

The Potential Use of Military Tourism Assets for Sustainable Economic Development

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Abstract

The South African National Defence Force (SANDF) is grappling with the maintenance of its assets and facilities due to financial constraints. Accordingly, this paper seeks to explore ways in which the management of military tourism assets and sites in the Western Cape Province of South Africa could be optimised to ensure their sustainability and contribute to the promotion of the local and regional economy. Focus group interviews were conducted with 25 key role players in the tourism industry, military experts, and academics. In addition, a self-administered semi-structured questionnaire was completed by 223 conveniently selected tourists at various military tourism sites. From a pragmatic perspective, the findings of this research could elucidate the ways in which military tourism assets can be maintained in a sustainable manner. Additionally, the findings may have implications for the broader process of globalisation, highlighting the potential role that military tourism can play in shaping global economic relationships.

Keywords: Economic development; globalisation; military tourism; sustainability; Western Cape

Introduction

The concept of developing military tourism assets could be described as a niche form of tourism that is categorised as heritage tourism (Robinson & Novelli, 2005). Tourists who frequent military tourism sites have shared interests and come together to share something similar in the military field. Venter (2017) suggests that World War 11 is viewed by many as the substance of the components of modern tourism. In addition, Venter (2017) depicts it as fundamental to the formation of widespread mass domestic and international tourism, which includes military personnel travelling for official duties. Some soldiers who returned from overseas military action spoke to family and friends about their (military) experiences, encouraging visits to the sites previously visited.

Globally, there is mounting curiosity in tourism that is related to dark events, such as a visit to a war memorial site; and museums where weapons of death, the clothing of murder victims and other artefacts are put on display (Logan & Reeves, 2009). According to Jang (2019), military tourism is also a way for individuals to gain a perspective of battles fought in the past. The remembrance of momentous conflicts through military museums, war monuments and skirmish re-enactments comprise a large part of military tourism (Henderson, 2007). As far back as the 1980s, the only way for a tourist to comprehend military tourism assets is to

visit places that would allow them to see that what ties them as individuals is stronger than what separates them. This belief is confirmed when tourism, “the world’s peace industry”, encourages “the bonds everywhere people have with one another” (D’Amore, 1988:27). Therefore, in reply to the horrors of World War 11, tourism was reinvigorated to greater worldwide compassion and peace (D’Amore, 1988).

According to Brewer (personal communication, August 21, 2020), the South African Department of Defence (DoD) has approximately 2 000 military heritage sites nationally, but only a few are used as tourism assets which are open to the public, as many are regarded as South African National Defence Force (SANDF) high-security areas, and therefore not open to the general public. Many historical buildings, graves, monuments, and battlefields exist in the Western Cape, compared to the rest of the country, as this area was the first to be inhabited by indigenous peoples, who encountered the Dutch and later, English immigrants (Brewer, personal communication, August 21, 2020). The SANDFs core objective is to defend the territory and borders of South Africa (SA) while also preserving the lives of citizens. De Klerk (2020) reports that the SA Minister of Defence and Military Veterans appeared before the parliamentary portfolio committee and admitted that her department was in a state of collapse because of budget cuts, due to a re-alignment of the ANC Government’s spending priorities. She mentioned that the SANDF was in a dilemma because of its lack of financial resources for its mandate of defence functions as per the 2015 Defence Review (De Klerk, 2020). Thus, because of budget constraints, many of the SANDF tourist sites are neglected (De Klerk, 2020).

According to De Klerk (2020), SANDF tourist site managers and stakeholders, who are military employees, need to embrace principles and techniques to make SANDF-controlled tourism sustainable. This paper therefore aimed to establish how the DoD’s tourism assets in the Western Cape could be managed and improved to sustain operational activities aimed to influencing globalisation of tourism and economic development. No previous research has so far been conducted on the potential and sustainability of military tourism assets as well as their possible influence on globalisation and the economic development of the Western Cape in particular, and South Africa in general. From a practical viewpoint, the discoveries of the research could explain how tourism assets can remain sustainable and influence globalisation.

Military heritage tourism

Various authors, including Masilo et al. (2016), Mqkekwa et al. (2017), Rogerson (2015) and Venter (2017), highlighted the benefits of heritage [military] tourism, including generating employment opportunities, fostering economic development, alleviating poverty, and promoting racial transformation by empowering historically marginalised communities. Raine (2013) classified military heritage tourism into four categories:

- “Factual specific” - visitors seek factual and objective information about the military site.
- “Mythic specific” – where visitors have formed their own interpretation of military events, sometimes creating a heroism aspect of an event or place.
- “Factual-social context” – where military sites are discussed and explained in an academic context, which may change over time, and
- “Mythic-social context” – the military site upholds a socially justified status quo.

