

# Business Plan 2013-2014

Country - Australia

Date: July 2012



*Inspiring new ways*

# Executive Summary

## 1. Landscape analysis

- Australia's economy is strong and outbound travel is increasing
- Addressing safety & security concerns is paramount in ensuring success of our brand positioning
- Show a variety of unique experiences and not just product [experiences being activities and properties]. Whatever the experience, it must be delivered in a fun, friendly and easy to do manner.

## 1. Big things to be done

- Convince considerers to plan to visit SA by showcasing SA as fun, friendly and easy to do through personal interactions with our people, adventure activities and safari experiences.
- Convince the trade to sell more of South Africa by adding and promoting flexible variety of value for money, easy to book products and experiences to their itineraries while ensuring they have the knowledge and tools to close the deal.
- Plant positive messages and stories on SA that appeal to the Australians using relevant, credible opinion leaders and information platforms to dispel the negative perceptions on safety & security.

## 2. Campaign Idea

- MEET SOUTH AFRICA through adventures, set in authenticity and surrounded by easy-going, friendly South Africans

# Executive Summary

## 4. Projects

- Increasing appeal of SA and encourage travel now
- Partnering and equipping trade to better sell SA
- Media and influencer engagements

## 5. Measures

- Achieve arrivals and spend targets
  - 127 294 arrivals (9.2% growth over 2011)
  - R1 356 586 707 revenue target (8.7% growth over 2011)
- Improve closure ratio from 1 in 2.9 (2011) to 1 in 2.6

## 6. Finance

- Consumer = AUD 1,621,884
- Trade = AUD 850,000

# Country Budget

|                        | TRADE             |                        | CONSUMER          |                        | TOTAL             |                        |
|------------------------|-------------------|------------------------|-------------------|------------------------|-------------------|------------------------|
|                        | PROJECT           |                        | PROJECT           |                        |                   |                        |
|                        | Distribution in % | Value Distribution AUD | Distribution in % | Value Distribution AUD | Distribution in % | Value Distribution AUD |
| ACTIVITY               | of Total Project  |                        | of Total Project  |                        | of Total Project  |                        |
| Media                  | 20%               | 170,000.00             | 55%               | 892,036.20             | 43%               | 1,062,036.20           |
| Production             | 10%               | 85,000.00              | 10%               | 162,188.40             | 10%               | 247,188.40             |
| Activation             | 50%               | 425,000.00             | 10%               | 162,188.40             | 24%               | 587,188.40             |
| CRM                    | 2%                | 17,000.00              | 1%                | 16,218.84              | 1%                | 33,218.84              |
| PR                     | 1%                | 8,500.00               | 2%                | 32,437.68              | 2%                | 40,937.68              |
| Hosting                | 15%               | 127,500.00             | 20%               | 324,376.80             | 18%               | 451,876.80             |
| Capabilities           | 2%                | 17,000.00              | 2%                | 32,437.68              | 2%                | 49,437.68              |
| <b>Total of Budget</b> | <b>100%</b>       | <b>850,000.00</b>      | <b>100%</b>       | <b>1,621,884.00</b>    | <b>100%</b>       | <b>2,471,884.00</b>    |

# Overheads

| Detail/Project                                     | Actual overheads for 2011/12 | Budgeted overheads for 2012/13 | Budget for 2013/14 | Any additional overheads in 2013/14<br>(column 3) | Motivation for amount in column 3 (if you don't have enough space, attached an additional document) |
|--|------------------------------|--------------------------------|--------------------|---|---|
| Currency applicable                                | AUD                          | AUD                            | AUD                | AUD   |   |
|  |                              |                                |                    |   |   |
|  |                              |                                |                    |   |   |
| HR mainline expense item (A)                       | <b>737,420</b>               | <b>585,139</b>                 | <b>601,523</b>     | <b>222,624</b>                                    |   |
| Net premises mainline expense item (B)             | <b>134,536</b>               | <b>128,952</b>                 | <b>132,563</b>     |   |   |
| Other operating expenses mainline expense item (C) | <b>113,847</b>               | <b>70,288</b>                  | <b>72,257</b>      |   |   |
| Total overheads (A+B+C) for the financial year     |                              |                                |                    |   |   |

