

Head Office Marketing, COE Business Plans - 2013/14

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Inspiring new ways

Centre of Excellence Units

- Marketing & Advertising
- Global Communications/PR
- E-Marketing
- Global Product
- Watch List and Global Trade

Marketing & Advertising Business Plan 2013/14

PROJECT	OBJECTIVES	MEASURES	DELIVERY
Brand Building/Consumer Communication	<ul style="list-style-type: none"> ▪ We need to build a distinctive brand image that will give SA a unique and recognizable character. Improve brand traction, awareness and communicate South Africa's point of difference in our core markets as efficiently as possible. ▪ We need to improve and drive relevancy of different experiences for our target market and win ahead of competitors by inspiring consumers to desire South African Experiences. ▪ Invest in developing tourism markets should without negating the economic value delivered by our mature markets where we need to keep pace with growth (in real terms) in these markets, in order to maintain market share and retain valuable economic contributions. ▪ Deliver brand messaging placement on global platforms offline and online, to encourage information gathering and conversion 	<ul style="list-style-type: none"> ▪ Achieve 79% global awareness ▪ Achieve foreign arrivals target ▪ Achieve 1.5% increase in trended revenue to the economy ▪ Achieve 10% increase in online reach within JMA platforms 	<ul style="list-style-type: none"> ▪ Mar.31, 2014
Brand Conversion (20E10D)	<ul style="list-style-type: none"> ▪ Convert consumers with our WOM strategy and focus on Australia and France. 	<ul style="list-style-type: none"> ▪ Global closure ratio 1 in 2.9 ▪ Achieve 11,922,201 foreign arrivals 	<ul style="list-style-type: none"> ▪ Mar.31, 2014
Global Toolkits	<ul style="list-style-type: none"> ▪ Development of toolkits to support in-Country Marketing Campaigns 	<ul style="list-style-type: none"> ▪ Usage rate >90% 	<ul style="list-style-type: none"> ▪ Mar.31, 2014
Footage Management/ Usage fees	<ul style="list-style-type: none"> ▪ Compliancy 	<ul style="list-style-type: none"> ▪ No claims against SAT ▪ Revenues from assets, usage of images 	<ul style="list-style-type: none"> ▪ Mar.31, 2014
Indaba	<ul style="list-style-type: none"> ▪ Showcase diversity of experiences on offer in SA. ▪ Create a conducive business environment to improve sales. 	<ul style="list-style-type: none"> ▪ Increase visitors by 3% ▪ Maintain current exhibitor numbers at Indaba 	<ul style="list-style-type: none"> ▪ May.31, 2013

Budget - 2013/14

	<u>Agency Split</u>	<u>Budget</u>
1. Global Media		74,500,000
2. Global Media - Production		11,000,000
3. Global On-line		18,000,000
4. Brand Toolkits		4,740,000
5. Footage Management/Usage fees		3,000,000
6. Agency Fees , Marketing and Production costs		66,260,000
Ireland/Davenport (Lead Agency)	29,587,761.96	
Ireland/Davenport (PR & Comms)	6,746,978.40	
SAT International PR (14 Countries)	17,780,596.00	
Digital Agencies	6,094,373.04	
Universal McCann (Media Buying)	1,401,702.72	
Brand Activation	1,076,967.84	
Magnetic Events	1,076,967.84	
APP Hein (Advertising cost consultants)	1,044,879.36	
Performance Bonuses	1,000,000.00	
Finance Consultant Fee	360,000.00	
Intern Contribution	96,000.00	
7. Indaba - Activation/Branding		8,000,000
8. Indaba - Logistics		24,000,000
Total		209,500,000

Global Communications Business Plan - 2013/14

PROJECT	OBJECTIVES	MEASURES	DELIVERY
Reputation Management	<ul style="list-style-type: none"> ▪ Drive SAT's Corporate and Brand Communications strategy to influence positivity and awareness targets ▪ Manage the organisation's reputation and establish SAT as the country's leading tourism authority through solid media and public relations and information provision ▪ Profiling the organisation's leadership ▪ Provide daily and monthly analysis of SAT and tourism related coverage to assess share of voice. ▪ Updated monthly fact sheets and messaging documents 	<ul style="list-style-type: none"> ▪ Achieve 79% global awareness ▪ Achieve 40% global positivity ▪ Achieve 11,922,201 foreign arrivals in 2012 ▪ One monthly media house visit/meeting to influence positivity and awareness ▪ Two monthly SAT editorial and corporate profiling opportunities per quarter ▪ Achieve 80% positive coverage on the destination 	<ul style="list-style-type: none"> ▪ March 2014 ▪ March 2014 ▪ December 2013 ▪ March 2014
Global Media Amplification/ Brand communications	<ul style="list-style-type: none"> ▪ Create editorial opportunities to influence global awareness and positivity with media organisations with a global and continental footprint ▪ Leverage editorial opportunities created by global media (in 2012/13 viz CNN, National Geographic, Supersport) 	<ul style="list-style-type: none"> ▪ Achieve 5% increase on PR value above the 2012/13 value achieved. ▪ Host 15 carefully chosen media per quarter to cover brand communications that influence awareness and positivity ▪ At least two editorial opportunities per quarter to influence global brand awareness and positivity 	<ul style="list-style-type: none"> ▪ March 2014 ▪ March 2014 ▪ March 2014

