
Brand South Africa

Q4 REPORT

**Presentation to the Portfolio Committee
on Communications
May 2013**



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- AFCON 2013 communications programme
 - WEF Davos communication and engagement programme
 - Mining Indaba Media programme
 - BRICS Media programme and partnership with SA Tourism, BUSA, Standard Bank, JSE, PWC and CNBC
 - BRICS Dialogues
 - New communications campaign to seed the new positioning [CNN, eNews, Summit TV]
 - Conclusion of CI manual in consultation with all stakeholders
 - Launch of Brand SA application
 - Thought Leader & Research workshops in partnership with Wits University and SAI
 - Media partnerships with CNN, CNBC, Time Magazine, Community Radio SAC TV and Radio
 - Inbound Media Tours focused on science and technology, Sport and BRICS
 - Dti Investment campaign
 - Expansion of Global South Africans Programme to UAE
 - Talent management strategy development
 - Procurement module implementation
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Highlights of the Quarter & Financial Year - International Reputation

IMPACT MEASURE / INDICATOR	TOOL FOR MEASURING	(2009/10)	BASELINE 2010/11 (actual)	TARGET 2011/12	ACTUAL 2011/12	TARGET 2012/13	ACTUAL 2012/13	VARIANCE EXPLANATION
1.Improved international reputation		35	30 (37)	*	36	36	36	SA global reputation remains stable
	Brazil	35	31	29	34	28	34	Weaker performance on Exports and Governance
	China	37	38	34	37	32	37	Same performance as 2011 - weakness in Immigration and Investment
	Egypt	39	34	34	40	34	37	Strong performance in Culture, People, and Tourism
	Germany	31	36	35	29	35	34	Weaker performance in Exports and Governance
	India	20	20	20	19	20	19	Same performance as 2011, strong on Culture, Tourism
	Japan	48	49	48	47	47	47	Weak performance in Exports, Governance, and Immigration & Investment
	Russia	42	46	44	43	42	40	Stronger performance in Culture, Exports
	South Africa	4	3	3	4	3	7	Weak performance on Governance
	South Korea	44	46	44	43	43	45	Weak performance in Exports, Immigration & Investment
	UK	29	26	26	30	26	30	Same performance as in 2011
	USA	30	38	36	40	34	35	Strong performance on Culture, People, and weaker in Governance

Highlights of the Quarter & Financial Year - International Reputation

IMPACT MEASURE / INDICATOR	TOOL FOR MEASURING	ACTUAL 2010/11	ACTUAL 2011/12	TARGET 2012/13	ACTUAL 2012/13	TARGET 2013/14	TARGET 2013/14	TARGET 2014/15	TARGET 2015/16	TARGET 2016/17	
1. Increased Competitiveness	WEF-GCI Index	44 (54)	50	(48 - 58)	52	(45 - 55)	(43 - 53)	(41 - 51)	(39 -49)	(37-47)	
2. Improved Brand Reputation			36	36	36						
Brazil*	GfK Anholt Nation Brand Index	31	29	28-32	34	27-31	26-30	25-29	24-28	23-27	
China		38	34	32-36	37	31-33	31-35	30-34	29-33	28-32	
Egypt		34	34	32-36	37	32-36	32-36	31-35	30-34	29-33	
Germany		35	32-36	32-36	34	32-36	31-35	30-34	29-33	28-32	
India		20	18-22	18-22	19	17-21	16-20	15-19	14-18	13-17	
Japan		49	46-50	46-50	47	45-49	44-48	43-47	42-46	41-45	
Russia		46	44	43-47	40	42-46	41-45	40-44	39-43	38-42	
SA		3	3	1-4	7	1-4	1-4	1-4	1-4	1-4	
UK		26	26	25-29	30	25-29	24-28	23-27	22-26	21-25	
USA		38	36	34-38	35	33-37	32-36	31-35	30-34	29-33	
France		34	34	30-34	29	30-34	29-33	28-32	27-31	26-30	
3. Increased Brand Equity	Brand Finance Brand Valuation	n/a \$135bn	\$139bn	\$144	\$218bn	\$150	\$159	\$166	\$182.6	\$200.8	

Highlights of the Quarter & Financial Year - Media Reputation

PERFORMANCE MEASURE	COUNTRY	ACTUAL 2009/10	ACTUAL 2010/11	ACTUAL 2011/12	ACTUAL 2012/13
Media Reputation Index	Overall	56	50	55	34.62
	Brazil	57	48	55	61.9
	China	62	58	62	49.5
	USA	52	48	50	27.9
	India	66	58	61	58.5
	Russia	43	52	49	75.8
	Kenya	50	50	48	39.4
	Angola	76	56	56	34.8
	Egypt	Not available	50	50	74.3
	Zambia	60	38	41	33.8
	Germany	50	52	52	12.4
	UK	52	48	50	31.2
	DRC	Not available	Not available	TBC	63.7
	UAE	56	50	53	48.0
	Japan	63	53	55	65.0
	Zimbabwe	56	34	41	33.1
	Nigeria	57	61	59	44.5
	France	53	49	50	25.5
	Spain	54	50	51	22.2

Highlights of the Quarter & Financial Year - Media Coverage

NUMBER OF PIECES OF COVERAGE PLACED BY BRAND SA								
MONTH	PROACTIVE MARKETS						REACTIVE MARKETS	
	Germany	Brazil	China	UAE	Russia	India	Nigeria	Kenya
January	23	19	64	3	7	9	2	3
February	5	6	59	4	6	2	0	0
March	49	4	48	8	16	21	1	4
TOTAL Q4	77	29	171	15	29	32	3	7
TOTAL 2013	198	334	371	253	126	638	660	838

Highlights of the Quarter & Financial Year - Media Coverage

NUMBER OF PIECES OF COVERAGE PLACED BY BRAND SA								
MONTH	PROACTIVE MARKETS						REACTIVE MARKETS	
	Germany	Brazil	China	UAE	Russia	India	Nigeria	Kenya
January	23	19	64	3	7	9	2	3
February	5	6	59	4	6	2	0	0
March	49	4	48	8	16	21	1	4
TOTAL	77	29	171	15	29	32	3	7
% of Total	34%	8%		3,4%	22%	3%	0,2%	0,4%

AVE COUNT (\$ US DOLLARS)								
MONTH	PROACTIVE MARKETS						REACTIVE MARKETS	
	Germany	Brazil	China	UAE	Russia	India	Nigeria	Kenya
January	66,178	76,704.84	92,187	61,782.50	11,775.35	1,489	2,879	18,016
February	17,994	77,835.32	83,006	55,542.50	5,208.39	1,542	0	0
March	661,115	148,616	102,545	115,846	59,506	79,687	765	1800
TOTAL	745,287	303,156	175,193	233,171	76,489.74	82,718	3,644	19,816