# Cash-flow

| PROJECT                     |       | Quarter 1: Apr-May-Jun F'2013 | Quarter 2: Jul-Aug-Sep F'2013 | Quarter 3: Oct-Nov-Dec F'2013 | Quarter 4: Jan-Feb-Mar F'2014 | Total       |
|-----------------------------|-------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------|
| % distribution              |       | 20%                           | 40%                           | 15%                           | 25%                           | 100%        |
| Projects Value distribution |       | \$494377                      | \$988754                      | \$370782                      | \$617971                      | \$2,471,884 |
| Overheads + Capex           | %     | 25%                           | 25%                           | 25%                           | 25%                           | 100%        |
|                             | Value | \$201,586                     | \$201,586                     | \$201,586                     | \$201,585                     | \$ 806,343  |
| TOTAL CASHFLOW DISTRIBUTION | %     | \$695,963                     | \$1,190,340                   | \$572,368                     | \$819,556                     | \$3,278,227 |
|                             | Value |                               |                               |                               |                               |             |

# Business Plan 2013-2014

Country - China

Date: July 2012



*Inspiring new ways*

# Executive Summary

## 1. Landscape analysis

- The Chinese travel market is maturing which has resulted in substantial growth in arrivals to SA driven by both leisure, business travel and incentive travel. Evolution of the Chinese consumer means demand for customised and quality experiences. Quality assurance is critical to build trust among consumers - for both product and experiences (eg. diamond shopping). The visa process has improved. However, home affairs will need to increase their capacity to fulfil the increasing demand.
- The ADS agreement is outdated as FIT increases.

## 2. Big things to be done

- Educate the right trade to be able to give credible recommendation of South Africa to their large consumer bases, by giving them itineraries as well as detailed and visual information on SA people and stories.
- Develop quality assured, “meaty”, affordable luxury itineraries that can be trusted to be delivered in SA to the Chinese.
- Continue to inspire the Chinese travellers to visit SA through big impact activities that accelerate brand building.

## 1. Campaign Idea

- MEET SOUTH AFRICA and experience the open arms and warmth of a people and a land, unexplored.



# Executive Summary

## 4. Projects

- Trade partnering and education
- Consumer - Welcoming and diverse travel destination

## 5. Measures

- Meet arrivals and spend targets
  - 95 496 arrivals (3% increase over 2011)
  - R1 576 426 626 revenue (60.3% increase over 2011)
- Improve closure ratio from to 1 in 3 (2011) to 1 in 2.7

## 6. Finance

- Consumer = CNY 6,015,664
- Trade = CNY 9,023,495

# Country Budget

|                        | TRADE             |                           | CONSUMER          |                           | TOTAL             |                           |
|------------------------|-------------------|---------------------------|-------------------|---------------------------|-------------------|---------------------------|
|                        | PROJECT           |                           | PROJECT           |                           |                   |                           |
|                        | Distribution in % | Value Distribution<br>CNY | Distribution in % | Value Distribution<br>CNY | Distribution in % | Value Distribution<br>CNY |
| ACTIVITY               | of Total Project  |                           | of Total Project  |                           | of Total Project  |                           |
| Media                  | 13.3%             | 1,200,000                 | 40%               | 2,406,266                 | 24%               | 3,606,266                 |
| Production             | 8.3%              | 750,644                   | 9%                | 541,409.76                | 9%                | 1,292,054                 |
| Activation             | 57.9%             | 5,226,968                 | 30%               | 1,804,699.20              | 46%               | 7,031,667                 |
| CRM                    | 3.0%              | 272,851                   | 3%                | 180,470                   | 3%                | 453,321                   |
| PR                     | 2.2%              | 200,000                   | 2%                | 120,313.28                | 2%                | 320,313                   |
| Hosting                | 15.2%             | 1,373,032                 | 16%               | 962,506                   | 16%               | 2,335,538                 |
| Capabilities           |                   |                           |                   |                           |                   |                           |
| <b>Total of Budget</b> | <b>100%</b>       | <b>9,023,495</b>          | <b>100%</b>       | <b>6,015,664</b>          | <b>100%</b>       | <b>15,039,159</b>         |