Venter (2017:5) proposed a definition of military heritage tourism which was adopted for this paper: “the travel to, exploration of or participation at, a military heritage site or event which has personal historic meaning, resonance, or interest for the visitor or tourist which doesn’t involve remuneration”.

Categorically speaking, military sites are attractions that people want to see for some reason (curiosity, interest in military events and/or history, research purposes), such as battlefields, military museums, monuments, and particular events (air shows, festivals, and arms fairs). Van der Merwe (2016) recommended that the development of military-heritage tourism is imperative in sub-Saharan Africa, and specifically in SA, and needs to be recognised, sustained, and promoted for national and regional tourism and economic development. The Cairo Declaration, published in 1995, recommended that African countries classify and designate military heritage to foster learning, development, and the harmonious integration of World Heritage Sites with tourism (Van der Merwe, 2016). Venter (2017:1) acknowledged that the SANDF military heritage sites could support “military heritage tourism”, which has an “overall value” to local and international economic development.

The following section offers a brief discussion on the most important military sites available for tourism in the Western Cape. For this paper, only a selection of these is discussed including the Castle of Good Hope and Robben Island, including some military museums, as identified by Cape Town Travel and Tourism (2022), Phaswana-Mafuya & Haydam (2005), Rassool and Witz (1993) and Venter (2017).

Robben Island

Located in Table Bay, 11 kilometres north of Cape Town, Robben Island was discovered by Bartolomeu Dias in 1488 and was used by Portuguese navigators and later the English and the Dutch as a refueling location, leper colony and goal (Smith, 1997). The name refers to the seals found on the island, as the word “robbe” is Dutch for a seal. The Island was used as a prison between 1652 and 1910, and for military, political and common law offenders (Phaswana-Mafuya & Haydam, 2005). In addition, between 1846 and 1931, it was used as a place of quarantine for people diagnosed with mental health disabilities, leprosy, and various chronic infections (Phaswana-Mafuya & Haydam, 2005). The control of the island was given to the South African Defence Force (SADF) (pre-1994) and declared a military reserve between 1936 and 1959 (Corsane, 2006). The control of the island was later moved to the South African Prisons Service between 1948 and 1994 when it became an Apartheid-era prison for “enemies of the National Party Government” (Smith, 1997:37).

With the collapse of Apartheid in 1994, the prison on the island became a popular tourist destination. In 1999, Robben Island was declared a World Heritage Site because of its importance in SA’s political history and the development of a democratic society (UNESCO, 2002), contributing to its popularity as a tourist attraction. Items of interest include military cannons and gun emplacements, the graveyard, hospital, houses/cottages, the *kramat* or shrine of a Muslim holy man, Sayed Abdurrahman Motura, the official guest house for visiting dignitaries, the maximum-security prison, shipwrecks along the island’s coast, the power station, and the post office (Corsane, 2006). Moreover, Robben Island is a universal political symbol, and therefore it has the potential to promote economic sustainability and development in Cape Town (Department of Arts, Culture, Science & Technology, 1996).

The Castle of Good Hope

The Castle of Good Hope (1666-1679) is the oldest and most important existing colonial building in SA and was a bastion fort in the 17th century, built for the protection of the Dutch inhabitants or settlers. The Castle is believed to be the oldest serving building in SA’s colonial history and had been the centre of civilian, political, and military life since 1666 before it became the Castle of Good Hope in 1679 (Gilbert, 1994).

The Castle is a clear example of providing alternative stories, as it is the first building in SA strongly linked to colonialism through its history and present use by the army (Johannes,

2020). According to the Castle Management Act No. 207 (passed in 1993), the Castle in its present form maximises the tourist potential and accessibility to local and international visitors, although it is also used by the SANDF as a military post (Rassool & Witz, 1993), which means that it has a significant impact on the economic development of the City of Cape Town. The tourist attractions at the Castle include Dutch East India Company architecture, a military museum, the William Fehr Art Collection, an African pottery collection, the cannon and the six historical flags that fly over the pediment entrance to the building in chronological order signifying the ruling authorities during different periods at the Cape.

Military museums

While there are many military museums in SA, only a selected few (highlighted by Cape Town Tourism & Travel, 2022) are in the study area, and are discussed in this section. According to Oosthuizen (2021), military museums have always been tourist attractions and have served as an educational tool to learn more about the past. Several prominent military museums are found in SA, including in Cape Town, such as the South African Air Force Museum, South African Naval Museum in Simon's Town, and Lion Battery on Signal Hill, which tell the stories of past conflicts in which SA was involved and showcase the equipment used (Venter, 2017).

