

International Marketing Council

STRATEGIC PLAN

2009/10 - 2011/12

Presented to Portfolio Committee on Communications

10 June 2009



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Think Different



Sheer Driving Pleasure

AVIS



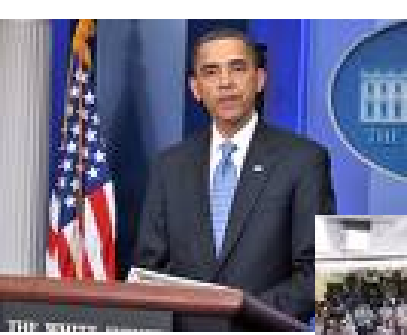
 **The Best 4 x 4 x Far**





Other Countries

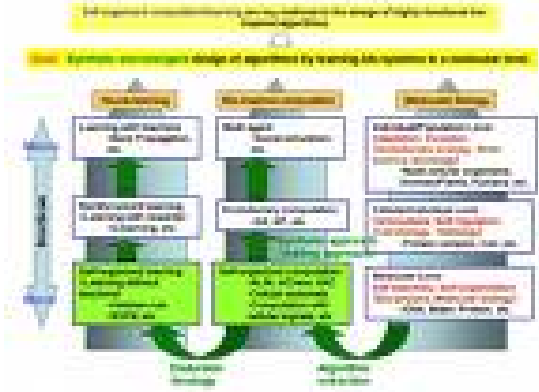
Country	Year	Value	Unit	Source
USA	2008	1.00	100%	USA
UK	2008	0.75	75%	UK
Australia	2008	0.50	50%	Australia
Brazil	2008	0.25	25%	Brazil
Turkey	2008	0.10	10%	Turkey



Regular Briefings



Non-Negotiable Messaging



Winning Sports

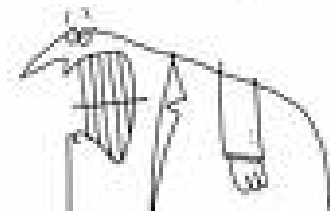


Positive Icons



Only hire the Best People

only talented people fret about mediocrity.



A world map showing the continents and oceans. The text "In an increasingly competitive world..." is overlaid in large, bold, yellow font across the center of the map. The map uses a color scheme where land is green and brown, and water is blue. There are some small red dots scattered across the map, possibly representing specific locations or data points.

**In an increasingly
competitive world...**

What does South Africa "own"?



1994 Democracy

1995 Rugby WC

Madiba

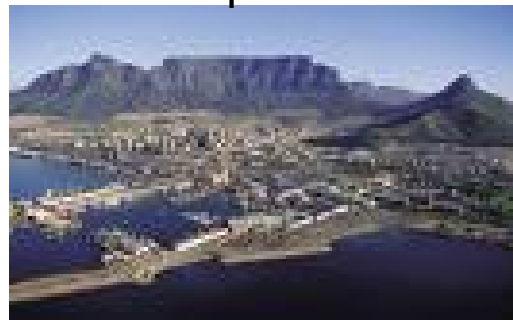


Kruger Park

Gateway to Africa

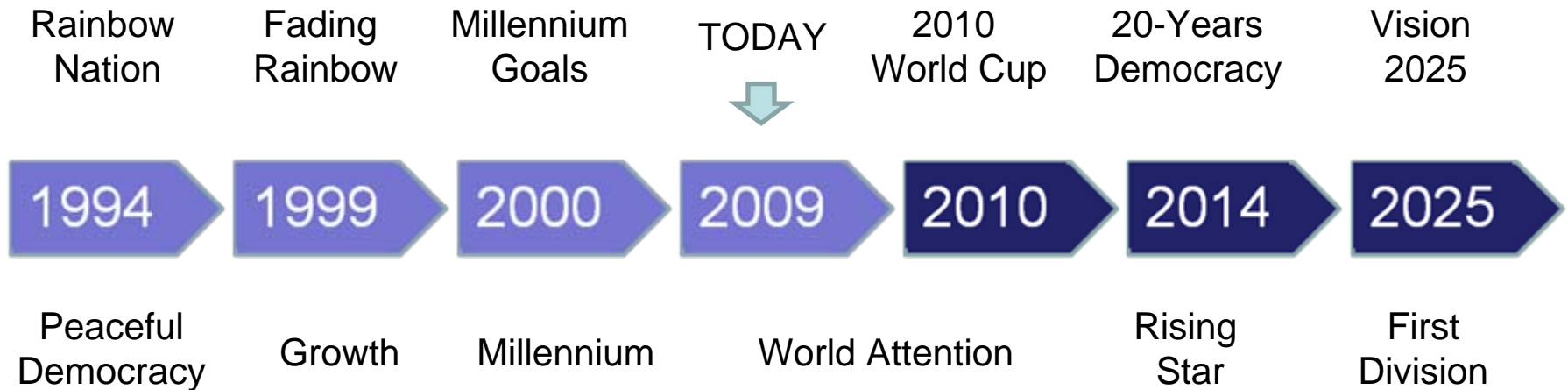


Cape Town



What does South Africa stand for?