# Overheads

| Detail/Project  | Actual overheads for 2011/12 | Budgeted overheads for 2012/13 | Budget for 2013/14 | Any additional overheads in 2011/12<br>(column 3) | Motivation for amount in column 3 (if you don't have enough space, attached an additional document) |
|---|------------------------------|--------------------------------|--------------------|---|---|
| Currency applicable                                   |                              |                                |                    |   |   |
|   |                              |                                |                    |   |   |
|   |                              |                                |                    |   |   |
| HR mainline expense item (A)                          | 3,745,382                    | 1,489,858                      | 1,521,145          |   |   |
| Net premises mainline expense item (B)                | 2,281,450                    | 579,317                        | 591,483            |   |   |
| Other operating expenses mainline expense item (C)    | 470,710                      | 480,124                        | 490,207            |   |   |
| <b>Total overheads (A+B+C) for the financial year</b> | <b>6,497,542</b>             | <b>2,549,299</b>               | <b>2,602,835</b>   |   |   |

# Cash-flow

| PROJECT                     |       | Quarter 1: Apr-May-Jun F'2013 | Quarter 2: Jul-Aug-Sep F'2013 | Quarter 3: Oct-Nov-Dec F'2013 | Quarter 4: Jan-Feb-Mar F'2014 | Total         |
|-----------------------------|-------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------|
| % distribution              |       | 40                            | 30                            | 20                            | 10                            | 100           |
| Projects Value distribution |       | 6,015,663.60                  | 4,511,747.70                  | 3,007,831.80                  | 1,503,915.90                  | 15,039,159    |
| Overheads + Capex           | %     | 25                            | 25                            | 25                            | 25                            | 100           |
|                             | Value | 650,708.75                    | 650,708.75                    | 650,708.75                    | 650,708.75                    | 2,602,835     |
| TOTAL CASHFLOW DISTRIBUTION | %     | 38                            | 29                            | 21                            | 12                            | 100           |
|                             | Value | 6,666,372.35                  | 5,162,456.45                  | 3,658,540.55                  | 2,154,624.65                  | 17,641,994.00 |

# Business Plan 2013-2014

Country - India

Date: July 2012



*Inspiring new ways*

# Executive Summary

## 1. Landscape analysis

- The Indian economy and is growing rapidly, with outbound travel also increasing. India has a young and vast workforce with rising disposable income. The geographic concentration of our new segments are in Delhi, Mumbai, Bangalore and Hyderabad respectively. Indian travel agents still need training on SA but delivered in a fun, easy and engaging way. Indian travellers are looking for a range of 3-5 star accommodation. They seek a variety of fun experiences that must include shopping, nightlife, wildlife, adventure and beach activities, that are family/multi-generation friendly. Visa processing is still a huge barrier due to demand and cumbersome process.

## 2. Big things to be done

- Unveil SA as a surprising and unique holiday destination that has fun, varied and activity filled experiences that allows time for family bonding, without losing our brand positioning.
- Partner with trade through surprising and engaging them to better sell and promote SA as a fun, varied and value for money experience that is desired by the Indian traveller.

## 3. Campaign Idea

- MEET SOUTH AFRICA- the destination where the MORE you do, the CLOSER you get ( speaks to bonding)

# Executive Summary

## 4. Projects

- Consumer - showcasing “multi-generation” diverse travel experiences and activities
- Trade - partnering, training and information dissemination

## 5. Measures

- Meet arrivals and spend targets
  - 130 128 arrivals (28.2% growth over 2011)
  - R 1 408 887 207 revenue target (51.8% increase over 2011)
- Maintain closure ratio of 1 in 1.6

