to serve the business traveller. Ultimately, urban destinations appeal to a variety of tourists as they offer infrastructure such as transport, services, communication, and various facilities which tourists need (Edwards et al., 2008).

In the global South, urban tourism is mostly dominated by the major cities that are home to diverse economies in which tourism is an emerging industry. This enabled many of these cities in the global South to become the leading urban tourism destinations in the world, such as Cape Town (Rogerson & Rogerson, 2021). Therefore, urban tourism is considered to be an important element of South Africa’s tourism economy, where tourism promotion has become a critical driver for local economic developments throughout the country (Rogerson, 2011; Rogerson & Visser, 2014). South Africa’s major cities have recognised the importance of urban tourism development in which it can be employed to stimulate local economies (Rogerson & Visser, 2007). Hence, urban tourism is considered to be an important element of the South African tourism economy in which the promotion of its major urban tourism destinations has the ability to encourage investment and prompt the consumption of its integrated tourism industry (Rogerson, 2011; Rogerson & Visser, 2014). Cities and towns across South Africa have therefore sought to galvanise the private sector into fostering economic growth, employment creation and the development of small businesses through the means of tourism promotion. Therefore, the linkages between the global North and South Africa are in part parallel with its use of tourism as a tool for economic development (Rogerson & Visser, 2014). Hence, various niche forms of urban tourism, including adventure, beer, creative, food, wine, heritage and volunteer tourism, have been analysed and researched in order to find numerous strategies that could be employed to further enhance and develop the tourism potential of South African cities (Rogerson, 2016). Therefore, urban tourism research in South Africa is considered to be the “best documented” and makes it of growing importance throughout the global South. (Rogerson & Visser, 2014)

The most notable example thereof is the City of Cape Town, the Southernmost city in South Africa and is considered as the most European city on the continent. Its uniqueness is predominantly determined by its natural resources such as soaring mountain ranges, unique fynbos, glittering seas, and pristine beaches. Yet, Cape Town is also regarded as a cultural metropolis with an urban edge, making it one of the most exciting tourist destinations in the world (Holmes, 2017; De Bruin, 2020; Rogerson & Visser, 2007). The tourism industry in Cape Town has played a major part in its economic development and job creation, as well as in the Western Cape Province. The city has immersed itself into the tourism industry and in so doing became a world famous and “must visit” tourist destination (Bloom, 2019).

With this in mind, this study sought to examine the role urban tourism has on tourism development in the City of Cape Town and how the city integrated its various tourism sectors into an urban tourism product. However, the core focus of this study will be focused on the

Cape Town Tourism Model, how it functions and operates, and whether it has the ability to be transferred transference to other cities.

Tourism sectors in the City of Cape Town

Cape Town is one of the oldest cities in South Africa and one of the most historically important cities in Southern Africa. Its historical construction and processes had extensive influence on shaping the city, its tourist sites and tourism industry. In addition, Cape Town's uniqueness is determined by its heritage, culture and natural resources. Hence, it is found that the city has a variety of tourism sectors that form part of Cape Town's urban environment which include: Heritage and Cultural Tourism, Eco Tourism, Leisure and recreational tourism, and business tourism.

The City of Cape Town has a rich heritage and cultural tourism sector, which is considered to be the most important tourism sector within Cape Town's urban tourism industry. It is also estimated that 90% of tourists spend some of their time visiting Cape Town's heritage and cultural tourism attractions (Rogerson & Visser, 2007). The city's history has had an extensive influence on its heritage and cultural composition, which gave rise to some of the most notable heritage and cultural tourism sites, attractions and experiences. Additionally, the declaration of Robben Island as a UNESCO World Heritage Site has further placed the city on a global stage. Nevertheless, it was found that the most notable and easily accessible sites tend to be the most popular heritage and cultural tourism attractions, whilst many smaller and less known sites faded into the background and continuously needed support from both the local government and the private sector. It is for this reason why the city aims to further develop and support this sector and link it with many of the more well-known sites (City of Cape Town, 2013).

The City of Cape Town's attractive natural and urban environment has made it a well-established unique urban tourism destination and has seen its leisure and recreational tourism sector become one of its main tourism sectors which attracts visitors from across the world. This motivated by the fact that the city's offerings within this sector include some of the best and most beautiful beaches in South Africa, unique shopping complexes, world renowned food and wine experiences, exciting events, amazing festivals and exhilarating sport and adventure offerings. With this in mind, the city invested much of its resources and support to continuously develop, improve and grow this sector and its attractions. This was done to ensure that the city is able to keep up with the growing demand and maintain visitor satisfaction, along with creating employment opportunities and constantly growing its economy (Rogerson, 2013).

Eco-tourism is another tourism industry that has been thriving within the Western Cape, where it has continued to draw a large range of tourists to the city. It is considered as an important avenue for conserving biological and cultural diversity. Eco-tourism has created an increased awareness for responsible and sustainable practices and issues within the tourism sector of Cape Town and the region (Brand South Africa, 2011). Its most notable attraction is its imposing geographical feature, Table Mountain, which has become synonymous with the city. With the declaration of the Cape Floristic Region as a United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Site the city has further gained a spot on the global stage and is further able to attract a global audience. Hence it has been found that many eco-tourism attractions throughout the city are among the most visited and most popular sites (City of Cape Town, 2013).

Cape Town was ranked as South Africa's second most important business tourism destination after Johannesburg (Greenberg & Rogerson, 2018). Nevertheless, Cape Town is the most popular business tourism destination for international conferences, conventions, and meetings in Africa due to its range of natural attractions. The City of Cape Town has become

a desired business tourism destination due to its large variety of tourism attractions and experiences (Greenberg & Rogerson, 2018). This is largely attributed to the fact that the business traveller usually spends their free time interacting with other tourism offerings and experiences throughout the city. The City of Cape Town has sought to leverage this sector to encourage further investment, create job opportunities and support its economic growth. The City of Cape Town therefore regards its business tourism sector as a potential avenue to position itself as a choice destination for high-profile international conferences and events, with particular emphasis on the meetings, incentives, conferences and exhibitions (MICE) markets (City of Cape Town, 2013). The City of Cape Town has developed three major business nodes which include Cape Town CBD, V&A Waterfront, and Century City, making business tourism a big contributor to its tourism industry (Greenberg & Rogerson, 2018).