South Africa's Nation Brand Journey





INTERNATIONAL MARKETING COUNCIL



VIDEO

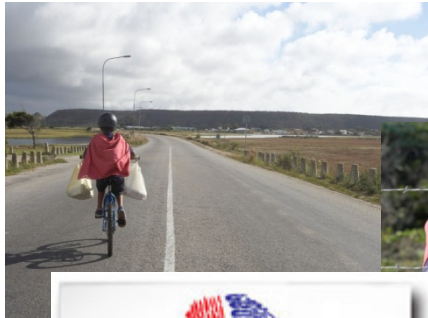
Rhythm of the Nation

We've done it before

Investment ad



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90 years of Madiba Magic

Nelson Mandela's 90th birthday reminds us all, once again, of the qualities with which he has graced our land. As custodians of Brand South Africa, the International Marketing Council strives to evoke these Madiba qualities in all South Africans.

Madiba remains in our hearts and minds as a defining example of someone willing to strive for freedom and equality, at great personal cost. With patience, wisdom and integrity he helped lead South Africans from oppression to liberation.

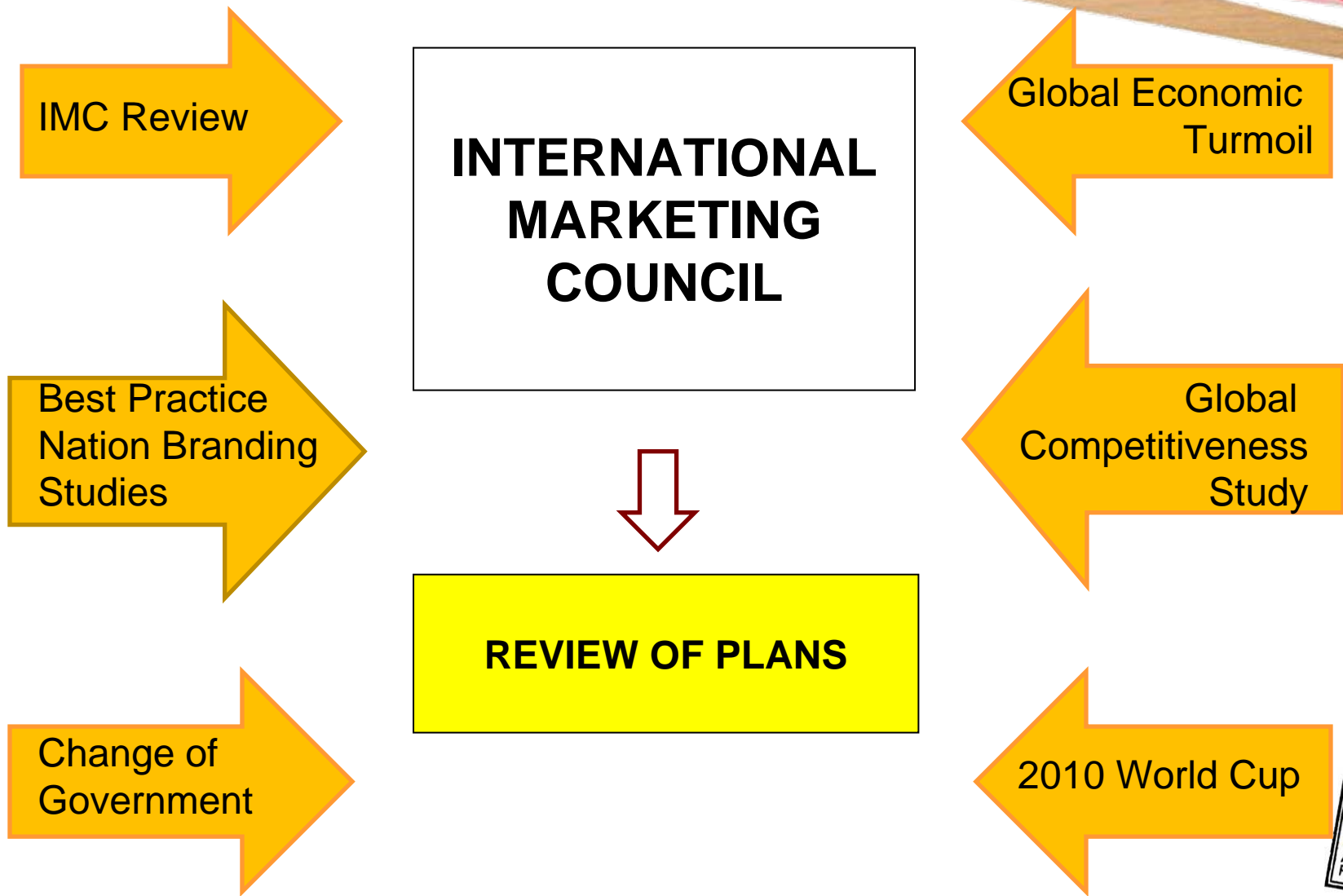
Thank you Madiba on this momentous day for everything you have brought to this country and its future. You will always remain the touchstone of what is good and right, a role model to anyone who strives to live a life free of resentment.