## 6. Finance

- Consumer = INR 61,500,911
- Trade = INR 31,289,971

# Country Budget

|                        | TRADE             |                           | CONSUMER          |                           | TOTAL             |                           |
|------------------------|-------------------|---------------------------|-------------------|---------------------------|-------------------|---------------------------|
|                        | PROJECT           |                           | PROJECT           |                           |                   |                           |
|                        | Distribution in % | Value Distribution<br>INR | Distribution in % | Value Distribution<br>INR | Distribution in % | Value Distribution<br>INR |
| ACTIVITY               | of Total Project  |                           | of Total Project  |                           | of Total Project  |                           |
| Media                  | 0%                |                           | 60%               | 36,755,774                | 40%               | 36,755,774                |
| Production             | 4%                | 1,235,410                 | 11%               | 7,039,795                 | 9%                | 8,275,205                 |
| Activation             | 65%               | 20,420,000                | 12%               | 7,555,400                 | 30%               | 27,975,400                |
| CRM                    | 11%               | 3,568,621                 | 1%                | 816,800                   | 5%                | 4,385,421                 |
| PR                     | 0%                | -                         | 3%                | 2,042,000                 | 2%                | 2,042,000                 |
| Hosting                | 19%               | 6,065,941                 | 11%               | 6,576,442                 | 14%               | 12,642,382                |
| Capabilities           | 0%                | -                         | 1%                | 714,700                   | 1%                | 714,700                   |
| <b>Total of Budget</b> | <b>100%</b>       | <b>31,289,971</b>         | <b>100%</b>       | <b>61,500,911</b>         | <b>100%</b>       | <b>92,790,882</b>         |



# Overheads

| Detail/Project  | Actual overheads for 2011/12 (column 1) | Budgeted overheads for 2012/13 | Budget for 2013/14 | Any additional overheads in 2013/14 (column 3) | Motivation for amount in column 3 (if you don't have enough space, attached an additional document) |
|---|---|--------------------------------|--------------------|--|---|
| Currency applicable                                   | INR                                     | INR                            | INR                | INR  |   |
|   |   |                                |                    |  |   |
|   |   |                                |                    |  |   |
| HR mainline expense item (A)                          | 20,883,278                              | 29,089,637                     | 6,278,532          | 19,526,680                                     | See attachment  |
| Net premises mainline expense item (B)                | 8,816,716                               | 89,45,073                      | 8,064,178          | 1,785,137                                      | See attachment  |
| Other operating expenses mainline expense item (C)    | (74,185)                                | 466,000                        | 9,831,087          | (9,489,087)                                    | See attachment  |
| <b>Total overheads (A+B+C) for the financial year</b> | <b>29,625,809</b>                       | <b>38,500,710</b>              | <b>24,173,797</b>  | <b>11,822,731</b>                              |   |

# Cash-flow

| PROJECT                     |       | Quarter 1: Apr-May-Jun F'2013 | Quarter 2: Jul-Aug-Sep F'2013 | Quarter 3: Oct-Nov-Dec F'2013 | Quarter 4: Jan-Feb-Mar F'2014 | Total       |
|-----------------------------|-------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------|
| % distribution              |       | 25%                           | 25%                           | 25%                           | 25%                           |             |
| Projects Value distribution |       | 23,197,721                    | 23,197,721                    | 23,197,721                    | 23,197,721                    | 92,790,882  |
| Overheads + Capex           | %     | 25%                           | 25%                           | 25%                           | 25%                           |             |
|                             | Value | 8,999,132                     | 8,999,132                     | 8,999,132                     | 8,999,132                     | 35,996,528  |
| TOTAL CASHFLOW DISTRIBUTION | %     | 25%                           | 25%                           | 25%                           | 25%                           |             |
|                             | Value | 32,196,853                    | 32,196,853                    | 32,196,853                    | 32,196,853                    | 128,787,410 |

# Business Plan 2013-2014

Country - Japan

Date: July 2012



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# Executive Summary

## 1. Landscape analysis

- Japan is recovering faster than anticipated post earthquake, tsunami and nuclear disasters of past year, and consumer confidence is currently high and positive. Japanese are looking for cheap, short haul destinations BUT indirect flight and airfare costs are a huge barrier.