Even though the city had traditionally been a coastal leisure destination it is evident that the city had furthered its investment in heritage and cultural tourism; leisure and recreational tourism; eco-tourism; and business tourism. In doing so, it made Cape Town increase its share of the global tourism industry and become a more attractive domestic and international tourist. The City of Cape Town therefore regards its cultural, natural, and urban environment as prominent and important tourism resources (City of Cape Town, 2013; Booyens & Rogerson, 2015).

Cape Town tourism model overview

The City of Cape Town has developed strong policies for tourism development in which it paves the way for job creation, economic growth, and continued development within the city. The city's vision is to turn Cape Town into a 'world-class competitor' and South Africa's premier tourism destination (City of Cape Town, 2013). With this in mind, the City of Cape Town has formed a unique public-private partnership with Cape Town Tourism, the city's official tourism marketing organisation, where the City of Cape Town manages the city's mandate through its Tourism Department, Cape Town Tourism is responsible for tourism marketing, visitor, and industry services (World Tourism Cities Federation, 2019). This is visually represented in Figure 1.

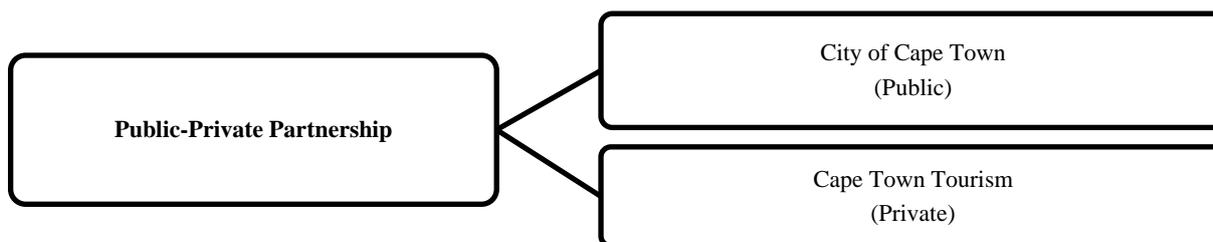


Figure 1: Cape Town's Public-Private Partnership

The City of Cape Town's role

The City of Cape Town regards tourism as an important avenue for economic development, job creation and investment. It also regards its cultural, natural, and urban environment as prominent and important tourism resources that should be utilised for further economic development to contribute to poverty reduction and economic empowerment within local communities, and at the same time encourage urban redevelopment (City of Cape Town, 2013). With this in mind the City of Cape Town has developed numerous policies and strategies that encourage tourism development. The city is home to multiple tourism sectors, and it is evident that its tourism industry has become an integral part for economic development, job creation and investment. Hence, the City of Cape Town is therefore responsible to drive its local tourism

mandate through destination planning and policy making, tourism regulations, tourism product development, training and capacity building and providing tourism infrastructure and services (World Tourism Cities Federation, 2019). This is visually represented in Figure 2.

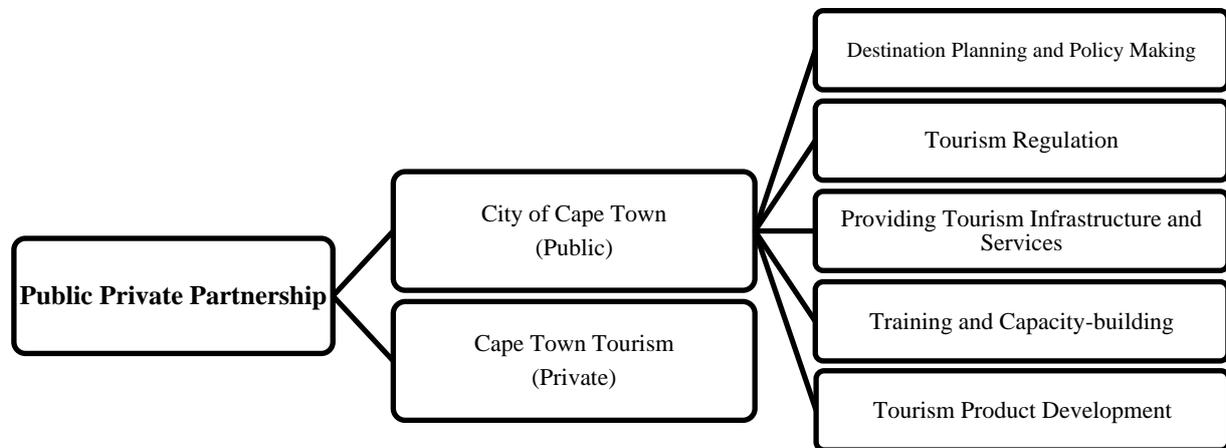


Figure 2: Cape Town's public-private partnership – City of Cape Town's role

In the *Cape Town Tourism Development Framework: 2013 to 2017* the city developed an economic growth strategy that focused on economic growth and job creation through tourism. This strategy departed from the city's previous approaches which worked in accordance with the city's overall development objectives. This economic growth strategy aimed at addressing the building blocks required to create an internationally competitive city, which is structured around five strategic areas. The strategy focused on building a globally competitive city, providing the correct basic services (transport and infrastructure), using work and skill programs that promote inclusive growth, leverage trade and sector development functions to maximum advantage, and ensure growth is environmentally sustainable (City of Cape Town, 2013). This is also visually represented in Figure 3.