The Lion Battery

The Lion Battery, a historical site in Cape Town, is one of the oldest major fortifications, apart from the Castle of Good Hope. The battery is stationed on Signal Hill and was one of the coastal fortifications of the Cape Peninsula linked to the Castle of Good Hope (Fraser, 2012). It was built between 1714 and 1725 by the Dutch East India Company (Venter, 2017). In August 1939, soon after Jan Smuts became Prime Minister of SA, he persuaded the national parliament to fortify SA's coastline against any possible German sea invasion, thereby protecting SA's global strategic importance and controlling the sea route around the Cape of Good Hope (Fraser, 2012). This led to the construction of a network of coastal gun batteries spread around the Cape Peninsula and on Robben Island, one of which is the Lion Battery on Signal Hill which houses the noon guns - the oldest working guns in the world which have been firing at noon since the 1800s to the present day (Bantom, 2022).

The South African Naval Museum

The Naval Museum in Simon's Town dates to 1966 when the naval historical collections displayed at the Castle of Good Hope Military Museum in Cape Town (Venter, 2017) were rehoused in a more appropriate site. Steyn (2018) reveals that the Simon's Town museum was established as the South African Naval Museum in 1988 after the decision was made to house it at the Navy Mast House, which dates to 1815 and is adjacent to the Dutch Store House, which dates to 1743 (Venter, 2017). Both buildings are located in the historic West Yard of the Naval Base in Simon's Town and exhibits the historic Clock Tower, portraits of all nine of the previous South African Navy chiefs, a torpedo, an anti-submarine Westland Wasp helicopter gunship, a submarine simulator and a model of HMS Victory, a 104-gun first-rate ship of the Royal Navy (Venter, 2017).

The South African Air Force Museum

The South African Air Force Museum in Cape Town is located at the Ysterplaat Air Force base and is the second-largest military aviation museum in SA (Venter, 2017). The museum houses a varied collection of exhibits covering the history of the South African Air Force (SAAF) and its current operations, including military and civil aviation in Cape Town. The museum houses aircraft, weapons, engines, uniforms, and a small display of memorabilia of the Royal Flying

Corps (RFC), which was the air arm of the British military during most of the First World War. The museum also operates a fleet of retired SAAF aircraft which fly on the first Saturday of each month, attracting local and international military heritage enthusiasts (Venter, 2017).

The military tourism sites discussed here suggest that these might have a significant economic ripple effect on SA, and Cape Town's economy in particular, by creating employment and wealth as it involves the training and employment of tour guides; collaborations with the hospitality industry; and crafts, music, dance, drama, and other activities that are linked to the tourism industry. Studies by the Department of Arts, Culture, Science & Technology (1996) and Salter-Jansen (2011) show that tourism provides lessons and insights for other global industries because of its unique ability to link the diverse traditions of different continents.

Globalisation and tourism

Globalisation is a new catchphrase of the 21st century (Song et al., 2017), and tourism is a part of the globalisation process, which involves not only a topographical spread but also a sharing of commercial activities and monetary activities at international and local levels. Globalisation is well-defined as a procedure that includes commercial, communal, and social interdependence on a worldwide scale (Steger, 2005). To be explicit, from an economic point of view, Tolkach & Pratt (2019:1) define globalisation as: "... the increasing interdependence of world economies because of the growing scale of trade in commodities and services, the flow of international capital, and the widespread use of technologies. It also reflects the continuing global instability which requires mutual integration of defence activities, as well as the rapid growing significance of information in all types of productive activities and marketisation as the two major driving forces for tourism growth".

Tourism has become one of the world's major economic sectors. The leisure industry contributed R116.9 billion to the South African monetary fiscus in 2018/19 through direct expenditure from intercontinental and internal tourists. This tendency indicated an upsurge of 12.7% throughout 2017/18's and revenue of R103.8 billion (UNWTO, 2018). Before the outbreak of COVID-19, the report by South African Tourism (2019) revealed that the country witnessed an increase in the influx of travellers in 2017, from 10.29 million in 2016 to 10.4 million in 2017. Direct income from worldwide travel increased by 6.9% to R80.7 billion in 2017, in comparison to 2016, when it increased to R75.5 billion (South African Tourism, 2019). During this period there was a total of 29 million single-day trips in SA, showing a surge from 27 million during the year 2017/18. However, international trips declined (due to rumours of a COVID-19 outbreak in Wuhan in China) by 0.6% from 10.4 million over the period 2018/19 compared to 10.5 million in the year 2017/18 (South African Tourism, 2019). Moreover, Sucheran (2021) points out that the pandemic has had an enormous impact on the tourism sector globally, causing an estimated financial loss of US\$1.2 trillion in export revenue from tourism and 120 million direct job cuts (Sucheran, 2021). Similarly, a study by Van der Merwe et al. (2021) reveals that Cape Town experienced a reduction of 6.7 million (72.19%) international tourists' cancellations, which translates to a decline in tourism revenues of R45.5 million.