Summary of Programme Performance Domestic & International

Programme 1: Finance and Administration

Key Result Area	Key Initiatives & Projects	Quarter 4 Performance	Variance Explanation	Expenditure
Create a high performance organisation	1. Human Capital Plan Implementation 2. Performance Management 3. Benefit management & employee relations 4. Implement Smart HR 5. Training delivery 6. Rewards and recognition programme implemented	1. Achieved : HR plan completed. 2. Partially achieved – 3 outstanding 3. Achieved 4. Achieved. 5. Achieved – all staff trained. 6. Achieved	1. n/a 2. Absence/vacancies in management 3. n/a 4. n/a 5. n/a 6. n/a	
IT Master Systems Plan	1. MSP development workshops & interviews 2. Scoping of optimised IT/business processes	1. Achieved. Licenses and policy updates completed. 2. Not achieved.	1. n/a 2. Tender withdrawn due to budget limitations.	
Corporate Governance Framework	1. Revisions of corporate governance framework 2. Development and management of annual corporate calendar 3. Annual update of Board Committee charters	1. Achieved. 2. Achieved. Annual corporate plan submitted to Board and implemented. 3. Achieved. All Board charters updated.	1. n/a 2. n/a 3. n/a	
Building & nurturing key relationships	1. Create corporate platforms for relationship building	1. Achieved.	1. n/a	

Programme 1: Finance and Administration

KPAs	Key Initiatives & Projects	Quarter 4 Performance	Variance Explanation	Expenditure
Ensure good corporate citizenship	<ol style="list-style-type: none"> 1. Development & implementation of CSI strategy 2. Development of CSI policy 3. Implementation of CSI projects 	<ol style="list-style-type: none"> 1. Achieved. CSI policy was developed and approved 2. One CSI project supported 	<p>n/a</p> <p>n/a</p>	
Financial & Performance reporting	1. Integrated financial & supply chain management system.	<ol style="list-style-type: none"> 1. Achieved. 2. Achieved quarterly reporting 	n/a	
Compliance to legislation	1. Compliance to legislation risk register	<ol style="list-style-type: none"> 1. Achieved - Fraud prevention plan developed. 2. Achieved – Risk plan 	<p>n/a</p> <p>n/a</p>	
Risk management	1. Monitor legislation risk register	1. Achieved quarterly risk reviews	n/a	
Build, maintain, & protect corporate reputation	<ol style="list-style-type: none"> 1. Corporate communications 2. Public Relations and media engagement 	1. Not fully achieved -	1. Staff shortages. Recruitment underway	
Positioning Brand SA as a thought leader	<ol style="list-style-type: none"> 1. Corporate Thought leadership platforms & driving advocacy 2. Corporate & Brand Issues Management Document & Policy 3. Corporate & Brand Crisis management strategy & systems 	<ol style="list-style-type: none"> 1. Achieved 2. Achieved 3. Achieved. 	<p>n/a</p> <p>n/a</p> <p>n/a</p>	

Programme 2: Brand Strategy Development and Management

Key Result Area	Key Initiatives & Projects	Quarter 4 Performance	Variance Explanation	Expenditure
Seeding New Brand positioning	<ol style="list-style-type: none"> 1. Launch new positioning campaign 2. Establish Brand SA Training Academy 3. Brand Training & Engagements in all 9 Provinces 4. Business School Engagements (4) 5. Brand SA Forum 6. Brand Alignment Policy Framework 	<ol style="list-style-type: none"> 1. Achieved 2. Not achieved 3. Partially achieved. Done in 8 Provinces 4. Achieved 5. Not achieved 6. Not achieved 	<ol style="list-style-type: none"> 1. n/a 2. CI manual concluded in Q4 3. CI manual had to be revised 4. n/a 5. Revised as Competitiveness Forum for 2013 6. Pending CI manual. 	
Living the Brand Through Active Citizenship	<ol style="list-style-type: none"> 1. Play Your Part Campaign (PYP) 2. National Significance Days campaigns 3. Brand Ambassadors programme 4. Research & Knowledge management (Insights sharing platforms & engagements) 5. Develop a Formula for South Africanness 	<ol style="list-style-type: none"> 1. Achieved – PYP launched 2. Achieved Freedom and Youth day campaigns 3. Not achieved 4. Achieved. 5. Achieved. 	<ol style="list-style-type: none"> 1. n/a 2. n/a 3. Pending approval of candidates. 4. n/a 5. n/a 	
Sourcing Joint Funding and value add	<ol style="list-style-type: none"> 1. Source 4 media partners 2. Source 12 vision partners 	<ol style="list-style-type: none"> 1. Achieved – (TNA, SABC, Sunday Times, Sowetan – media value 2. Not achieved – 4 partners to date. 	<ol style="list-style-type: none"> 1. n/a 2. 12 partners could not be realised due to tight corporate budgets. 	

Programme 3: Reputation Management

Key Results Area	Key Initiatives & Projects	Quarter 4 Performance	Variance Explanation	Expenditure
Feedback loop to stakeholders	1. Research reference group engagements (4) 2. Stakeholder engagements on key indices (4)	1. Achieved. 2. Achieved	1. n/a 2. n/a	
Structured strategic <i>Engagement programmes</i>	1. Business Initiatives & Roundtables (4) 2. International Inbound Media tours (4) 3. International Thought Leader & Media Initiatives 4. South African Competitiveness Forum 5. South Africa - BRICS Dialogue	1. Achieved 2. Achieved 3. Achieved except in non activated markets. 4. Not achieved 5. Achieved	1. n/a 2. n/a 3. n/a 4. Deferred to 2013 financial year. 5. n/a	
Feedback Loop to stakeholders	1. Stakeholder awareness and outreach 1.1 Business schools engagements 1.2 Export council engagements 1.3 Faith-based organisations 1.4 Youth and Civil Society (4) 1.5 Stakeholder presentations 1.6 Provincial stakeholder workshops (9) 1.7 Government outreach initiatives (4) 1.8 International chamber engagements (4) 2. Leverage select domestic platforms 3. Leverage and support select international platforms:	1. Partially achieved (see below) 1.1 Achieved - 4 institutions 1.2. Achieved 1.3 Achieved 1.4 Achieved – Youth Dialogues 1.5 Not achieved 1.6 Achieved – 8 provinces 1.7 Achieved 1.8 Achieved – German & American Chambers engaged 2. Achieved – Global Diaspora/Africa Dialogue 3. Achieved – <ul style="list-style-type: none"> India and DRC Investment & Trade Initiative Official visit - Germany. Diaspora Conference, Africa Dialogue, WEF Africa, Turkey & WOSA China, London Olympics 	n/a n/a n/a n/a n/a Manager appointed in June 2012 n/a CI manual not ready n/a n/a n/a	

Programme 3: Reputation Management

Key Results Area	Key Initiatives & Projects	Quarter 4 Performance	Variance Explanation	Expenditure
Join Funding & Value add	<p>1. Implement Strategic Partnership Framework</p> <p>1.1 Patrons of Brand SA</p> <p>1.2 Global South Africans Network initiatives</p> <p>1.3 Programme Partners</p> <p>1.4 Funding Partnerships – R8million</p> <p>1.5 Media partnerships value add</p>	<p>1. Partially achieved (see below)</p> <p>1.1 Not achieved –</p> <p>1.2 Partially Achieved – for UAE, UK & USA but not Canada.</p> <p>1.3 Achieved</p> <p>1.4 Not achieved</p> <p>1.5 Achieved</p>	<p>Candidates lists drawn up. Pending Board approval.</p> <p>No initiatives in Canada</p> <p>n/a</p> <p>Economic situation Impacting sponsors</p> <p>R13million in media partnerships value add secured</p>	