## 1. Big things to be done

- Build the Japanese confidence in South Africa by providing detailed information that positions the destination as welcoming.
- Engage and equip the Japanese trade and SA product to develop and promote a variety of value for money itineraries that can be confidently and easily sold.

## 1. Campaign Idea

- MEET SOUTH AFRICA and experience undiscovered iconic experiences

# Executive Summary

## 4. Projects

- Welcoming South Africa - to build confidence
- Come closer to SA - increasing trade familiarity with SA

## 5. Measures

- Meet arrivals and spend targets
  - 31 319 arrivals (5.9% growth over 2011)
  - R 281 274 580 revenue target (12.1% increase over 2011)
- Improve closure ratio from 1 in 3.3 (2011) to 1 in 3

## 6. Finance

- Trade = JYP 60,558,148

# Tokyo Office Budget 2013-2014

|                 | COME CLOSER TO SA    |                        | WELCOMING SA TO BUILD CONFIDENCE |                        | TOTAL                 |                        |
|-----------------|----------------------|------------------------|----------------------------------|------------------------|-----------------------|------------------------|
|                 | PROJECT 1            |                        | PROJECT 2                        |                        |                       |                        |
|                 | Distribution in %    | Value Distribution JPY | Distribution in %                | Value Distribution JPY | Distribution in %     | Value Distribution JPY |
| ACTIVITY        | 64% of Total Project |                        | 36% of Total Project             |                        | 100% of Total Project |                        |
| Media           | -                    | 0                      | 5%                               | 1,000,000              | 2%                    | 1,000,000              |
| Production      | -                    | 0                      | 27%                              | 6,000,000              | 10%                   | 6,000,000              |
| Activation      | 72%                  | 27,918,160             | 36%                              | 8,000,000              | 59%                   | 35,918,160             |
| CRM             | -                    | 0                      | 9%                               | 2,056,266              | 3%                    | 2,056,266              |
| PR              | -                    | 0                      | 23%                              | 5,000,000              | 8%                    | 5,000,000              |
| Hosting         | 24%                  | 9,083,722              | -                                | 0                      | 15%                   | 9,083,722              |
| Capabilities    | 4%                   | 1,500,000              | -                                | 0                      | 3%                    | 1,500,000              |
| Total of Budget | 100%                 | 38,501,882             | 100%                             | 22,056,266             | 100%                  | 60,558,148             |

# Tokyo Office Overheads

| Detail/Project                                     | Actual overheads for 2011/12 | Budgeted overheads for 2012/13 | Budget for 2013/14 | Any additional overheads in 2012/13<br>(column 3) | Motivation for amount in column 3 (if you don't have enough space, attached an additional document) |
|--|------------------------------|--------------------------------|--------------------|---|---|
| Currency applicable                                | JPY                          | JPY                            | JPY                |   |   |
| HR mainline expense item (A)                       | 18,287,730                   | 17,683,986                     | 17,949,246         |   |   |
| Net premises mainline expense item (B)             | 12,374,964                   | 16,665,824                     | 16,915,811         |   |   |
| Other operating expenses mainline expense item (C) | 2,770,792                    | 9,869,734                      | 10,017,780         |   |   |
| Total overheads (A+B+C) for the financial year     | 33,433,486                   | 44,219,544                     | 44,882,837         |   |   |

# Tokyo Office Cash-flow

| PROJECT                         |       | Quarter 1: Apr-May-Jun F'2013 | Quarter 2: Jul-Aug-Sep F'2013 | Quarter 3: Oct-Nov-Dec F'2013 | Quarter 4: Jan-Feb-Mar F'2014 | Total       |
|---------------------------------|-------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------|
| % distribution                  | %     | 50%                           | 20%                           | 14%                           | 17%                           | 100%        |
| Projects Value distribution JPY | Value | 30,120,000                    | 11,810,000                    | 8,610,000                     | 10,018,148                    | 60,558,148  |
| Overheads + Capex JPY           | %     | 25%                           | 25%                           | 25%                           | 25%                           | 100%        |
|                                 | Value | 11,220,709                    | 11,220,709                    | 11,220,709                    | 11,220,710                    | 44,882,837  |
| TOTAL CASHFLOW DISTRIBUTION JPY | %     | 39%                           | 22%                           | 19%                           | 20%                           | 100%        |
|                                 | Value | 41,340,709                    | 23,030,709                    | 19,830,709                    | 21,238,858                    | 105,440,985 |