Although not without challenges, the SANDF has used its assets as a pathway to develop new technologies and arms, for example, to ensure its sustainability, thus contributing to the economic growth of the country and globalisation. Therefore, in the context of this paper, globalisation is seen as the potential marketing of military tourism assets for sustainable economic development and the interconnectedness of tourism demand globally (Antonescu & Stock, 2014). This refers to what Mowforth and Munt (2015) have described as bounding or leaping economic ties through tourism activities so that demand exhibits co-movements across countries.

Smith (2020) argues that the SANDF, like many other militaries in the world, contributes significantly to the economic development of SA, through the provision of employment opportunities and business procurement aligned directly or indirectly to its assets in Cape Town, for example. In addition, the White Paper on Defence (Cock & McKenzie, 1998) (a broad statement of government policy) states clearly that the defence industry must have access to international markets to facilitate cost-effective performance and reduce the unit cost for the SANDF. This could allow the SANDF to market what it possesses, including tourism sites, to generate revenue not only for the Force but the economy at large. Though clear details are not given, the contribution of tourism to the Western Cape stood at an estimate of R18 billion in 2013 and created approximately 150 000 direct jobs, meaning that it contributed 5.9 % of the province's Gross Domestic Product (GDP) directly (estimated to have grown by 7.2 % in 2021 as compared with 2013) (Sucheran, 2021).

Implications for SANDF sustainable economic development on tourism assets

Though not explicit, the economic implications of the SANDF tourism assets and activities significantly contribute to the sustainable economic development of the Western Cape (Abrahams, 2008). The economic benefits associated with SANDF assets and activities in the Western Cape include among others: transport, gun emblems, Simon's Town Museum, the Castle of Good Hope expenditure associated with international visitors, local visitors from different provinces across SA and domestic tourism from Cape residents. These SANDF activities and assets highlight significant economic benefits, particularly in the context of local economic development (Van Zyl & Kinghorn, 2018). For example, tourist transport expenditure associated with Simon's Town alone is estimated at R22 million per annum for both domestic and international tourism (Van Zyl & Kinghorn, 2018). Abrahams (2008) clarified that the SANDF had converted some of its assets, for example, former military bases into alternative use for sustainable development (the Zwartkop Air Force base in Centurion, Pretoria, and the Bourke's Luck Military Base in Limpopo are two examples) for local economic development. The conversation was done based on the international experience with a view of reducing defence spending budgets to create spaces for economic activities that could benefit the local communities in terms of community-based economic development, linking human capital development, infrastructure and expanding local economic activities through micro- and macro enterprises (Abrahams, 2018).

In addition, international experience showed, according to Stenberg et al. (1994), that the closed spaces in countries like the USA had benefited the local population in many ways, including parks for leisure, housing, and public flea markets. Examining the work of Smith (2020), the SANDF aligned its development plan (offering young South African citizens the opportunity to serve in the military on a two-year contract) inside and outside government to support a broad strategic plan of government in terms of job creation, education, and economic growth/development in the Western Cape. This is to say that the likely contribution of the SANDF seems to be delivered within a developmental state as part of the developmental agenda of government (Dunne & Smith, 2020). Military expenditure, investment and growth are intended to raise profits from the assets and consequently contribute to the economic development of the Western Cape (Dunne & Smith, 2020).

As previously mentioned within the paper, the SANDF is encountering financial difficulties that impede its ability to uphold its facilities, as a result of budgetary limitations. The objective of this study is to examine potential solutions for managing the SANDF military tourism assets and sites that could promote sustainability, while simultaneously stimulating the local and regional economy.

Research methodology

A mixed research methodology was adopted for this study. The pairing of qualitative and quantitative components in a study helps to achieve the aim of the study by corroborating findings, generating more complete data, and making use of the results of one method to enhance insights attained with the complementary method (Ivankova et al., 2007).