Programme 3: Reputation Management

Outcomes	Key Result Areas	Target Q4	Performance Q4	Variance Explanation
Positively changed perceptions about SA Articulated and contextualised SA policy Increased economies of scope and scale	Position SA as a leader in innovation and technology	Maintain marketing and communications programmes in these markets		
		Egypt	Achieved -	Media interviews were dropped due to lack of suitability for the market at the time.
	Continue to raise awareness of SA as an investment / business destination	United Arab Emirates	Achieved -	n/a
		Kenya	Achieved.	n/a
		Angola	Not achieved	Market not activated.
	Position SA as a leader; highlighting political stability, regulatory framework and contribution to global governance	Nigeria	Partially achieved -	Not all press releases were realised
		Zimbabwe	Not achieved	Market not activated.
		Brazil	Partially achieved -	Not all media briefings were realised

Programme 3: Reputation Management

Outcomes	Key Result Areas	Target Q4	Performance Q4	Variance Explanation
Positively changed perceptions about SA Articulated and contextualised SA policy Increased economies of scope and scale	Position SA as a leader in innovation and technology	Maintain marketing and communications programmes in select markets		
		Russia	Achieved	n/a
	Continue to raise awareness of SA as an investment / business destination	India	Achieved	n/a
		China	Partially achieved	Media briefings and SONA communications realized due to market focus on other news items
	Position SA as a leader; highlighting political stability, regulatory framework and contribution to global governance	United Kingdom	Achieved	n/a
		United States of America	Partially achieved	Not all engagements were realised

Expenditure Report

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2013

DESCRIPTION	2013	2012
Other current - assets	5 529 938	33 793 003
Cash and Cash equivalents	30 510 446	81 399
Non current assets	8 429 321	2 538 369
Current liabilities/ payables	(33 571 120)	(27 922 019)
Non-current lease liabilities	(81 968)	(313 660)
Revaluation reserve - PPE	(4 752 838)	-
Accumulated Deficit	(2 113 310)	(28 706 022)

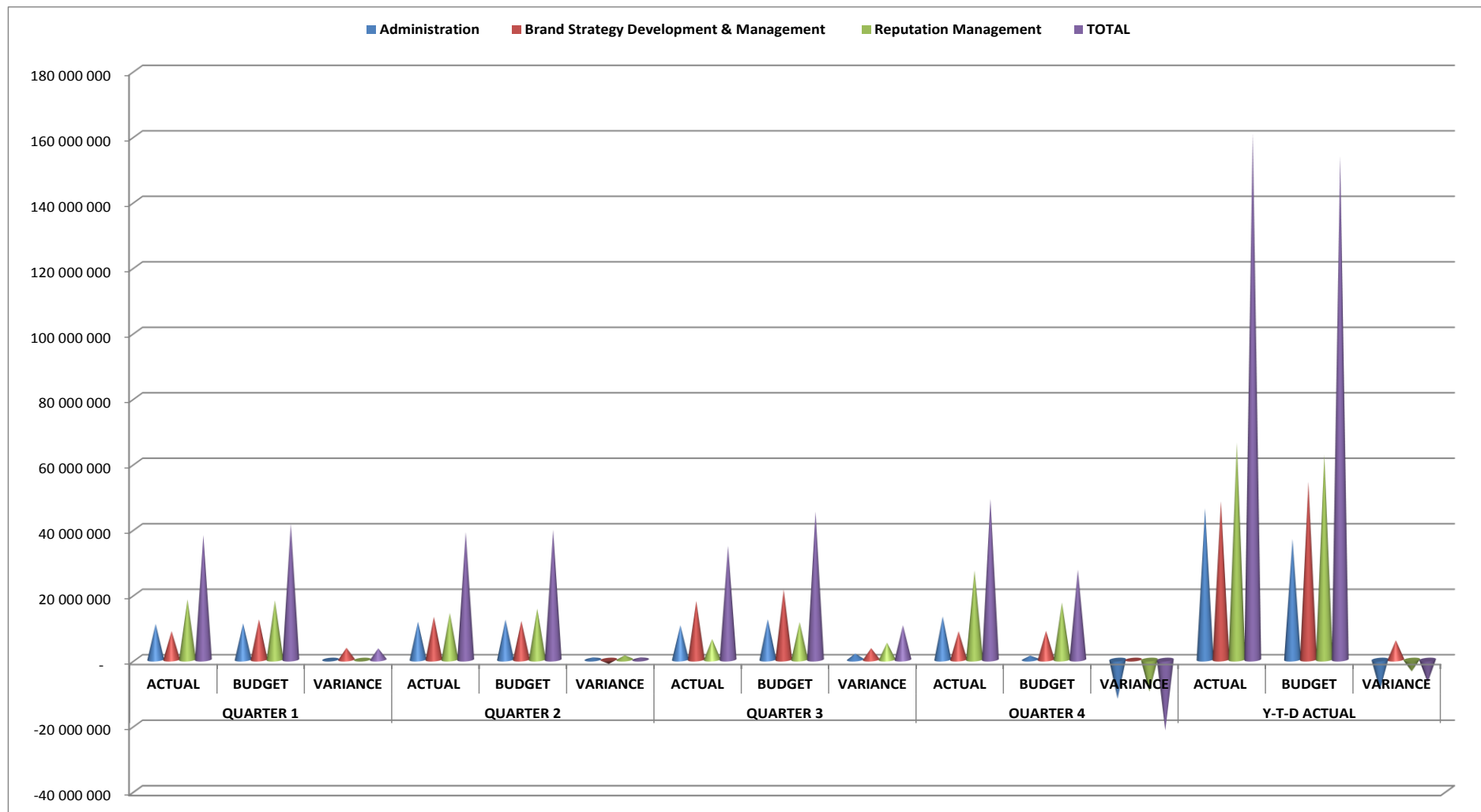
STATEMENT OF FINANCIAL PERFORMANCE - 31 MARCH 2013

DESCRIPTION	2013	2012
Revenue-Grant received	154 779 000	140 089 000
Other income	6 268 212	4 319 058
Total - income	161 047 212	144 408 058
Personnel costs	28 616 384	23 340 915
Marketing Costs	111 677 617	125 385 401
Other operating costs	22 594 963	23 723 138
Total - expenditure	163 160 522	173 114 080
Deficit for the year	(2 113 310)	(28 706 022)

CASH FLOW STATEMENT AS AT 31 MARCH 2013

	2013	2012
Total receipts	160 935 232	144 438 058
Total payments	(128 515 088)	(194 097 371)
Purchases of assets	(1 667 231)	(1 287 159)
Finance costs	(323 866)	321 890
Net increase/(decrease) in cash and cash equivalents	30 429 047	(50 624 582)
Opening balance	81 399	50 705 981
Closing balance	30 510 446	81 399