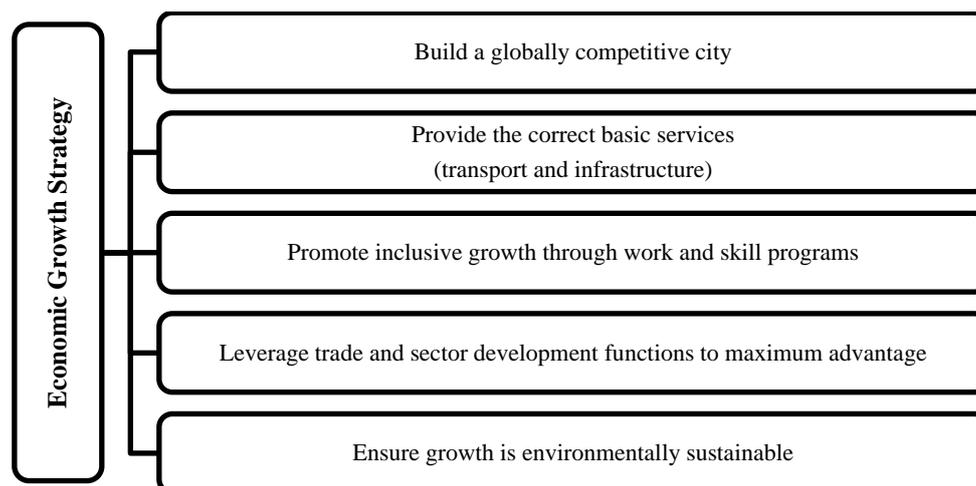


Figure 3: City of Cape Town economic growth strategy. (Source: City of Cape Town, 2013)

However, the policy framework and its strategies also considered the constraints that the city faces such as unemployment, poverty, competition from other domestic and international markets, over regulation of the industry, and a lack of strategic focus for growth. It therefore acknowledged the role it needs to play in order to enable further economic growth which focused on promoting Cape Town through its external relations and strategic events

programme, increase its competitiveness, provide funding to assist strategic initiatives, create partnerships with the private sector, and encourage collaboration between academia, businesses, and government (City of Cape Town, 2013).

The city also embraced the concept of responsible tourism since 2002 when the City of Cape Town signed the *Cape Town Declaration*. This focused on creating ‘better places for people to live in, and better places to visit’ which encouraged the city to adopt the *Responsible Tourism Policy and Action Plan* which continued to promote responsible tourism to both public and private stakeholders within the industry. To adopt a responsible tourism approach the city committed all of the resources and structures of the municipality under the *Responsible Tourism Policy*. It included planning for economic development, regulation, utilising buildings, and permanent property owned by the city, requiring responsible tourism practices in contractual agreements with organisations funded by the municipality, responsible management of the city’s supply chain, and integrate responsible tourism principles within the city’s Performance Management Framework. The city regards responsible tourism as a guiding principle and vision for tourism development within the city (City of Cape Town, 2013). Additionally, the *Cape Town Tourism Development Framework: 2013 to 2017* outlined guiding principles for the forming of strategic focus areas, key actions and projects in order to target future tourism development throughout the city. This included growing the city’s visitor numbers, conservation of heritage resources and to diversify the tourism markets and product development (City of Cape Town, 2013). These directives are visually represented in Figure 4.

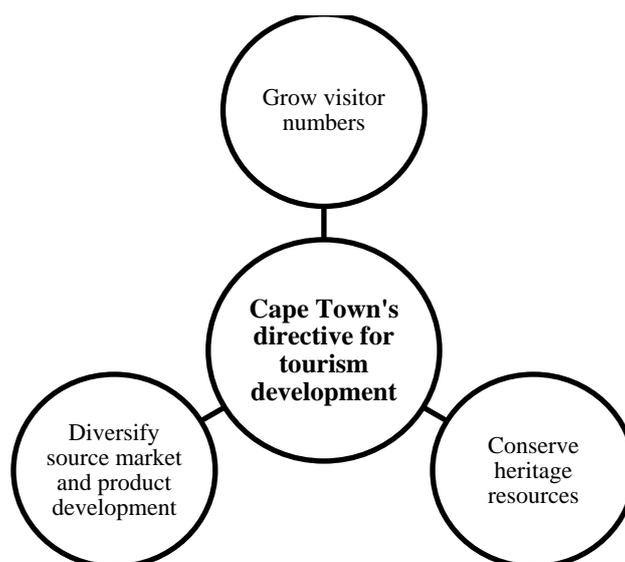


Figure 4: Cape Town directives for tourism development. (Source: City of Cape Town, 2013)

First, the city acknowledged the need to place greater emphasis on job creation through developing growth in the tourism sector, by ‘growing visitor numbers’ and per capita spend. With this in mind the city placed particular emphasis on attracting more domestic travellers. This was motivated by the fact that domestic travellers do not reflect seasonal fluctuations and also accounted for a greater proportion of tourism income in the Western Cape province. The city also saw the need to ‘conserve heritage resources’ through tourism development, where heritage resources are used as a tool for urban planning and regeneration. The city considered this as a creative way to transform heritage sites into a tourism product that is focused on providing unique visitor experiences and promoting responsible tourism development. Lastly, the city also sought to ‘diversify its source market and product development’ that would help increase visitor numbers, with particular focus on the domestic tourism market and attracting

visitors from emerging markets (City of Cape Town, 2013). The Cape Town Tourism Development Framework: 2013 to 2017 also reiterated that “although it is not the role of local government to develop and own tourism products per se, local government can play a role in the coordination, stimulation, facilitation and support of tourism product development initiatives.” (City of Cape Town, 2013: 89).

According to the *Cape Town Tourism Development Framework 2024* (2019) the City of Cape Town’s vision and mission for the future is to have its economy flourish and have consistent growth at an above-average rate in tourism revenues and employment opportunities, which is also reinforced by environmental sustainability and community support for tourism. This framework also acknowledges that the City of Cape Town’s tourism growth has been inconsistent over the past five years, therefore takes into consideration two broad scenarios, “moderate growth” or “high growth”, that could unfold for its tourism growth over the next five years (City of Cape Town, 2019). The “moderate growth scenario” sees average growth from the past five years continuing. It predicts that the city’s international arrivals will increase by 2% annually, domestic arrivals will increase by 1% annually, with no change in the average length of visitor stays, and tourist expenditure per day will increase with inflation. These assumptions are also reinforced by the following: no major additional tourism marketing and product investment by the city; limited support and coordination from other sectors in the city; perceptions and incidents of safety and water shortages not effectively addressed; limited collaboration and pooling of resources at provincial and local level; and demand for and sustainability of international air capacity tenuous and inconsistent (City of Cape Town, 2019).