Qualitative phase

The study collected primary qualitative data through focus group interviews conducted with key role players in the Western Cape tourism industry, military experts, visitors to SANDF sites, and academics. Purposive sampling was used to select respondents who were interviewed and those who participated in Focus Group Discussions (FGDs). Purposive sampling is a non-probability sampling technique applied to select participants in a biased manner justified by the fact that respondents are considered key informants in the study (Creswell & Poth, 2016). In this study, participants who qualified in this criterion included:

- a) Academics in a tourism department at the Cape Peninsula University of Technology (CPUT), and who are knowledgeable about SANDF military assets in the Western Cape.
- b) Military persons (in all three divisions of the SANDF – the army, navy, and air force) who have in-depth knowledge of the workings of the SANDF.
- c) Tourism experts from the military sites and who deal with SANDF military tourism activities.
- d) The management of SANDF sites, and key role players in the tourism industry.

During February 2022, the researchers collected the FGD data from academics, military persons and tourism experts at the Castle of Good Hope, the Noon Gun, the Air Force Base at the Ysterplaat Museum, the SA Navy Museum in Simon's Town, and the management of SANDF sites. In total, 15 academics and tourism experts were invited to take part in the discussion on the economic viability of the SANDF military sites in the Western Cape. A second interview schedule was used with 10 military persons who were invited for discussions on the potential of SANDF military sites for tourism activities and economic development. Before beginning any interview or FGD, the researchers introduced themselves to the respondents. After the introduction, an informed consent form was given to each participant who was requested to read it to become fully informed about the purpose of the study and the conditions of participation. After reading the form, those who accepted to participate in the study were interviewed, following the designed interview schedules. The respondents were informed that the interviews were being recorded using a mobile phone and written notes would be made during the FGD by the researchers. All the interviews were conducted using a face-to-face conversational style. Each interview began by asking about participants' demographic characteristics that were relevant to the study and each interview session lasted on average 45 minutes.

The reliability of both interview schedules was established using the intra-rater reliability technique as explained by Kourmoussi et al. (2017). This involved the researchers ascertaining the credibility of the items by ensuring that they were specific and that the same questions were asked to all the participants. Efforts were also made to ensure the integrity of the items by making sure that every participant understood the questions consistent with the way the researchers understand the questions. This aspect was tested during the pilot study.

Data analysis was carried out interactively and recursively. The specific techniques used included thematic analysis. Every time an FGD interview response differed in meaning from another, a theme representing the meaning was developed. This way, the interview

responses were all interpreted and categorised into fewer themes. The developed themes were then combined to form broad categories, which themselves represented the variables of the study.

Quantitative phase

The quantitative element of the adopted mixed methodology was used to collect data using a self-administered semi-structured questionnaire. In total, 223 tourists were conveniently approached at various military tourism sites, including the Castle of Good Hope, Fort Vineyard, Defence Systems on Robben Island, the Signal Battery on Lions Head, the Air Force Museum at Air Force Base Ysterplaat, and the SA Navy Museum in Simonstown. Over the course of five months, from March to July 2022, data were collected at the aforementioned sites by a team of seven fieldworkers. The questionnaire was designed according to the objectives of the study and was divided into two sections. Section A consisted of socio-demographic characteristics while section B consisted of items that were designed to help explore the potential use of SANDF tourism assets in the Western Cape for sustainable economic development. The questionnaire's reliability and validity were assured, as most of the variables were borrowed, and adapted where necessary, from previously validated studies, including Stone and Sharpley (2008), Liang and Hui (2016) and Rogerson and Rogerson (2020). Self-developed variables were developed from secondary data acquired through authorised research articles and reputable scholars and therefore the methods used in the studies should be considered trustworthy. Data analysis was carried out by using descriptive statistics through SPSS v28.

Results and discussion

Respondent profile

As shown in Table 1, most respondents were aged between 18 and 35 years (52%).

Table 1: Demographic details of the respondents

Demographic factor	Categories	Percentage
Gender	Female	55
	Male	45
Age Group	18-35	52
	36-52	31
	53-60	11
	Above 61	6
	Western Cape	56
Province	Eastern Cape	11
	Gauteng	9
	Mpumalanga	5
	Free State	5
	KwaZulu-Natal	5
	Limpopo	3
	Northern Cape	3
	Northwest	3
	South Africa	54
Country	International Tourist	46

More females (55%) participated in the study than males (45%). Regarding province of origin, most respondents (56%) were from the Western Cape. Regarding country of origin, most respondents were from South Africa (54%), while 46% were international tourists.