Income & Expenditure Overview as at 31 March 2013



STATEMENT OF COMPARISON - BUDGET AND ACTUAL 2013

	Budget	Actual	Difference
Government Grant	154 779 000	154 779 000	-
Other income	3 000 000	6 268 212	3 268 212
Total income	157 779 000	161 047 212	3 268 212
Staff costs	29 571 000	26 816 384	2 754 616
Operating expenses	128 208 000	135 308 359	(7 100 359)
Total expenditure	157 779 000	162 124 743	(4 345 743)
Loss on asset disposal		123 002	123 002
Forex loss		912 777	912 777
Net Variance		2 113 310	2 113 310

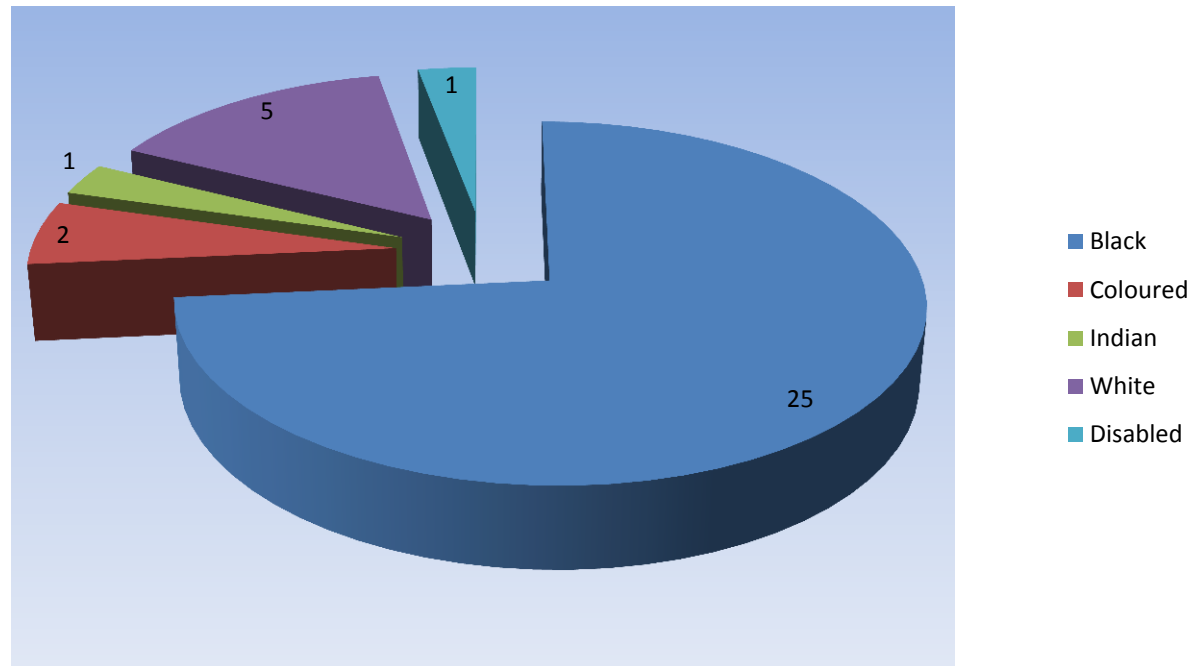
COMMITMENTS FOR 2012/2013

DESCRIPTION	AMOUNT	VARIANCE	FUTURE PLAN
Brand SA Academy	2 100 000	Redeveloped the CI manual to be in line with the new pay-off line and in consultation with key stakeholders	Plan on retraining on the new CI in the new year
Operating expenses	363 779	Various administration goods and/or services	
Brand SA Forum	1 200 000	To be combined with the SA Competitiveness forum	Deferred to 2013/2014 financial year
SA Competiveness Forum	1 400 000	To be combined with Brand SA Forum – The brand of the country would ultimately impact on its competitiveness	Plans are underway
Brand Ambassadors	1 000 000	Accounting Authority is finalising the lists	To be executed in 2013/2014 process is underway
Accumulated surplus	6 063 779		

Employment Equity statistics as at 4th June 2013

For the period under review Brand SA Employment Equity statistics are as follows:

Black	25
Coloured	2
Indian	1
White	5
Disabled	1



TOTAL	Black	%	Coloured	%	Indian	%	White	%	TOTAL
Top Management	4	12%	1	3%	0	0%	0	0%	5
Senior Management	8	24%	0	0%	0	0%	4	12%	12
Professionally qualified and experienced Specialists and Mid management	6	18%	0	0%	1	3%	0	0%	7
Semi-Skilled and discretionary decision making	5	15%	1	3%	0	0%	1	3%	7
Unskilled and defined decision making	2	6%	0	0%	0	0%	0	0%	2
People with disabilities	0	0%	0	0%	0	0%	1	3%	1
TOTAL	25	76%	2	6%	1	3%	5	15%	33
FEMALE	Black	%	Coloured	%	Indian	%	White	%	TOTAL
Top Management	2	6%	1	3%	0	0%	0	0%	3
Senior Management	4	12%	0	0%	0	0%	0	0%	4
Professionally qualified and experienced Specialists and Mid management	4	12%	0	0%	1	3%	0	0%	5
Semi-Skilled and discretionary decision making	5	15%	1	3%	0	0%	1	3%	7
Unskilled and defined decision making	1	3%	0	0%	0	0%	0	0%	1
People with disabilities	0	0%	0	0%	0	0%	1	3%	1
Sub-total: Female	16	48%	2	6%	1	3%	1	3%	20
MALE	Black	%	Coloured	%	Indian	%	White	%	TOTAL
Top Management	2	6%	0	0%	0	0%	0	0%	2
Senior Management	4	12%	0	0%	0	0%	4	12%	8
Professionally qualified and experienced Specialists and Mid management	2	6%	0	0%	0	0%	0	0%	2
Semi-Skilled and discretionary decision making	0	0%	0	0%	0	0%	0	0%	0
Unskilled and defined decision making	1	3%	0	0%	0	0%	0	0%	1
People with disabilities	0	0%	0	0%	0	0%	0	0%	0
Sub-total: Male	9	27%	0	0%	0	0%	4	12%	13
TOTAL PDI		76%		6%		3%		15%	
<i>Disabled</i>	<i>0</i>		<i>0</i>		<i>0</i>		<i>1</i>		<i>1</i>
GRAND TOTAL: M+F	25		2		1		5		33
Percentage	76%		6%		3%		15%		



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Strategic & Performance Plans 2013/14

Our Mandate

To contribute towards national **PRIORITIES** of

1. Economic Growth & Development

2. Employment

3. Social Cohesion

Our **MANDATE** relative to South Africa's needs...