Its “high growth scenario” expects that the city’s tourism will achieve exceptionally good growth. It predicts that its international arrivals will increase by 7% annually, domestic arrivals increase by 4% annually, the average stay increases from eight days to nine days, and that the daily tourist expenditure will increase with inflation. The high growth scenario assumptions are reinforced by the following: the City of Cape Town substantially increases its investment in tourism human resources and funding; tourism has a strong mandate to coordinate with other sectors in the city and support its development and growth; perceptions and incidents of safety and water shortages affectively addressed; high level of collaboration and pooling of resources within the city and between provincial and local tourism authorities; and demand for and sustainability of international air capacity increases consistently (City of Cape Town, 2019). Hence, the City of Cape Town emphasised in the *Cape Town Tourism Development Framework 2024* that it committed to “...pursuing the High Growth scenario over the next five years, towards achieving the ambitious growth Vision 2023. Under the High Growth scenario, compared to the Moderate Growth scenario the industry will attract R10.3 billion p.a. more in tourist expenditure and sustain almost 8,000 more jobs.” (City of Cape Town, 2019: 21).

These growth scenarios led to the development of the City of Cape Town’s strategic goals within the *Cape Town Tourism Development Framework 2024* (2019) which is influenced by the city’s current challenges, opportunities and its future growth, vision and ambitions (City of Cape Town, 2019). Ultimately, it aims to pursue five strategic goals which includes: ensuring visitor comfort; improving and diversifying products and experiences; stimulating demand, generating community involvement and support; organizing effectively for growth. These strategic goals are visually represented in Figure 5.

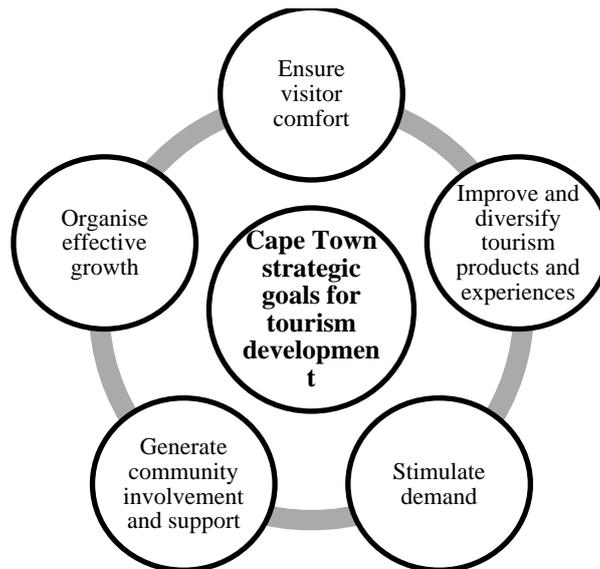


Figure 5: City of Cape Town strategic goals for tourism development. (Source: City of Cape Town, 2019)

As represented in Figure 5, the strategic goals are set to ‘ensure visitor comfort’ by focusing on safety and security; transport and mobility; facility quality and maintenance; internet connectivity; and visitor information. It also seeks to ‘improve and diversify products and experiences’ which includes iconic sites; spatial development priorities; new tourism products and destinations; regional linkages; and sustainable/responsible tourism. ‘Stimulating demand’ is another strategic goal which includes brand and reputation management; air access; domestic marketing; international marketing; MICE marketing; and seasonality. Another strategic goal is to ‘generate community involvement and support’ by focusing on youth/women’s groups; employees; cultural interaction; and entrepreneurship. ‘Organising effective growth’ is the last strategic goal and it includes a coordinated strategy; maximising/pooling resources; inter-departmental synergy; sustainable funding; public-private collaboration; performance monitoring and research; and local level execution (City of Cape Town, 2019).

Cape Town tourism’s role

Cape Town’s destination image is quintessential for its success as an urban tourism destination. Marketing therefore plays an essential role in Cape Town’s destination image which influences its popularity among both international and domestic travellers. As mentioned, Cape Town Tourism is the city’s official tourism marketing organisation for the City of Cape Town, where its core responsibilities include tourism marketing and providing visitor and industry services for the city Of Cape Town (World Tourism Cities Federation, 2019). This is visually represented in Figure 6.

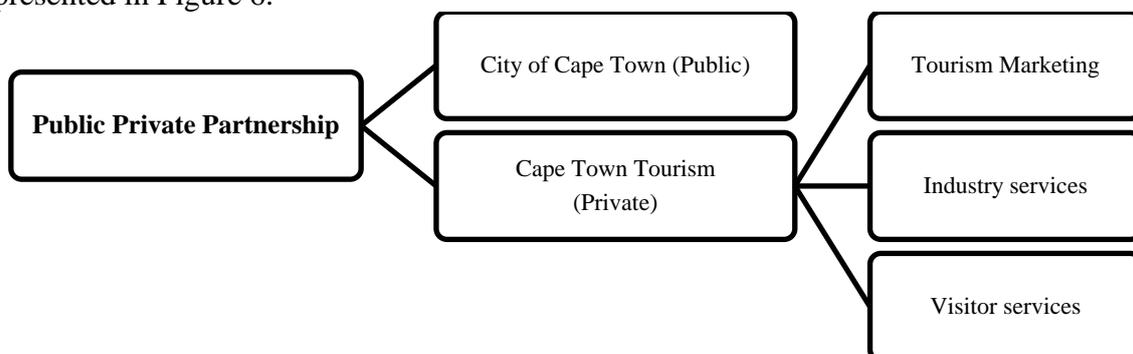


Figure 6: Cape Town’s public-private partnership – Cape Town tourism’s role

Cape Town Tourism is overseen and guided by a Tourism Board that comprises of 14 Cape Town Tourism industry members and local government representatives. Cape Town Tourism focuses on promoting tourism services and the City of Cape Town’s iconic attractions. Additionally, it promotes less-explored sites in the city to both domestic and international travellers (World Tourism Cities Federation, 2019).