On the question of whether a positive response to using the potential of SANDF assets significantly lead to improvements, Table 2 below records a wide range of responses. An overwhelming 76.4% of the tourists believed that SANDF tourism assets did have the potential to grow the local (and provincial) economy and are of international importance and interest. However, 23.6% of the tourists interviewed responded negatively on the local and provincial economic impact of the SANDF tourism assets. Most of the participants responded positively

to its local, provincial, and even global economic impact, which leads to the perception that the SANDF tourism sites indeed did have economic impacts, which is reason enough to identify, maintain, and promote these sites for the benefit of the Western Cape. Responses from tourists reveal their differences of opinion and their perceptions about the potential of SANDF tourism assets to have local and global economic impacts. These differing opinions will have disproportionate effects on the recommendations on how to efficiently and effectively manage the tourism assets to drive economic growth. Therefore, a Chi-Square test of independence was used to generate a cross-tabulation analysis.

Table 2: Cross-tabulation analysis of tourist perception of local and global economic impact of tourism assets and how to manage it

	Do you think the SANDF tourism assets have a local and global economic impact? Coded		
	No	Yes	Total
No Suggestion	19 24.4%	59 75.6%	78 100.0%
Increase Advertisement and other Marketing Strategies	22 31.4%	48 68.6%	70 100.0%
Renovation and upgrading	2 22.2%	7 77.8%	9 100.0%
Tour Guide	0 0.0%	7 100.0%	7 100.0%
Satisfactory/Others	7 14.6%	41 85.4%	48 100.0%
Total	50 23.6%	162 76.4%	212 100.0%

The cross-tabulation established a link, and showed the effectiveness, between the responses and the suggestions of the tourists who believe in SANDF tourism assets' potential to have a local and global economic impact. The table reveals that 75.6% of those who were optimistic about the economic impact of SANDF sites had no suggestions for improvement. However, 68.6% of these tourists believed that increased advertising and other strategies would boost the sites' global economic impact. Of these positive-minded tourists, 77.8% suggested that the buildings and facilities should be upgraded while all the tourists (100%) suggested that the sites should provide tourist guides for successful navigation of the sites. A significant 85.4% of the remaining respondents believed that the sites did have a positive local and global impacts on contributing to economic growth and were satisfied with the state of the sites. Many of them believed that any external changes to the sites would cause the original "atmosphere" to be lost. Smith (2020) found that economic development, including that from tourism, is vital to an area, especially regarding job creation. Shone and Parry (2013) established that entertainment was a deciding factor in visiting sites and attractions. The Chi-Square data revealed a statistically insignificant difference (6.743^a) between the suggestions of respondents and their position about SANDF sites. This implies that there is no compromise regarding their position on the possibility of the SANDF sites contributing to both local and global economic growth.

Table 3 reveals the symmetric measures showing the medium effect of this test. The various suggestions raised by the tourists are that, if improved upon, the sites could have a substantial influence on enhancing their economic impact on the local and the global communities. It must be noted here that the test was generic and therefore the data cannot be generalised.

Table 3: Symmetric measures

		Value	Asymptotic Standard Error ^a	Approximate T ^b	Approximate Significance
Nominal by Nominal	Phi	.178			.150
	Cramer's V	.178			.150
	Contingency Coefficient	.176			.150
Interval by Interval	Pearson's R	.122	.061	1.778	.077 ^c
Ordinal by Ordinal	Spearman Correlation	.086	.064	1.257	.210 ^c
N of Valid Cases		212			

Management of SANDF tourism sites to promote economic growth

It is important to consider that tourist sites have a high economic impact, which cannot be felt until a considerable managerial effort is made to stabilise the coordination of SANDF facilities. Some of these facilities are old, "dirty and not well looked after" (Military FGD, 2022), and strict and grounded attention is needed to maintain and upgrade them. The information on the management of the SANDF sites comes primarily from two sources: the military-experts focus group, and the interviews with the military managers of these sites:

"Military tourism, as a type of niche tourism, or special interest tourism, has a large following internationally and domestically, particularly among members of military history societies. In addition, domestic family tourists can be attracted by having festivals, such as the one which the Navy has held in the past and the one at Fort Wynyard, which include military bands, guided visits to ships and submarines, food stalls and general family entertainment."

"It may also be that these attractions can supplement income through hosting events of different kinds (e.g., private functions) to capture the 'events tourism' market, and this will obviously be determined by the rules and regulations of the different sites."

This implies that some of these facilities have sufficient and usable space and equipment to make them fit for commercial use, such as events, concerts, and symposia. If they are well managed, they can be maximised to generate income for the site, thereby enhancing their economic growth and value.

Economic impacts of the SANDF tourism assets

In 2016, Cape Town tourism facilities attracted about 28 million visitors, and this number has continually grown year on year. Over the last decade, the city has welcomed increasing growth (of about 2.6%) in employment and output in its accommodation and restaurant subsector. Recovering from the Covid-19 crisis the facility is again ready for even more significant growth, creating a direct flight, for example, to the US and a massive increase in the air access to Cape Town, which is also plausible development for the industry forging ahead. Few cities offer such natural environmental beauty, vibrant communities, and easy access to significant South African tourist sites (Cape Town Tourism & Travel, 2022). The data analysed in the following section stems from the tourists' interview responses and the focus group discussions.