To build South Africa's Nation Brand reputation in order to improve South Africa's global competitiveness

by achieving the following **OUTCOMES...**

1. Brand Alignment by stakeholders

2. Increased Pride and Patriotism amongst South Africans

3. Positively changed perceptions about South Africa amongst target

4. Articulated and contextualised South African policy

5. A sustainable organisation

... through the following **6 STRATEGIES**

1. Brand strategy development and management

2. Reputation management

3. Brand knowledge and performance management

4. Stakeholder and partner alignment and integration

5. Organisational development

6. Prudent financial management and control

Brand SA Impacts

Increased International Competitiveness

Improved International Reputation

Increased Brand Equity

	Outcomes	Strategies	Strategic Intent	Key Result Areas
PROGRAMME 2: Brand strategy Development and Management	<p>Brand Alignment by stakeholders</p> <p>Increase Pride and Patriotism amongst South Africans</p>	<p>Brand Strategy Development & Management</p>	<p>To create & ensure consistency in the nation brand identity & understanding of country image in international markets & at home.</p>	<ol style="list-style-type: none"> Seeding New Brand positioning Living the Brand Through Active Citizenship Joint Funding and value add
PROGRAMME 3: Reputation Management	<p>Positively changed perceptions about South Africa amongst target audiences</p> <p>Articulated and contextualised South African policy</p>	<p>Reputation Management</p> <p>Brand Knowledge & Performance Management</p> <p>Stakeholder and Partner alignment and Integration</p>	<p>To guarantee delivery of our promise in order to strengthen association, and influence preference with our target audiences, managing gaps between desired image & performance & insulating against challenges to our image.</p> <p>To provide actionable insight on reputation and competitiveness for guiding stakeholders, partners & ourselves in delivering on mandate and gauging effectiveness of strategy.</p> <p>To encourage consistent application of nation branding strategies that deliver brand competitiveness relevant to the country's socio-economic needs.</p>	<ol style="list-style-type: none"> Creating & leveraging strategic relationships to strengthen brand strategy delivery in defined markets & with defined stakeholders. Feedback loop: targeting at, and escalating appropriately to relevant stakeholders to strengthen brand strategy delivery.
PROGRAMME 1: Administration- Organisational and Financial Management	<p>Increased economies of scale and scope</p> <p>A sustainable organisation</p>	<p>Organisational Development</p> <p>Prudent Financial management control</p>	<p>To leverage resources in order to extend brand and messaging reach and impact in a cost effective manner.</p> <p>Financial & performance reporting. Compliance to legislation. Risk Management. Joint funding and Value Add.</p>	<ol style="list-style-type: none"> Structured strategic engagement programmes with and through stakeholders to deliver on Brand competitiveness Feedback loop: targeted at, and escalating appropriately to relevant stakeholders to strengthen brand strategy delivery. Join Funding & value add <ol style="list-style-type: none"> High performance organisation. Corporate Governance Framework. IT Strategy Development & Implementation (IT MSP). Good Corporate Citizenship (through CSI initiatives). <ol style="list-style-type: none"> To enable the organisation to respond successfully to its political, economic, social and environmental demands in the long term.

STRATEGIC OUTCOME ORIENTED GOALS

Strategic Outcome Oriented Goal	Key Result Areas	Measures and Targets 2013/14
1. Brand Alignment by stakeholders.	<ol style="list-style-type: none"> Seeding New Brand positioning Joint Funding and value add 	<ol style="list-style-type: none"> Brand alignment compliance through a Brand alignment tracker tool. (60% compliance levels)
2. Increased Pride and Patriotism amongst South Africans.	<ol style="list-style-type: none"> Living the Brand Through Active Citizenship campaigns 	<ol style="list-style-type: none"> Increased Pride & Commitment Levels Increased awareness of Active Citizen ship campaigns
3. a) Articulated & contextualised SA policy.	<ol style="list-style-type: none"> Creating & leveraging strategic relationships to strengthen brand strategy delivery in defined markets & with defined stakeholders. Feedback loop: targeting at, and escalating appropriately to relevant stakeholders to strengthen brand strategy delivery. 	<ol style="list-style-type: none"> Increased positive disposition in select target markets. Improved stakeholder awareness of impact of policies on competitiveness Stakeholder Feedback Sessions
4. Positive perceptions about SA amongst target audiences	<ol style="list-style-type: none"> Structured strategic engagement programmes with and through stakeholders to deliver on Brand competitiveness Feedback loop: targeted at, and escalating appropriately to relevant stakeholders 	<ol style="list-style-type: none"> Increased familiarity by Business Elite Improved international media reputation Improved Reputation ratings by SA Diaspora. Improved domestic media reputation.
5. A sustainable organisation	<ol style="list-style-type: none"> Joint Funding & Value Addition High performance organisation Sound Corporate Governance Good Corporate Citizenship (through CSI initiatives Governance, compliance and risk management systems 	<ol style="list-style-type: none"> % increase in funds and value leveraged through partnerships and sponsorships. Compliance with relevant legislation. Unqualified audit report. CSI involvement Sustainability Reporting