Through attending trade fairs and exhibitions globally, Cape Town Tourism is able to attract visitors from across the world. Cape Town Tourism also serves over 1,300 tourism businesses and provides them with accreditation, brochure displays at its visitor centres, networking sessions, market insights, and marketing and promotional opportunities, making the tourism industry within the city a more inclusive space. Cape Town Tourism visitor services include its six visitor information centres, all situated at strategic locations throughout the city. These visitor centres offer visitors local and regional information, booking services for accommodation, activities, events, South African National Parks, tours, and transport. The visitor centres also provide a range of products including brochures, city maps, local crafts, and post cards (World Tourism Cities Federation, 2019). Based on an assessment of how the City of Cape Town has marketed its tourism, the following five criteria can be deduced: websites; social media; tourism information centres; promoting partnerships; and travel awards. This is visually represented below in Figure 7.

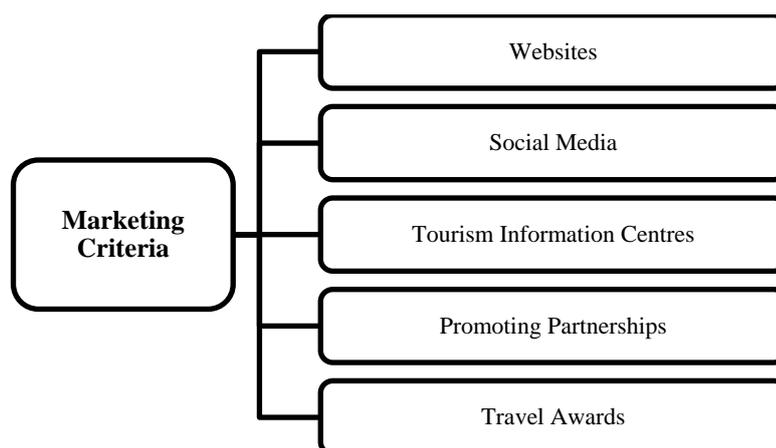


Figure 7: Marketing criteria

The use of the internet has become a fundamental part of the city’s society, which allows people to connect with friends, family, and businesses, as well as access information and content easily and effectively. It is therefore evident that the use of websites is vital for modern day success. With this in mind, the City of Cape Town and Cape Town Tourism developed the www.capetown.travel website which has become the most important baseline marketing and information tool for the city’s tourism industry. It is also utilised as a basis for capturing and communicating Cape Town’s status as being the “most beautiful city in the world”. This website is highly rated and focuses on providing content with experiential stories and information of the various attractions and experiences the city has on offer, making it the official guide to Cape Town (City of Cape Town, 2019).

In addition to this, the city has a large social media presence on various platforms including Facebook, Instagram, Pinterest, Twitter, and YouTube. The City of Cape Town and Cape Town Tourism therefore adopted “Love Cape Town” as its destination branding, which combines the city’s attractions, local communities, and its people to form a unique connection with visitors to the city. The goal thereof is to encourage an authentic and immersive holiday

experience. The strategy was developed around the hashtag #LoveCapeTown, with the goal to encourage Cape Town residents and visitors to the city to create and share content about the city on social media platforms, ultimately providing potential visitors and customers peer-to-peer information and reviews of experiences and attractions the city has on offer. This particular campaign is regarded as a major success which encouraged visitor engagement which also generated over 545,000 Facebook likes, 164,000 Twitter followers and 105,000 followers on Instagram by end 2021 (World Tourism Cities Federation, 2019: 10; Love Cape Town Facebook, 2021; Love Cape Town Twitter, 2021; Love Cape Town Instagram, 2021).

The city also set up multiple tourism visitor centres and mobile information centres throughout the city in partnership with Cape Town Tourism. These visitor centres offer visitors local and regional information, booking services for accommodation, activities, events, South African National Parks, tours, and transport. The visitor centres also provide a range of products including brochures, city maps, local crafts, and post cards. They are all situated at strategic locations throughout the city for example: Canal Walk, Cape Town International Airport, Cape Town City Centre, Kirstenbosch, Simon's Town, Somerset West, Table Mountain Aerial Cableway, and V&A Waterfront (World Tourism Cities Federation, 2019; Cape Town Travel, 2021). Another marketing strategy that the city embarked on was a promotion partnership between Cape Town and New York City. This promotional partnership was a co-marketing agreement between Cape Town Tourism and New York City and Company. This agreement had both destinations collaborating by using their respective resources to advertise and market one another. In New York City many of Cape Town's attractions were displayed on bus shelters and kiosks with the goal of introducing Cape Town to local Americans and the city's visitors. In Cape Town, New York City was promoted to Capetonians and visitors through the visitor centres, mobile information centres and at Cape Town International Airport (Cape Town Tourism, 2019).

Lastly, the city has won numerous awards and accolades within the tourism sector, which it also makes use of in its marketing campaigns. These awards and accolades include: World's Best City – 2018 and 2019 Telegraph Travel Awards survey; One of World's Friendliest Cities and Top Ten Spot In Global Bucket List of Places To Visit – Big 7 Travel; Best City in Africa and Middle East – Travel and Leisure World's Best Awards; World's Leading Festival and Events Destination – World Travel Awards; Africa's Leading City Break Destination – World Travel Awards; Africa's Leading City Destination – World Travel Awards; Cape Town International Airport best airport in Africa - Skytrax World Airport Awards; 4th best travel destination for Muslim Travellers – 2017 Global Muslim Travel Index; Africa's Leading City Destination - World Travel Award. This highlights the immense influence the city has as an urban tourism destination within South Africa and the global South (Cape Town Tourism, 2019; City of Cape Town, 2019; City of Cape Town, 2020).

Functionality, adaptability and transference of the Cape Town tourism model

Through this partnership the City of Cape Town funds Cape Town Tourism, which then enables Cape Town Tourism to fulfil its mandate of tourism marketing and providing industry and visitor services. In return, Cape Town Tourism provides visitor and industry services and promotes the City of Cape Town as a must see and must experience African urban tourism destination. Through this, Cape Town is able to attract investments, create job opportunities, grow its economy and further develop its tourism industry (World Tourism Cities Federation, 2019). This public-private partnership is visually represented in Figure 8.