Job creation

The various focus groups that participated in this research highlighted considerable benefits of SANDF sites and facilities to South Africa's economy. According to them, SANDF tourism sites afford South Africa various job creation opportunities at the different attractions. If local surrounding community members are pulled in, for example, as suppliers or as tour guides, this answers to a more sustainable income and social responsibility toward the community. And it also helps each family of the employee to sustain their families, thereby enhancing poverty alleviation in the nation.

Inflow of income

The nature of the products from these sites is considered to have another economic benefit, which is not an out-of-fashion type that leads to significant losses once the market interest is lost. SANDF tourism sites are not seasonal and can thus provide an evenly spread source of income that is not bound, for example, to only school holidays or peak seasons with international visitors. The SANDF assets are relevant at a global level. It speaks to security issues and political agendas remain relevant for a long time. The historical value of these assets remains as they represent international collaboration and is part of world history. It has the potential to be connected to other similar attractions in different locations across the world, creating opportunities for global awareness among visitors, and also surrounding communities if they are provided with sufficient access to related educational programmes.

Marketing strategies of the SANDF tourism assets

Post Covid-19, Cape Town tourism stakeholders have emphasised working with all the Western Cape's participants, proactively marketing the destination globally to entice visitors, and spreading the message that the city remains a must-visit African destination. This fact is supported by the studies of Hattingh and Swart (2016) and Qui et al. (2021). Whether engaging with community tourism operators, new source markets or international partners, the city can certainly look forward to a future in which it will remain the go-to recreational and business tourism connector. Military tourism stands a better chance because of its historical plus. It is a type of niche or special interest tourism, and its market is of enormous potential if utilised through different means. In this section, attention is given to mechanisms to promote the SANDF tourism sites in the Western Cape. The marketing tools discussed below were suggestions received during the qualitative phase of the study and include hosting events and concerts, tourism Indabas, pricing at tourism sites, the use of marketing agencies, and the use of social media and digital marketing.

Events and concerts

Apart from the income the SANDF sites generate through events, concerts, conferences, and open days, these events are an eye opener that make people see what is available at the facilities and grow a desire to patronise them. Hence, serving as a suitable means of marketing their facilities. The military focus group noted:

"Recently, a very successful food fair/festival was held at Fort Wynyard, near the V & A Waterfront, which attracted many local families. It should link attractions under SANDF control to the general tourism product in Cape Town."

Hattingh & Swart (2016) emphasised the importance of attracting visitors to festivals and ensuring new and repeat visitation.

Tourism INDABA

It is another golden strategy through which SANDF sites can publicise their facilities. The Tourism Indaba is a specialised seminar or conference planned precisely for some groups in SA. If these sites can organise an indaba for local and international people, it will be a good yardstick for the publicity of these products. SA's Tourism Indaba takes place each year in Durban, KwaZulu-Natal. Regional Indabas also take place throughout SA. Both Dreyer (2010) and Hudson et al. (2015) spoke of the importance of tourism "meetings" and festivals to promote the tourism industry.

A member of the academic/tourism expert focus group stated that:

"City of Cape Town Tourism sector, as well as Cape Town Tourism, should do domestic as well as international marketing through the Tourism Indaba as well as through the National Department of Tourism that attends marketing events."

Pricing system

Another drawback to attract customers is price. The academic/tourism expert focus group discussed how a competitive price would attract or discourage visitors from a tourism attraction. The focus group felt that an effort must be made to compare the prices of other facilities, including other conventional tourist sites, and then come up with an enticing price. Depending on the facilities available and the environment, there can be a variation in the costs of the facilities. George (2014) emphasised that pricing was important in deciding what attraction or event to attend. George also noted that wealth, personal preferences, past experiences, the satisfaction of visiting an attraction or event, and visitor-attitudes were motivating factors in decision-making.

Employing marketing agencies

Another sure way of marketing the sites is by employing the marketing agencies that market for other sites which are not SANDF established. If the SANDF sites want to be marketed in isolation, they may end up being unattended. The sites only need to subscribe to the City of Cape Town tourism marketing agencies, debated the academic/tourism experts focus group. "Although I think that the attractions referred to in this discussion would be more likely to fall within the realms of the tourism development and marketing agencies of the City of Cape Town and the Western Cape Government." "These sites can be marketed as part of the tourism marketing by the City of Cape Town and the Western Cape Government. They will be most successful if marketed as part of the general Cape Town and Western Cape tourism product, and not marketed in isolation." When these agencies are employed, there is hope for efficient advertisement.