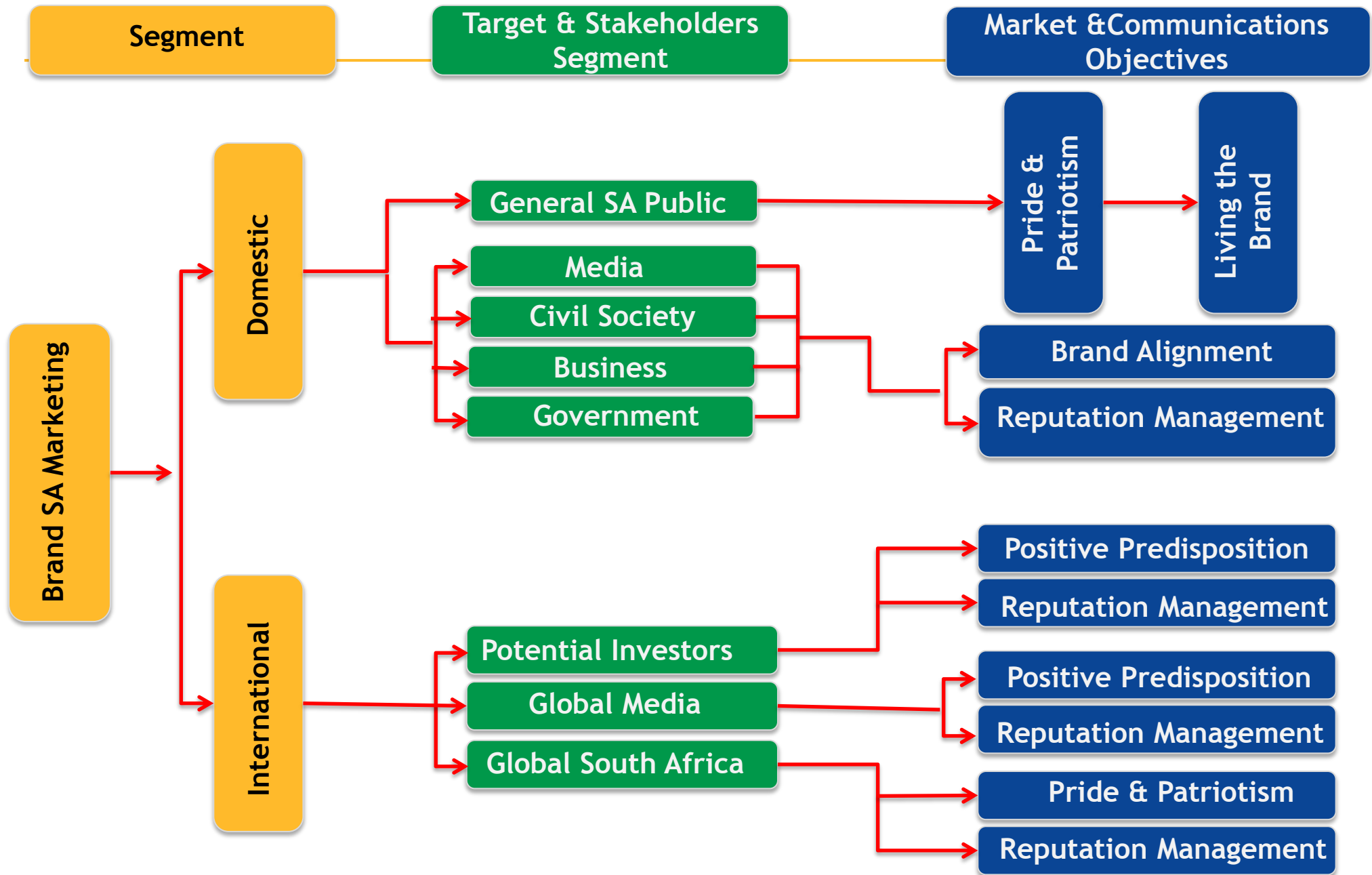
Key Issues and Priorities

1. Marketing South Africa more aggressively as a business destination.
2. Promoting and “selling” SA to South Africans
3. Ensuring that nation branding becomes integral part of national strategy and policy formulation.
4. Ensuring that building and promoting the nation brand translates into economic growth, job creation and support for efforts to attract investors from within the continent and further afield.
5. Increased cooperation and partnership between Brand South Africa and other entities and government depts.
6. Improving and increasing engagement with other stakeholders who influence, inform and affect the nation’s reputation such as media, civil society and political parties.
7. Ensuring that SA is marketed in a coordinated manner by taking the lead in coordinating and aligning messages, and making every South African a brand ambassador.
8. Expanding the Global South Africans’ programme, and establishing a network in each of the selected target markets as a key element of international marketing efforts.
9. Implement a strategy to position and profile SA competitively on the African continent.

Key Issues and Priorities

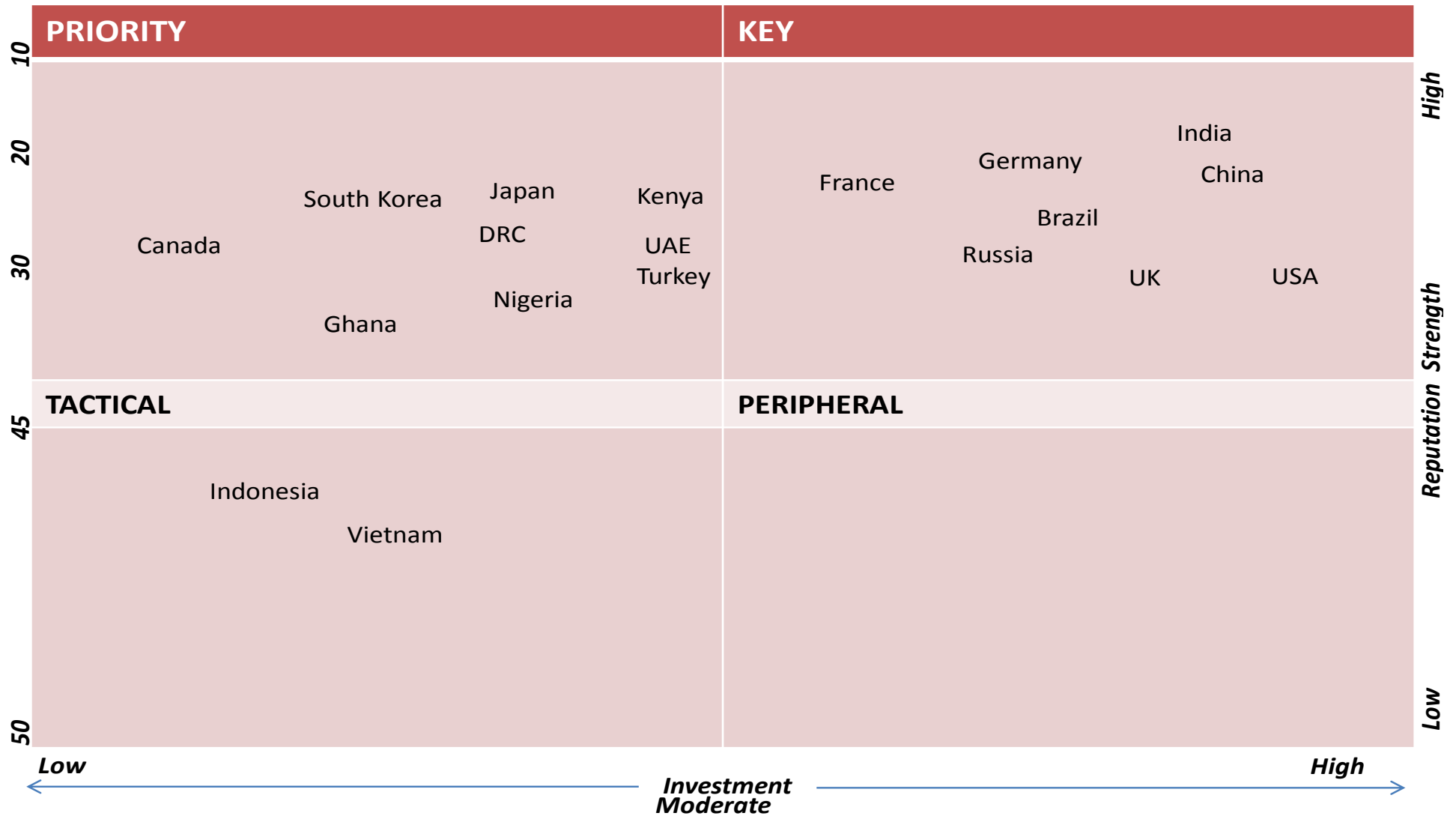
1. Alignment to the NDP and promoting the vision and desired impacts
 2. Prioritization of the Continent in Brand SA efforts by developing targeted programmes to address perceptions of South Africa on the Continent.
 3. Ensuring that nation branding cascades to the provinces by devolving all programmes and projects to all provinces.
 4. Marketing South Africa more aggressively as a business destination.
 5. Selling Brand SA (the organisation) to South Africans by clearly articulating its role and relevance.
 6. Strengthening the international image of SA
 7. Develop and implement a plan to communicate and share brand performance and ensure corrective action by relevant role-players/stakeholders.
 8. Develop strategic alliance programmes with stakeholders and establish catalytic projects with measurable targets
 9. 20th Anniversary of Democracy
 10. Promoting and “selling” SA to South Africans and increasing Brand Ambassadorship
 11. Expanding the Global South Africans’ programme, and establishing a network in each of the selected target markets as a key element of international marketing efforts.
-
12. Obtaining cooperation and support for the country branding effort from SA business.