# Business Plan 2013-2014

Country - USA

Date: July 2012



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# Executive Summary

## 1. Landscape analysis

- The economy is recovering but is still weak due to dependency on the Euro-zone situation. Outbound travel was flat in 2011 over 2010, but growth is forecast for the next four years. We have increased our market share and the arrivals are predominately holiday travellers, although the growth has been on travel for other purposes. The USA is a first-time market with about 36% of arrivals between 18 and 34 years. Growth was stronger in 25 to 34 and 55 to 64 years.

## 2. Big things to be done

- Grow talkability around SA as a distinctive holiday destination by lifting the safari PLUS experiences that Americans can connect with.
- Convince the trade of the benefit of packaging , promoting and selling value for money, Safari Plus experiences, by deconstructing SA into easy to understand and easy to do itineraries.

## 3. Campaign Idea

- MEET SOUTH AFRICA through authentic moments with our people and the magical call of the wild, off the beaten track.

# Executive Summary

## 4. Projects

- Consumer and Trade campaign
- Business Tourism activations

## 5. Measures

- Meet arrivals and spend targets
  - 348 669 arrivals (7.1% growth over 2011)
  - R 3 835 041 093 (22.2% growth over 2011)
- Improve closure ratio from 1 in 2.2 (2011) to 1 in 1.7

## 6. Finance

- Consumer = USD 3,028,026
- Trade = USD 1,391,832
- Business Tourism = USD 761,170

# Country Budget

|                        | TRADE             |                        | CONSUMER          |                        | CONVENTIONS BUREAU |                        | TOTAL             |                        |
|------------------------|-------------------|------------------------|-------------------|------------------------|--------------------|------------------------|-------------------|------------------------|
|                        | PROJECT           |                        | PROJECT           |                        | PROJECT            |                        |                   |                        |
|                        | Distribution in % | Value Distribution USD | Distribution in % | Value Distribution USD | Distribution in %  | Value Distribution USD | Distribution in % | Value Distribution USD |
| ACTIVITY               | of Total Project  |                        | of Total Project  |                        | of Total Project   |                        | of Total Project  |                        |
| Media                  | 0%                | -                      | 49%               | 1,494,056              | 27%                | 205,600                | 33%               | 1,699,656              |
| Production             | 16%               | 227,243                | 7%                | 206,023                | 30%                | 231,570                | 13%               | 664,836                |
| Activation             | 54%               | 749,465                | 17%               | 529,774                | 12%                | 87,800                 | 26%               | 1,367,039              |
| CRM                    | 0%                | -                      | 8%                | 247,343                | 0%                 | -                      | 5%                | 247,343                |
| PR                     | 7%                | 100,000                | 7%                | 200,000                | 0%                 | -                      | 6%                | 300,000                |
| Hosting                | 23%               | 315,124                | 8%                | 250,830                | 28%                | 211,200                | 15%               | 777,154                |
| Capabilities           | 0%                | -                      | 3%                | 100,000                | 0%                 | -                      | 2%                | 100,000                |
| Research               | 0%                | -                      | 0%                | -                      | 3%                 | 25,000                 | 0%                | 25,000                 |
| <b>Total of Budget</b> | <b>27%</b>        | <b>1,391,832</b>       | <b>58%</b>        | <b>3,028,026</b>       | <b>15%</b>         | <b>761,170</b>         | <b>100%</b>       | <b>5,181,028</b>       |