Social media and digital marketing

Another common and inexpensive means of marketing and promotion is via social media. The common platforms that can be used are Facebook, WhatsApp, Twitter, Instagram, LinkedIn, and many others. Another strategy in this regard is to build an App through which adverts can be occasionally placed. There is already a Cape Town Tourism App that should be leveraged, as well as a brochure of Cape Town Tourism on the 'Military Route' in and around Cape Town. YouTube ads can also serve a great deal in this. Employing familiar celebrities, social influencers and brand ambassadors can also make things attractive.

Conclusion and recommendations

This paper discussed several military tourism assets, administered by the SANDF, which could be utilised for sustainable economic development not only for the SANDF but also for the country's economy and the global development and promotion of tourism. Very few of these assets are however exposed to the wider local communities to contribute to the economic growth and the general knowledge of inhabitants. Some of these assets are exposed to the public, while others are viewed as key points which remain hidden from the public, meaning that their potential to contribute to economic growth and development is minimised, or even non-existent.

If the country and the SANDF could fully utilise these rich, historical assets to the benefit of the country, it could bring an economic injection to the study area and SA at large. During the study, however, it became clear that there is no willpower on the part of the SANDF

to be involved in the concept of tourism promotion and development for their benefit, or the economic contribution to Cape Town and the Western Cape, or even nationally and globally. This suggests that the study area is deprived of sustainable tourism development and promotion whilst the SANDF management denies itself the opportunity to generate revenue for its projects and development, given its rich history and legacy. In addition, budget cuts for the military have resulted in insufficient funds to manage the operational costs, let alone engage in marketing of their assets for tourism purposes; they utilise their limited budget to exercise their calling, vis-à-vis to be mission-ready for the function for which they exist – the national defence of the country.

On the other hand, other organisations exist that should become engaged in tourism development and promotion in the study area, such as the Cape Tourism Board or the South African government's tourism department, and work collectively with the SANDF in the Western Cape to capitalise on these assets. Tourism assets that were previously accessible but closed due to budget constraints must be reopened for the benefit of the Western Cape economy and development purposes. In this respect, public-private partnerships could be the answer to the lack of finances and economic growth, especially if private initiatives are allowed to drive the tourism and military sites, with all concerned sharing in the proceeds and benefits of the asset. Furthermore, the SANDF could establish a separate unit to budget for the tourism purposes of their assets in cooperation with the tourism boards and the Cape Town/Western Cape Chambers of Commerce. Here it is envisaged that the unit would be fully responsible for the strategic planning, implementation, development, control, and management of the identified assets to the economic benefit of the SANDF, and indirectly for the economy of the study area. The SANDF's strategic plan should ensure that each SANDF site and facility functions as a well-oiled business machine to attract government at provincial and national levels to support different interventions should the need arise. This is an indication that the SANDF needs to ensure they have a good business/strategic plan to present to the government to receive provincial and national funding.

The management of SANDF facilities are to promote the sites' economic value on the local and global scene. These military tourism assets have a positive impact on tourism and have an influence on tourism globalisation and the economic development of the Western Cape. This, therefore, means that SANDF assets are globally competitive and as such, they require improvement and upgrading to enhance the economic and tourism potential of the asset. For example, the Castle of Good Hope is used for concerts and events, which creates economic income for the region. Robben Island, however, is a white elephant and not utilised to its full potential; events and concerts could quite easily be held at this facility as was done in the past under the previous National Party administration which could increase funds to improve and upgrade other SANDF sites. Domestic family tourists could be attracted to these festivals and can include military bands, guided tours of the site, food stalls and general family entertainment.

Study limitations

The findings of this paper cannot be generalised as it is limited to the use of specific SANDF tourism assets in the Western Cape. It was also a convenience sample, so the use of non-probability sampling techniques, as was the case for this study, has implications, as they may not be representative of the population.

Recommendations for further research

First, given the contribution of the SANDF assets and sites generally in the Western Cape and the country at large, it is important to conduct additional in-depth studies on these assets to

contribute and promote local economic development. Specific market (military sites) segmentation should be done to obtain more meaningful interpretive data. Second, the critical success factors of SANDF sites were not investigated. A ripe field in this respect exists which could lead to the successful promotion of various SANDF assets, for the benefit of local communities and economic and global tourism. Third, careful and detailed investigations into the strategic planning, management, and marketing of the SANDF assets could lead to a profitable and sustainable relationship between the military sites and increased tourism activities.

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