Our Marketing & Communications Approach and Objectives



Target Markets

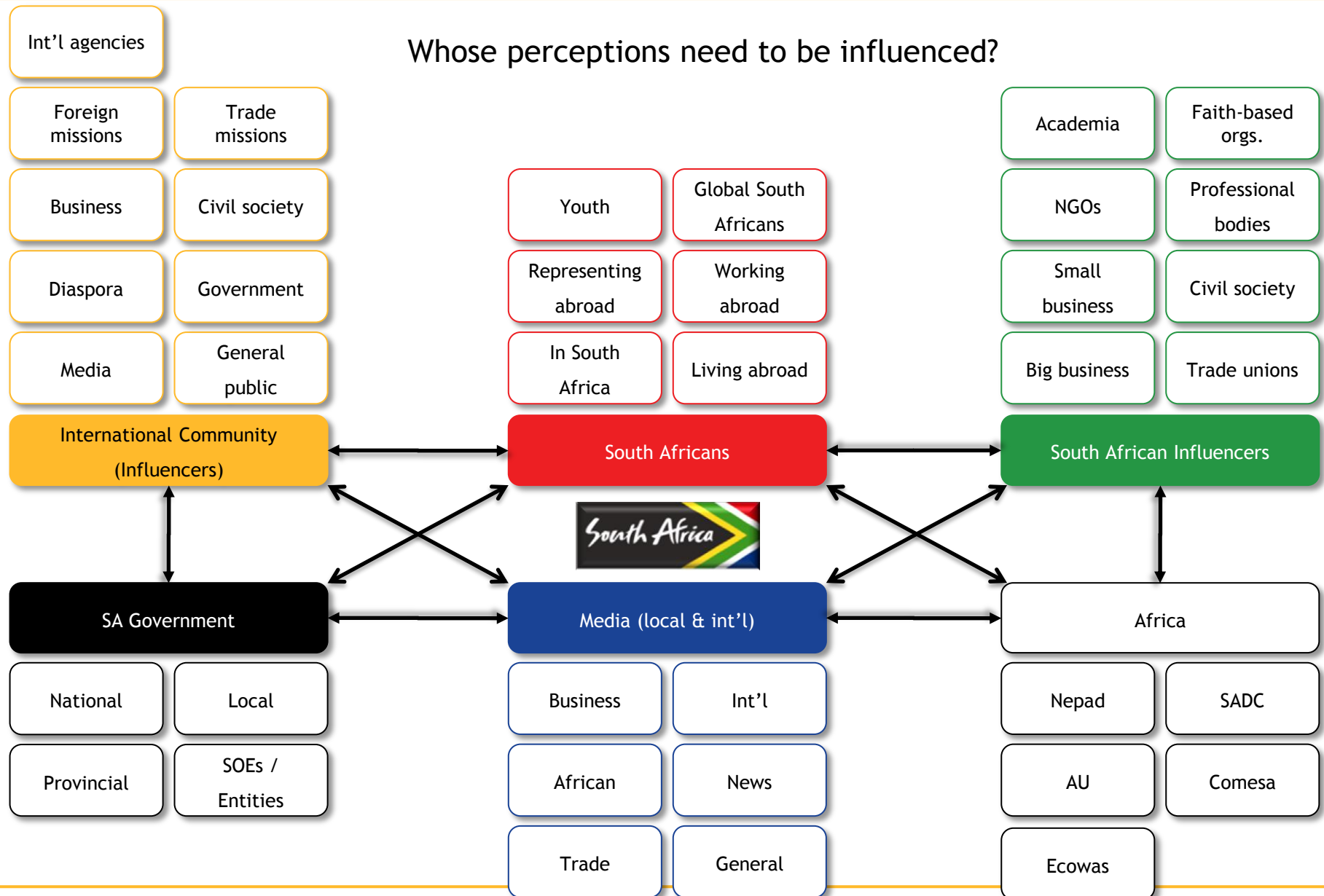
TARGET MARKETS



Tactical markets: Angola, Mozambique, Tanzania and Turkey.

Who we do it with: Brand South Africa Stakeholders and Target Audiences defined

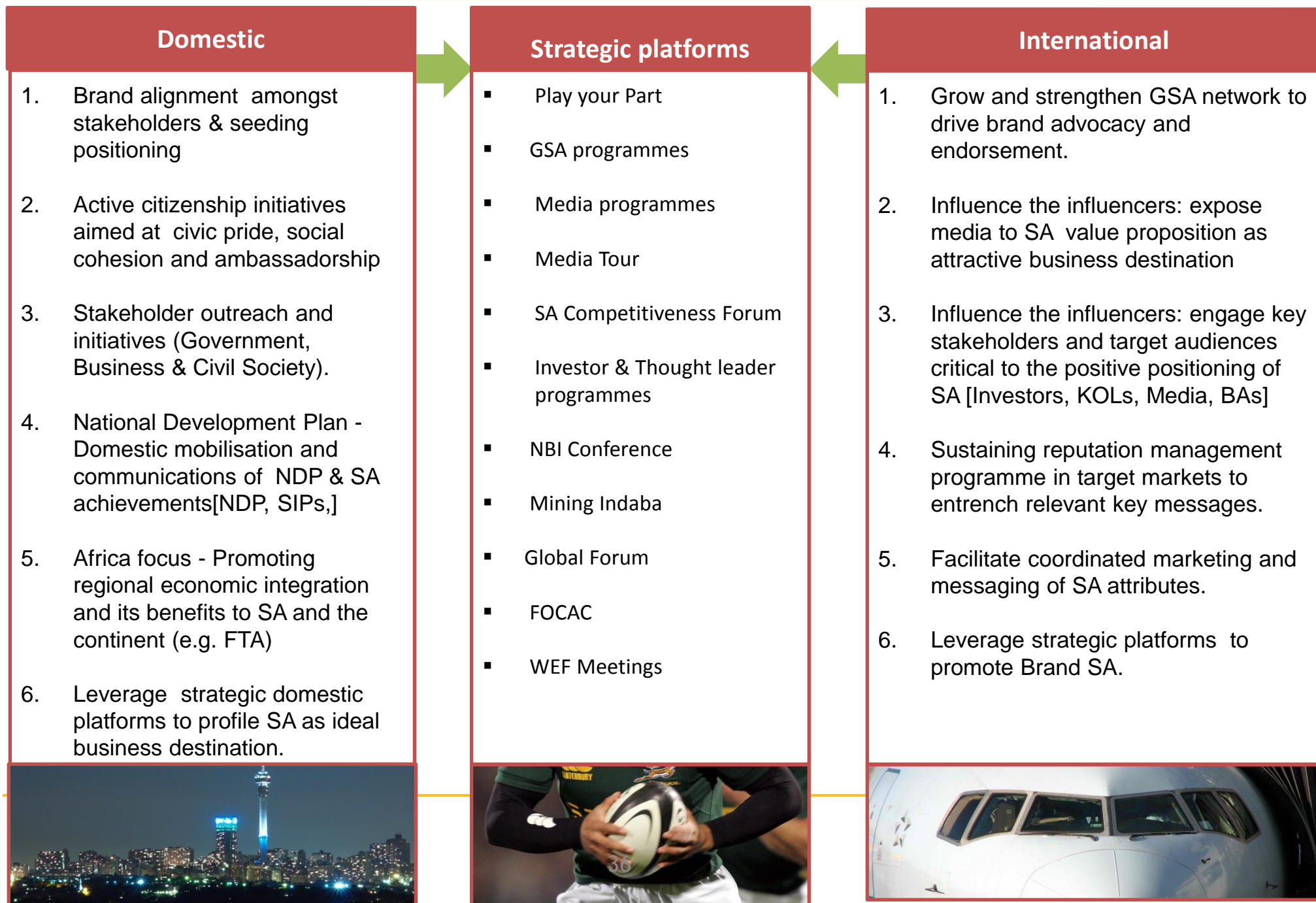
Whose perceptions need to be influenced?