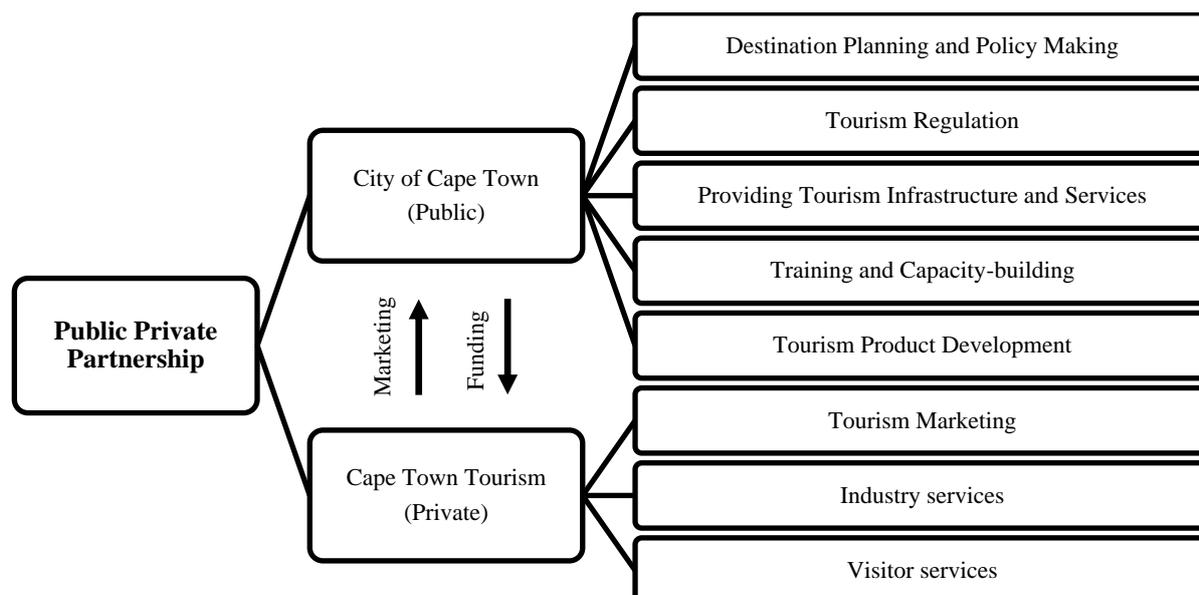


Figure 8: Cape Town's public-private partnership

This public-private partnership is regarded as a best practice example by many international tourism leaders. The success thereof is evident in the fact that the United Nations World Tourism Organisation (UNWTO) invited Cape Town Tourism, to serve on the Destination and Business Council and present this tourism model at its annual general meeting in 2018 and 2019 (World Tourism Cities Federation, 2019). Additionally, Cape Town has also been selected as one of 15 top global destinations as ideal subjects for a case study by the UNWTO and the World Tourism Cities Federation. This highlights Cape Town's global status as an urban tourism destination that has the potential to influence world travel (News24, 2019).

The importance of this model was further brought to the forefront with the impact of the Covid-19 global pandemic, in which the global tourism industry saw a complete collapse due to the Covid-19 pandemic. International tourist arrivals to South Africa declined by 71% in 2020, with no international visitors from April to September 2020. This was mainly caused by stricter restrictions, safety concerns and the evolving nature of the pandemic (Statistics South Africa, 2021). Like many urban centres, the City of Cape Town's tourism industry came to a complete standstill because of the pandemic. Where the city welcomed 1,194,042 international tourists in 2019, it only welcomed 374,555 international visitors in 2020, a 68.6% decrease (Wesgro, 2020). In the face of this immense challenge, the City of Cape Town had announced a ten-point tourism strategy that aimed to assist its tourism sector recover from the Covid-19 pandemic. The city acknowledges that its survival and success is dependent on consistent reinvention that incorporates its uniqueness, authenticity, and experiences within a safe environment. Its ten-point plan aims to bring the tourism sector back to life, which also contributes to economic recovery (Cape Town Travel, 2021; City of Cape Town, 2021). This ten-point plan addresses the need for the tourism sector within Cape Town to work and thrive in order to support local businesses and create more employment opportunities through the use of innovation and technology of product development and destination marketing. The need for the recovery of the tourism sector within the city is motivated by the fact that it is regarded as a significant and integral driver for employment and economic benefits (Cape Town Travel, 2021; City of Cape Town, 2021). This is visually represented in Figure 9.

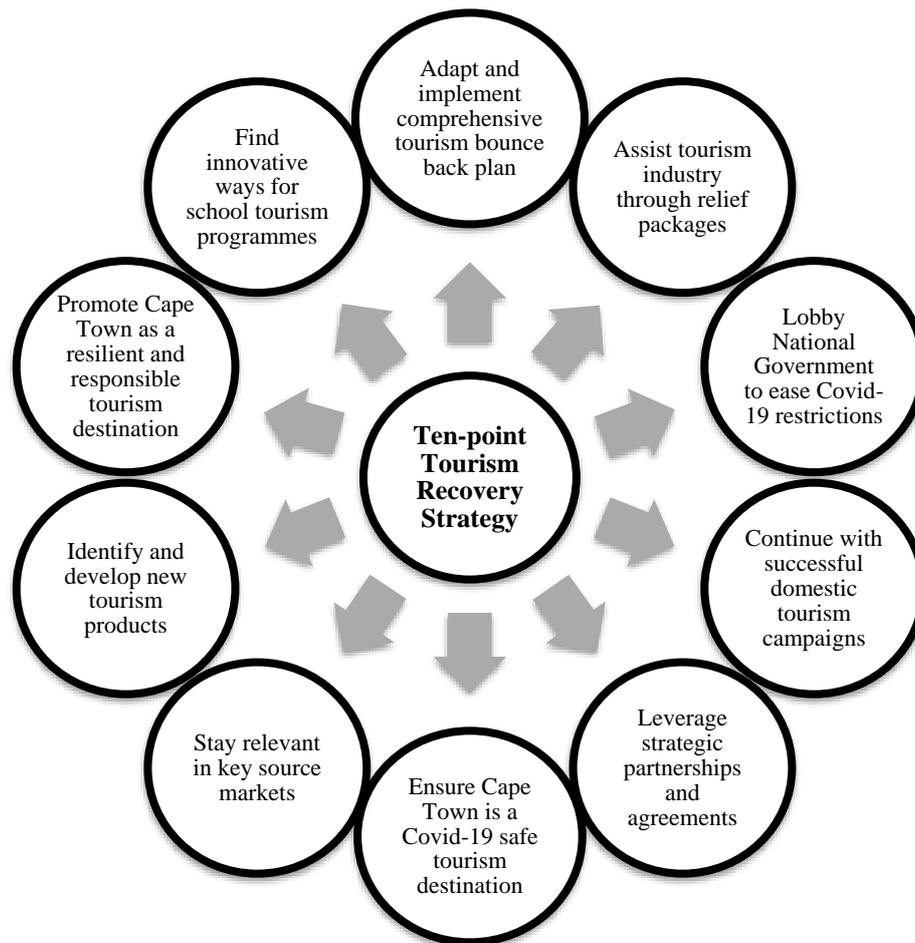


Figure 9: The City of Cape Town Covid-19 ten-point tourism recovery strategy. (Source: Cape Town Travel, 2021)