# Overheads

| Detail/Project                                     | Actual overheads for 2011/12 | Budgeted overheads for 2012/13 | Budget for 2013/14 | Any additional overheads in 2012/13<br>(column 3) | Motivation for amount in column 3 (if you don't have enough space, attached an additional document) |
|--|------------------------------|--------------------------------|--------------------|---|---|
| Currency applicable                                | USD                          | USD                            | USD                |   |   |
|  |                              |                                |                    |   |   |
|  |                              |                                |                    |   |   |
| HR mainline expense item (A)                       | 870,353                      | 968,465                        | 988,803            |   |   |
| Net premises mainline expense item (B)             | 246,296                      | 581,399                        | 593,609            |   |   |
| Other operating expenses mainline expense item (C) | 103,245                      | 131,718                        | 134,484            |   |   |
| Total overheads (A+B+C) for the financial year     | 1,219,894                    | 1,681,582                      | 1,716,896          |   |   |

# Cash-flow

| PROJECT                     |       | Quarter 1: Apr-May-Jun F'2013 | Quarter 2: Jul-Aug-Sep F'2013 | Quarter 3: Oct-Nov-Dec F'2013 | Quarter 4: Jan-Feb-Mar F'2014 | Total     |
|-----------------------------|-------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-----------|
| % distribution              |       | 55%                           | 20%                           | 15%                           | 10%                           | 100%      |
| Projects Value distribution |       | 2,849,565                     | 1,036,206                     | 777,154                       | 518,103                       | 5,181,028 |
| Overheads + Capex           | %     | 25%                           | 25%                           | 25%                           | 25%                           | 100%      |
|                             | Value | 816,092                       | 364,746                       | 300,268                       | 235,790                       | 1,716,896 |
| TOTAL CASHFLOW DISTRIBUTION | %     | 48%                           | 21%                           | 17%                           | 14%                           | 100%      |
|                             | Value | 3,665,657                     | 1,400,952                     | 1,077,422                     | 753,893                       | 6,897,924 |

# Business Plan 2013-2014

Country - Brazil

Date: July 2012



*Inspiring new ways*

# Executive Summary

## 1. Landscape analysis

- Off the back of global demand for commodities, Brazil has experienced steady growth and increasing foreign investment.
- With the growing economy, and the large youth population, the number of consumers accessing technology in Brazil is increasing swiftly.
- Outbound departures increased by 11% in 2010, as did the number of travellers from Brazil, which reached 5.9 million in 2010
- Spend on travel has increased at a CAGR of 22.3% since 2005, as Brazilians take advantage of the record strength of their currency.
- Poor transport facilities and safety-related issues were the biggest concerns for Brazilian travellers to South Africa
- Our segmentation research resulted in 4 target segments being prioritized

## 2. Big things to be done

- **Position South Africa as a developed African destination that offers value for money holiday experiences**
  - *Due to lack of information about South Africa, the main objective of the messages to Brazilians should be to provide general information about the country in order to remove travel barriers*



# Executive Summary

## 3. Campaign Idea

- Meet South Africa

## 4. Projects

- Consumer and trade activations

## 5. Measures

- Meet arrivals and spend targets
  - 90 680 arrivals (46% growth over 2011)
  - R 1 011 492 091 (62.5% growth over 2011)

## 6. Measurable Marketing Objectives

- Improve the leakage between plan to gather information and plan to visit by 2 point
- Achieve closure ratio of 1 in 3

## 6. Finance

- Consumer and trade = USD 2,008,676

# Budget 2013-2014

|                        | Consumer and Trade project |                        | TOTAL                 |                        |
|------------------------|----------------------------|------------------------|-----------------------|------------------------|
|                        | Distribution in %          | Value Distribution USD | Distribution in %     | Value Distribution USD |
| <b>ACTIVITY</b>        | 36% of Total Project       |                        | 100% of Total Project |                        |
| Media                  | 30%                        | 602,602                | 30%                   | 602,602                |
| Production             | 30%                        | 602,602                | 30%                   | 602,602                |
| Activation             | 20%                        | 402,735                | 20%                   | 402,735                |
| Hosting                | 20%                        | 402,735                | 20%                   | 402,735                |
| <b>Total of Budget</b> | <b>100%</b>                | <b>2,008,676</b>       | <b>100%</b>           | <b>2,008,676</b>       |