Cooperating & Collaborating with other Agencies

	Brand South Africa	Proudly South African	South African Tourism
National value proposition and positioning development & articulation	<i>Define, articulate align and refine for Brand SA Inc.</i>	<i>Define National Pride, Patriotism, Social Cohesion and Buy Local Activism</i>	
Brand awareness and positive image domestically	<i>Communicate nation brand attributes (Country brand building)</i>	<i>Communicate products and services attributes</i>	<i>Communicate tourism brand attributes (Destination marketing)</i>
Brand awareness and positive image internationally	<i>Communicate nation brand attributes (Country brand building)</i>	<i>Communicate local companies products and services to South Africans</i>	<i>Communicate tourism brand attributes Destination marketing</i>
Domestic mobilisation and active citizenship to build social cohesion	<i>Communicate pride and patriotism attributes (PLAY YOUR PART)</i>	<i>Activate</i>	<i>Activate</i>
Monitor, and contribute towards global competitiveness	<i>Nation brand</i>	<i>Products & services</i>	<i>Tourism</i>
Marketing coordination and reputation management strategy	<i>Stakeholder alignment & coordinated messaging & look and feel</i>	<i>Internal Stakeholder alignment, coordinated messages and promotion of South African Products and Services</i>	

Key Focus Areas & Initiatives 2013/14



Corporate Services Plan 2013/14

- Talent Management (attracting high quality staff)
- Performance Management
- Rewards and Recognition
- Employee Wellness
- Benefits Management
- Employee Relations
- Automation of HR processes (BI Reports)
- Workforce planning (HR analytics)

HUMAN RESOURCES

- Training and Succession planning to improve Job related competencies
- Implement Nation Brand Training Academy
- Marketing & Communications internship programme.
- Bursary Programme

LEGAL

- Litigation (for and against the IMC)
Legal opinions/advice to Trustees and CEO
- Contract management (SLA/MoUs etc)
- Legislative drafting (amendments and advocacy)
- Legislative monitoring

IT

- Develop an IT Master Systems Plan; Investigate an integrated IT system (ERP)
- Assess aging IT infrastructure
- Cabling for new office space
- Improve and maintain uptime through imposing penalties
- COBIT and ITIL compliance (IT governance)
- Produce Bi reports

HR Plan 2013/14

- Current approved posts - 43 salary bill = 19% of Total budget.
- Filled positions - 33 (77%)
- Vacant posts - 10 (23%)
- Disabled - 1 (2.3%)
- Recruitment programme underway to drive the filling of all vacant posts.
- All vacant posts have been advertised.

HR Plan 2013/14

Established posts

Positions Filled

No	Position	No of positions	Current Vacancies	Proposed new positions	Year 1: 2012/2013	Year 2: 2013/2014	Year 3: 2014/2015
	Office of the CEO						
	CEO	1	0		1	1	1
	Manager in the office of the CEO	1	0		1	1	1
	PA to CEO	1	0		1	1	1
	Project Manager	1	1		0	1	1
	Board Secretary	1	0		0	1	1
	Assistant Board Secretary	1	0		1	1	1
	Marketing and Communications						
	Director: Strategic Marketing & Comms	1	0		1	1	1
	PA	1	0		1	1	1
	Manager: Branding	1	0		1	1	1
	Manager: Communications	1	1		0	1	1
	Manager: Digital Content	1	0		1	1	1
	Manager: Research Manager	1	0		1	1	1
	Assistant Brand Manager	1	1		0	1	1
	Public Relations Officer - Domestic	1	1		0	1	1
	Public Relations Officer - International	1	0		1	1	1
	Marketing Co-ordinator	1	0		1	1	1
	Stakeholder Management						
	Director: Stakeholder Management	1	0		1	1	1
	PA: Dir Stakeholder Relations	1	0		1	1	1
	Country Manager: UK	1	0		1	1	1
	Programme Manager : UK	1	1		0	1	1
	Country Manager: US	1	0		1	1	1
	Programme Manager: US	1	0		1	1	1
	Country Manager: China	1	1		0	1	1
	Programme Manager: Africa & Middle East	1	1		0	1	1
	Programme Manager: Government	1	0		1	1	1
	Programme Manager: Business	1	0		1	1	1
	Programme Manager: Civil Society	1	0		1	1	1
	Programme Co-ordinators	3	1		2	3	3

HR Plan 2013/14

Established posts

Positions Filled

No	Position	No of positions	Current Vacancies	Proposed new positions	Year 1: 2012/2013	Year 2: 2013/2014	Year 3: 2014/2015
	Finance						
	Director: Finance (CFO)	1	0		1	1	1
	PA: Dir: Finance	1	0		1	1	1
	SCM Manager	1	1		0	1	1
	Manager: Finance	1	0		1	1	1
	Accountant	1	0		1	1	1
	Accounting Clerk	1	0		1	1	1
	Driver	1	0		1	1	1
	Corporate Services						
	Director: Corp Services	1	0		1	1	1
	PA: Dir: CS	1	1		0	1	1
	Manager: Legal	0	0	1	0	1	1
	Manager: HR	1	0		1	1	1
	HR Administrator	1	0		1	1	1
	Manager: IT	0	0	1	0	1	1
	Receptionist	1	0		1	1	1
	Office Cleaner	1	0		1	1	1
		43	10	2	33	45	45

BUDGETS 2013/14

PROGRAMMES	2013/2014	2014/2015	2015/2016	2016/2017	2017/18
Administration	57,890	61,317	64,430	68,967	73,796
Brand Strategy Development and Management	43,329	44,827	46,936	49,655	52,546
Reputation Management	54,173	56,908	57,446	60,319	63,335
	155,392	163,052	168,812	178,941	189,677

Market	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
International	59%	60%	60%	60%	60%
Domestic	41%	40%	40%	40%	40%



Thank You