The first strategy is to adapt and implement a ‘Comprehensive Tourism Bounce Back Plan’ developed by the City of Cape Town, the city’s Official Destination Marketing organisation, and Cape Town Tourism. The next strategy aims to assist the tourism industry by unlocking relief measures that address the severe cash flow crisis many tourism businesses face. Thirdly, it aims to continuously lobby National Government to responsibly ease Covid-19 restrictions that hinder the tourism industry. The strategy also encourages the continued success of domestic tourism campaigns, driven by Cape Town Tourism, that further generate local demand. It also aims to continue leveraging its strategic partnerships and agreements that ensure connectivity and demand. Its sixth strategy is to ensure that Cape Town is a safe tourism destination that communicates, informs, and empowers tourism establishments to implement safe Covid-19 protocols and regulations. The tourism recovery strategy also sets out to ensure that the city stays relevant in key source markets through its campaigns via social media messaging and social media monitoring. It also sees the City of Cape Town working alongside Cape Town Tourism to identify and develop new tourism products which will diversify its overall tourism offerings. The strategy essentially wants to promote Cape Town as a resilient and responsible tourism destination through the City of Cape Town’s Responsible Tourism strategy. Lastly, the city will continue to find innovative ways to roll out its school of tourism programmes that foster a tourism mind-set among the youth (Cape Town Travel, 2021).

The importance of this partnership between the City of Cape Town and Cape Town Tourism is further supported by a three-year renewal in September 2021. The renewed commitment between the City of Cape Town and Cape Town Tourism was to ensure the

continued support to the city's tourism industry due to the economic and social impact of the Covid-19 pandemic. According to the City of Cape Town its tourism industry employed approximately 150,000 people prior to the global pandemic. Hence, its tourism industry was regarded as a key sector with the highest growth and employment potential in the city. With this in mind, the public-private partnership's renewal plans to make Cape Town a world-class destination through marketing, visitor information services and community product development of local businesses (City of Cape Town, 2021). With the support from the City of Cape Town, Cape Town Tourism has developed and rolled out its 'Find Your Freedom' interactive video and partnered with airlines and other tourism destination bodies in Cape Town's key source markets, to reignite international travel to the city. Additionally, Cape Town Tourism is also marketing its tourism offerings to its domestic market under its 'captivating Cape Town' initiative, which aims to show how accessible and affordable the city is as a domestic tourism destination. Additionally, this initiative also provides local tourism industry experts advice that guide small, medium, and micro-enterprises (SMME) to sustainably develop their businesses and ensure their reediness for the return of visitors to the city (City of Cape Town, 2021; Cape Town Travel, 2022).

As Cape Town is considered to be the most European city in Africa, this model has been designed to predominantly attract travellers from the global North. With this in mind, the city's key source markets are travellers from Germany, United Kingdom, United States of America, France, and the Netherlands. However, the city has in recent years also adapted their tourism model to attract the Muslim traveller (City of Cape Town, 2019). Public-private partnerships such as this one, are not always easy to achieve and to maintain. Tourism is regarded as a specialised area of work in which specialised staff and implementation agencies are needed. Cape Town Tourism has a narrow mandate with a limited budget, limiting access to the specialised staff and implementation agencies. Additionally, synergy and coordination between various tourism organisations could always strengthen and improve the operational partnerships. Both the City of Cape Town and Cape Town Tourism conduct substantial research, however, the City of Cape Town notes that there is a need for a coordinated research and performance monitoring strategy. Therefore, there remains a need for constant collaboration and support from the City of Cape Town to Cape Town Tourism, instead of undermining them (City of Cape Town, 2019). It could therefore also be argued that public-private partnerships can lead to disagreements in the approach to certain problems and challenges that the city may face, as both usually have different viewpoints and goals for the tourism industry. Additionally, financial constraints can also hinder the success of the public-private partnerships.

Nevertheless, this best-practice tourism model could be used as an inspiration for further urban tourism development in other African cities such as Dar es Salaam, Harare, Lagos, Nairobi, and many others. This is motivated by these cities' heritage and cultural composition, leisure and recreational attractions, access to eco-tourism experiences, and business offerings. For example, Nairobi's ability to offer unique eco-tourism experiences, Lagos's ability to serve the business traveller and Zanzibar's ability to attract the leisure traveller. These cities are proficient in their ability to attract travellers from all walks of life, to experience their unique urban tourism offerings.

Conclusion

Urban Tourism is an undeniable feature of Cape Town's tourism industry. It has therefore influenced the need for a unique public-private partnership such as the one developed between the City of Cape Town and Cape Town Tourism. Hence, this paper sought to examine the role urban tourism has on tourism development in the City of Cape Town and how the city

integrated its various tourism sectors into an urban tourism product. Nevertheless, the main objective of this paper was to gain an understanding of the Cape Town Tourism Model, how the public-private partnership between the City of Cape Town and Cape Town Tourism functions and operates, and whether this model is fully adaptable and could maybe be transferred to other cities. It could therefore be reasoned that this tourism model could serve as a good guideline for developing other tourism development and marketing partnerships and strategies that would embrace and support a city's urban tourism industry. Although, a partnership such as this is not always easily achieved and maintained, it is worth noting that it does hold some success and opportunity for investment, job creation and entrepreneurship. Therefore, a public partnership is heavily reliant on the success of both parties, where each contributes significantly for the combined goal of turning a city in to a world-renowned urban tourism destination such as #LoveCapeTown.