Global Communications Business Plan - 2013/14

PROJECT	OBJECTIVES	MEASURES	DELIVERY
Global Newsroom	<ul style="list-style-type: none"> ▪Continue to provide strong proactive communications support to all SAT Business Units through delivery of content, images and video that talk directly to SAT trade and consumer focus areas 	<ul style="list-style-type: none"> ▪Weekly update of newsroom content and images with a minimum of 12 new articles across SAT’s seven identified experiences ▪Provision of a list of monthly influencers in the areas of wildlife and lifestyle to support SAT objectives, totaling 50 for the fiscal 	<ul style="list-style-type: none"> ▪Weekly ▪March 2014
Annual Report	<ul style="list-style-type: none"> ▪Provide a world-class Annual Report that profiles the company’s achievements and gives better insight into its Head Office and in-country work 	<ul style="list-style-type: none"> ▪Procurement of design and print supplier for SAT’s 12-13 Annual Report by February 2013 ▪Procure copy writing and editing support by March 2012 ▪Complete annual report by July 2013, ahead of delivery to Parliament by August 2013 	<ul style="list-style-type: none"> ▪August 2013

Global Communications Business Plan 2013/14 - Budget

PROJECT	Budget
Indaba	409 183
Global Media Amplification	1750 000
Reputation Management	2750 000
Annual Report	850 000
Global Newsroom	1000 000
Total	6 759 183

eMarketing Business Plan 2013/14

PROJECT	PROJECT	OBJECTIVES	MEASURES	DELIVERY
Southafrica.net	Global Brand Awareness	<ul style="list-style-type: none"> Support the Global ATL campaigns to build a distinctive brand image that will give SA a unique and recognizable character Improve brand traction, awareness and communicate South Africa's point of difference in our core markets Support the Global ATL campaigns to improve and drive relevancy of different experiences for our target market and win ahead of competitors by inspiring consumers to desire South African Experiences 	<ul style="list-style-type: none"> Updated content, campaign creative and enhanced functionality Site visits increase by 10% on Southafrica.net 	Mar.31, 2014
Content Dissemination	Content Provision	<ul style="list-style-type: none"> Provide quality content to convince online users to consider South Africa as a holiday and business tourism destination Refine and optimise the Search PPC keywords and content strategy Provide new content in the various core languages for Southafrica.net and Country Sites 	<ul style="list-style-type: none"> Provide relevant content (50 per month) based on consumer insights to support ATL campaign and SEO measures Increase search traffic by 10% 	Mar.31, 2014
Online JMAs	Arrivals	<ul style="list-style-type: none"> The continued delivery of Global ATL aligned brand content placement in online JMA platforms to encourage information gathering and conversion in core markets 	<ul style="list-style-type: none"> Identify one new Online JMA Partner/Platform that will deliver conversions in Core Markets Deliver 250 qualified leads online per month 	Mar.31, 2014
Social Media	Global Positivity and Conversion	<ul style="list-style-type: none"> Support Global ATL campaigns using social media to improve information gathering and conversion 	<ul style="list-style-type: none"> Deliver 1,000 consumer engagements via SM platforms per month 	Mar.31, 2014

eMarketing Business Plan 2013/14 - Budget Summary

	<u>Projects</u>	<u>Budget</u>
1. Southafrica.net	Development and enhancements for the site	6,000,000
2. SA Travel Directory	Development and automation, maintenance and updates	1,300,000
3. SA Expert	Redeveloped FUNDI programme	2,008,000
4. Online Engagement	Social media and conversion or engagement activities	1,600,000
5. Technical Innovation	TouchTable and other innovations for Trade Shows and Countries	1,800,000
6. Support	Training, support and change control	1,000,000
7. INDABA, WTM, ITB	Trade show support, content updates and translations	1,800,000
	Total	15,508,500

