The Role of Knowledge Management in a Destination Management Organisation such as Tourism KwaZulu-Natal

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Destination Management

• The co-ordinated management of a destination elements (attractions, amenities, access, marketing and pricing).
• The strategic linking of these elements.
• Options :
  – Department of single public authority;
  – Partnership of public authorities, serviced by partners;
  – Partnership of public authorities, serviced by a joint management unit;
  – Public authority(ies) outsourcing delivery to private companies;
  – Public-private partnership for certain functions – often in the form of a non-profit making company;
  – Association or company funded purely by a private sector partnership and/or trading – again for certain functions.
A Destination Management Strategy Framework

**Situation assessment**
- Market demand
  - Volumes
  - Receipts
  - Market share
  - Trends
  - Segments Profiles
  - Preferences
  - Perceptions etc.
- Industry structure and rivalry
  - Provincial/
  - Regional synergy/policies/
  - plans Institutional
  - arrangements
  - Competitor profiles
  - Trade patterns
- Supportive industries and infrastructure
  - Visitor and info services
  - Transport and signage
  - Safety and security
  - Technology
- Industry supply
  - Natural, cultural and
  - manmade attractions
  - Hospitality and Travel
  - services
  - Human Resources
  - Quality/standards
  - Intangibles
- Key tourism delivery opportunities, gaps and levers

**Strategy framework**
- Vision
- Growth objectives (targets)
- Core Goals
- Key strategies in pursuit of goals
- Competitive positioning
- and
- Branding
- Critical success factors and capabilities required in pursuit of positioning and target markets
- Target markets
- and
- Product portfolio

**Implementation plan**
- Development programme/projects
  - Spatial tourism development plan
  - Projects
  - Attractions
  - HR/awareness
  - Infrastructure
  - SMME/entrepreneur-ship
  - Safety
- Marketing programme/projects
  - Integrated marketing plan
  - Product packaging (routes, themes, niches, etc.)
  - Promotions mix
  - Pricing
  - Distribution
- Institutional and performance management framework

**Macro environment**
- Economic
- Technological
- Social
- Political
- Natural

**Stakeholder and Public Participation and Partnerships**
Core Roles

Fundamental support function for TKZN main operational divisions

- The collection, analysis and reporting of key information to guide and monitor the strategies and programmes of TKZN.
- Records management and MIS
- Editing support.
- Measuring the overall performance of the KZN Industry and specific TKZN activities.
- Maintaining effective tourism information systems and databases to support this process.
- Effectively providing tourist information regarding this destination – through information offices, electronic marketing tools, editing content of print marketing tools and brochure distribution
- Benchmarking and Quality Assurance
Structure – Units and Accounts

- Research Unit
- Registration Unit
- Information Systems/Database Maintenance
- Information Services
Research Account

Monitoring of latest tourism trends and TKZN campaigns/actions:

- Domestic Market Surveys to monitor the impact/health of the Zulu Kingdom Brand and to complement data received from national surveys
- Monitoring of KZN international market trends in close collaboration with SAT
- Visitor Book project
- Monthly panel survey
- TKZN’s performance
- Impact of key events
- Segmentation reports

Industry-based or ad hoc strategic studies:

- Trade Segmentation
- Reasons for low levels of grading amongst accommodation establishments.
- Levels of awareness of the concept of Accessibility.
Tourism Action Plans derived from this Account

- Database and Registration
- Website/ DMS
- Customer Care
- Product Development
- Information Office
- Distribution
- Safety & Security
- Incentive Tourism
- Aviation and Charter
- Cruise Tourism
- Gay and Lesbian
- Emerging Market
- Broad Domestic Segmentation and Targeting Approach
- Broad International Segmentation and Targeting Approach
- Disabled Tourism Plan
- Plan to increase levels of grading in KZN
Tourism Asset Database

First of its kind in South Africa
Established in 1997
Essential to:

• Ensure that tourist (consumer) and trade enquiries about the Zulu Kingdom and its destinations are appropriately dealt with.

• Communicate with the tourism trade in this destination.

• Support the development of appropriate marketing tools.

• Ensure that all the Zulu Kingdom’s potential tourism assets are identified, developed and appropriately promoted – clusters, themes, routes

• Support other research programmes by, for example, providing an appropriate sampling frame for surveys of tourism services in KwaZulu-Natal

*Important to note the maintenance support role that Information Officers and KZN CTOs play in maintaining this database*

*Converted to a state of the art Product Management System*
Destination Management Systems
Benchmarking and Quality Assurance Account

- Increasing level of awareness of grading and number of establishments that are graded.
- Increasing level of awareness of concept of Accessibility.
- Sbest Programme
- SMED
- Ulysess
- Affiliate Member of the UNWTO
- Destination Council
For further information, please contact us [www.zulu.org.za](http://www.zulu.org.za)