References

- Bloom, L.P. (2019). Bucket List Travel: The Top 50 Places In The World. Available at <https://www.forbes.com/sites/laurabegleybloom/2019/09/04/bucket-list-travel-the-top-50-places-in-the-world/?sh=7ae9051e20cf> [Retrieved 29 July 2021]
- Booyens, I. & Rogerson, C.M. (2015). Creative Tourism in Cape Town: An Innovation Perspective. *Urban Forum*, 26 (4), 405-424.
- Brand South Africa. 2011. Eco-tourism in South Africa's Winelands. Available at <https://brandsouthafrica.com/wine-ecotourism/105320/> [Retrieved 10 October 2021].
- Cape Town Travel. (2019). *Cape Town Tourism Annual Report 2017/2018*. Cape Town Tourism, Cape town.
- Cape Town Travel. (2020). *Cape Town Tourism Annual Report 2018/2019*. Cape Town Tourism, Cape town.
- Cape Town Travel. (2021). Cape Town's Ten-Point Tourism Strategy. Available at <https://www.capetown.travel/cape-towns-ten-point-tourism-strategy/> [Retrieved 1 November 2021].
- Cape Town Travel. (2022). Cape Town Tourism Launches Landmark Immersive Travel Experience. Available at <https://www.capetown.travel/cape-town-tourism-launches-landmark-immersive-travel-experience/> [Retrieved 16 June 2022].
- City of Cape Town. (2013). *Cape Town Tourism Development Framework 2013-2017*. CoCT, Cape Town.
- City of Cape Town. (2019). City's Partnership with New York City brings a Billion of Economic Benefits. Available at <https://www.capetown.gov.za/Media-and-news/City's%20partnership%20with%20New%20York%20City%20brings%20a%20billion%20of%20economic%20benefits> [Retrieved 5 November 2021].
- City of Cape Town. (2019). *Tourism Development Framework 2024*. CoCT, Cape Town.
- City of Cape Town. (2021). City's Ten-point Tourism Strategy to get the Sector Back on its Feet. Available at <https://www.capetown.gov.za/Media-and-news/City's%20ten-point%20tourism%20strategy%20to%20get%20the%20sector%20back%20on%20its%20feet> [Retrieved 1 November 2021].
- City of Cape Town. (2021). City Signs New Agreement with Cape Town Tourism as Destination Readiness Campaigns Gain Momentum. Available at <https://www.capetown.gov.za/Media-and-news/City%20signs%20new%20agreement%20with%20Cape%20Town%20Tourism%20as%20destination%20readiness%20campaigns%20gain%20momentum> [Retrieved 20 January 2022].

- De Bruin, P. (2021). 48 hours in Cape Town, an Insider Guide to South Africa's rugged Coastal City. Available at <https://www.telegraph.co.uk/travel/destinations/africa/south-africa/cape-town/articles/cape-town-travel-guide/> [Retrieved 29 July 2021]
- Edwards, D., Griffin, T. & Hayllar, B. (2008). Urban Tourism Research: Developing an Agenda. *Annals of Tourism Research*, 35 (4), 1032-1037.
- Giriwati, N., Homma, R. & Ikj, K. (2013). Urban Tourism: Designing a Tourism Space in a City Context for Social Sustainability. *WIT Transactions on Ecology and the Environment*, 179 (1), 165-176.
- Greenberg, D. & Rogerson, J. (2018). Accommodating Business Travellers: The Organisation and Spaces of Serviced Apartments in Cape Town, South Africa. *Bulletin of Geography: Socio-Economic Series*, 42 (42), 83-93.
- Holmes, R. (2017). Cape Town: Insider Travel Guide. Available at <https://edition.cnn.com/travel/article/insider-guide-cape-town> [Retrieved 29 July 2021]
- Love Cape Town Facebook. (2021). Love Cape Town. Available at <https://www.facebook.com/CapeTown.Travel/> [Retrieved 1 November 2021].
- Love Cape Town Instagram. (2021). Love Cape Town. Available at <https://www.instagram.com/lovecapetown/> [Retrieved 1 November 2021].
- Love Cape Town Twitter. (2021) Love Cape Town. Available at <https://twitter.com/lovecapetown>. [Retrieved 1 November 2021].
- Rogerson, J.M. (2013). Urban Tourism and the Changing Structure of the Hotel Economy in South Africa. *African Journal for Physical, Health Education, Recreation and Dance*, 19 (3), 39-54.
- Orbasli, A. (2000). *Tourists in Historic Towns: Urban Conservation and Heritage Management*. E & FN Spon, London.
- Rogerson, C. M. (2011). Urban Tourism and Regional Tourists: Shopping in Johannesburg, South Africa. *Tijdschrift Voor Economische en Sociale Geografie*, 102 (3), 316–330.
- Rogerson, C. M. (2016). Secondary Cities and Tourism: The South African Record. *African Journal of Hospitality, Tourism and Leisure*, 5 (2), 1-12.
- Rogerson, C. M. & Rogerson, J.M. (2021). Urban Tourism in the Global South: South African Perspectives. In C. M. Rogerson & J.M. Rogerson (Eds.), *Urban Tourism in the Global South: South African Perspectives*. Springer International, Cham.
- Rogerson, C. M. & Visser, G. (2007). *Urban Tourism in the Developing World: The South African Experience*. Transaction Publishers, New Brunswick.
- Rogerson, C. M. & Visser, G. (2014). A Decade of Progress in African Urban Tourism Scholarship. *Urban Forum*, 25 (4), 407-417.
- Statistics South Africa. (2021). SA Tourism Industry Struggles Amidst COVID-19 Pandemic. Available at: <http://www.statssa.gov.za/?p=14281> [Retrieved 24 September 2021].
- World Tourism Cities Federation. (2019). *Cape Town South Africa*. UNWTO.
- Wesgro. (2020). Western Cape Tourism Performance: 2020. Available at <https://wesgro.co.za/uploads/files/Western-Cape-Tourism-Performance-2020.pdf> [Retrieved 24 September 2021]