Product Business Plan - 2013/14

PROJECT	OBJECTIVES	MEASURES	DELIVERY
<p>Hosting & Global Hosting Toolkit (GHTK)</p>	<p><u>SA PRODUCTS:</u> Keep the organisation updated on the newest products that are available in South Africa.</p> <p><u>ITINERARIES:</u> Share innovative and exciting itineraries with the organisation.</p> <p><u>KEEPING CURRENT:</u> Discover and update new experiences & products that can be used for future hosting's based on consumer demand (up weight eco tourism, contemporary culture & lifestyle as emerging consumer demands) and share this with the organisation. Leverage on product relationships to ensure better commercial value in hosting.</p> <p><u>TRADE HOSTINGS:</u> Hostings must be inline with the countries business plan - Showcase SA as an easy to do destination that offers a range of experiences linked to products that offer VFM for both the WL and the NSSA segment. To encourage inbound trade to package a variety of VFM experiences.</p> <p><u>MEDIA HOSTINGS:</u> Customize trips for media on topics that are relevant for them from a tourism point of view so they can write positive stories about SA. Highlight experiences, variety, lifestyle, events, and VFM SA has to offer.</p> <p><u>ONGOING DEVELOPMENT OF GHTK:</u> Continuous improvement of the GHTK system</p>	<p>-400 SA product on the GHTK -40 itineraries loaded on the GHTK (including 6 specialist itineraries)</p> <p>▪360 site visits per year</p> <p>▪5 hosting reports</p>	<p>▪March 2014</p> <p>▪March 2014</p> <p>▪Quarterly and Annually</p>

Product Business Plan - 2013/14

PROJECT	OBJECTIVES	MEASURES	DELIVERY
Product training/work shops	<p>Give SA product and inbounds insight into our markets : So they can understand how SA is perceived as a leisure tourism destination and how “experiences” feature more than “product” when it comes to package choices.</p> <p>Demonstrate how to add create greater demand for bookings by creating a competitive advantage by packaging value add thereby influencing the perception of VFM</p> <p>New information is shared every year with South African product. There may be overlap of product from one year to the next, but the content will differ.</p>	Train a minimum of 500 product per annum	▪March 2014
ETEYA SMME Development	Transform the South African tourism industry by identifying and accelerating the market readiness of emerging black entrepreneurs who demonstrate the potential to meet consumer demand and create jobs trough innovative, sustainable and responsible growth	5% increase on the # of entries from the September 2013 awards Mentor a minimum of 18 candidates per annum	▪September 2014
Welcome	Inspire and educate the South African tourism roles players and everyday South Africans to exceed tourist expectations for service delivery and welcoming interactions, and thus deliver and showcase our brand promise	Attain a minimum of 80% on the score of “welcoming people” as per SAT’s departure survey.	▪Quarterly & Annually
Stakeholder Management	Share a single message to stakeholders that explains our brand promise to enable them to develop/match experiences that speak to the brand promise and to enhance the visitor experience	-Participation in 1 x industry conference -8 Industry / Associations meetings per annum -4 Speed Marketing sessions	▪March 2014

High level Budget - 2013/14

PROJECT	Budget
ETEYA SMME Development	R 1 800 000
ETEYA Awards	R 400 000
Welcome Campaign	R 3 050 000
Itinerary re-engineering	R 3 722 537
Total	R 8 972 537

Watch List and Global Trade Business Plan 2013/14

PROJECT	PROJECT	OBJECTIVES	MEASURES	DELIVERY
Going for growth	Global	<ul style="list-style-type: none"> •Build sufficient brand awareness in Switzerland to migrate it into investment market in 2014-2018 portfolio. Sustained arrivals of 40 000 p/a in fiscal •Create mutually beneficial trade relationships in all other watch-list markets to influence arrivals. •Positive PR and brand awareness in all watch-list markets by leveraging media partnerships which influence consumer mindset 	<ul style="list-style-type: none"> •Overall arrivals targets set for watch-list markets achieved -no spend targets set •X3JMAs and other non-monetary barter agreements concluded •X3 Number of editorial pieces published 	<ul style="list-style-type: none"> ▪ Mar.31, 2014
Fortified stakeholder relations with DIRCO	Global	<ul style="list-style-type: none"> ▪ Strengthen SAT's role in influencing DIRCO economic diplomacy mandate for tourism in all missions abroad. SAT principals engaged with DIRCO at strategic level ▪ Leverage platforms created by DIRCO for purposes of lobbying support for the new TGS/portfolio focus as approved by cabinet for roll-out in 2014 going forward 	<ul style="list-style-type: none"> ▪ All key embassies equipped to sell SA (electronic platforms) ▪Market penetration approach deployed at each interaction 	<ul style="list-style-type: none"> ▪ Mar.31, 2014
Global Trade	Global	<ul style="list-style-type: none"> ▪ Build/leverage global airline and tour operator relationships to create symbiotic relationship for marketing destination SA as preferred destination ▪ Refine/tweak/adapt and deploy global trade toolkits created 	<p>X3 JMAs negotiated and effected</p> <p>Trade toolkits used by all markets</p>	<ul style="list-style-type: none"> ▪ Mar.31, 2014

Watch List and Global Trade Business Plan 2013/14 - Budget

PROJECT	Budget
Going for growth	4 545 000
Stakeholder Relations (DIRCO)	1000 000
Global Trade	2 200 000
Total	7 745 000