Happy Birthday Tata





Why Review the Strategic Plan



IMC REVEIW – Key Points 1

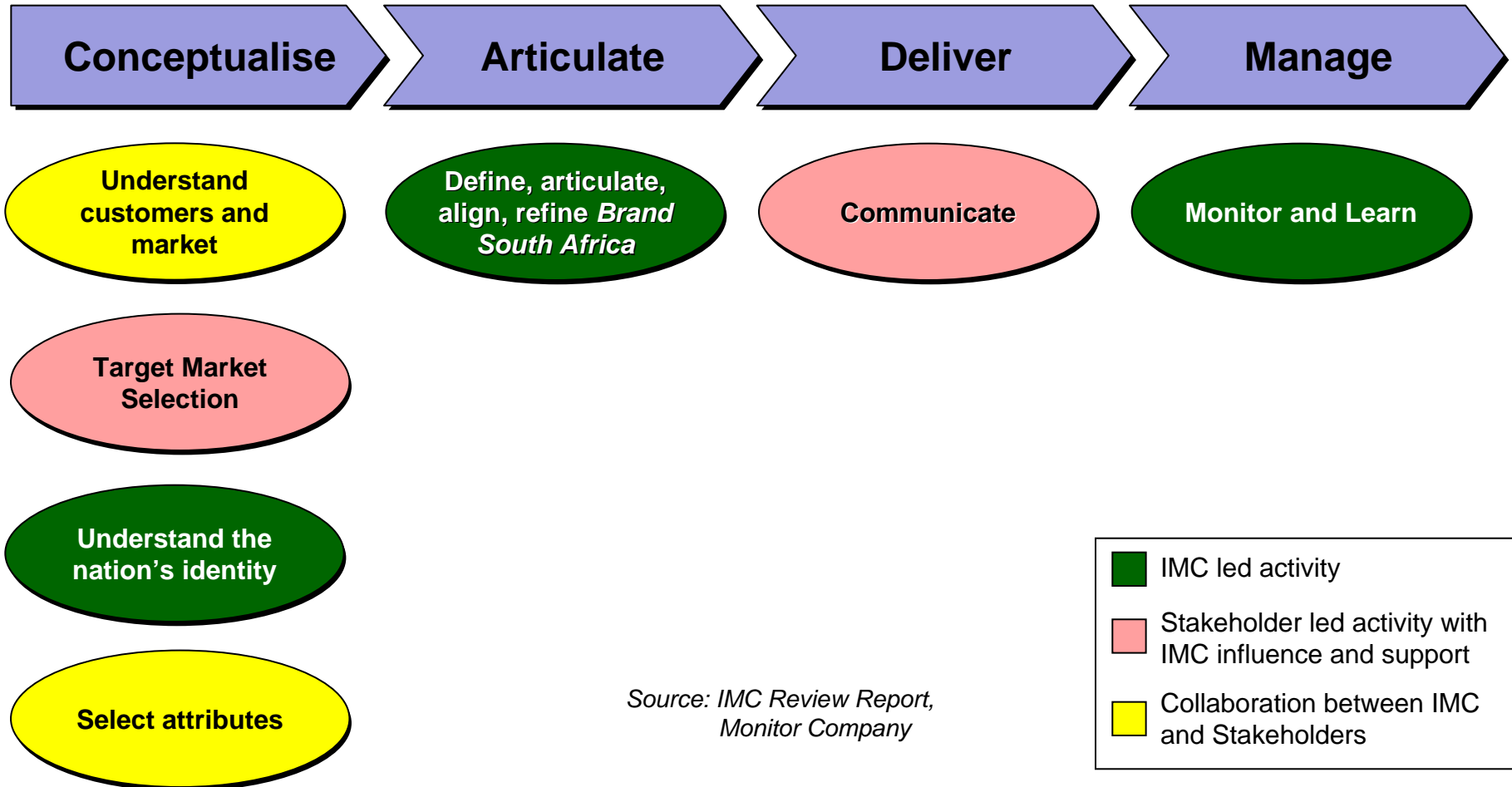
- Refocus the **Mandate**
- Introduce tighter **performance measurement** (global rankings, attributes)
- More **strategic focus** – brand stewardship and alignment.
- **Less activation** focus (except SA public) particularly leading up to 2010 World Cup.
- Key **stakeholder focus** – encourage & inspire stakeholder activation
- Evaluate organisation's **legal form** (trust; section 21, SOE, etc)
- Review **Board role and composition**
- Review **Country Management** function.
- **Migrate CRC** to GCIS
- Resolve **relationship with GCIS** (unique contributions, collaboration)
- Review the **IMC structure, resources** (including vacant positions) and name (IMC v Brand South Africa)



IMC REVIEW – Key Points 2

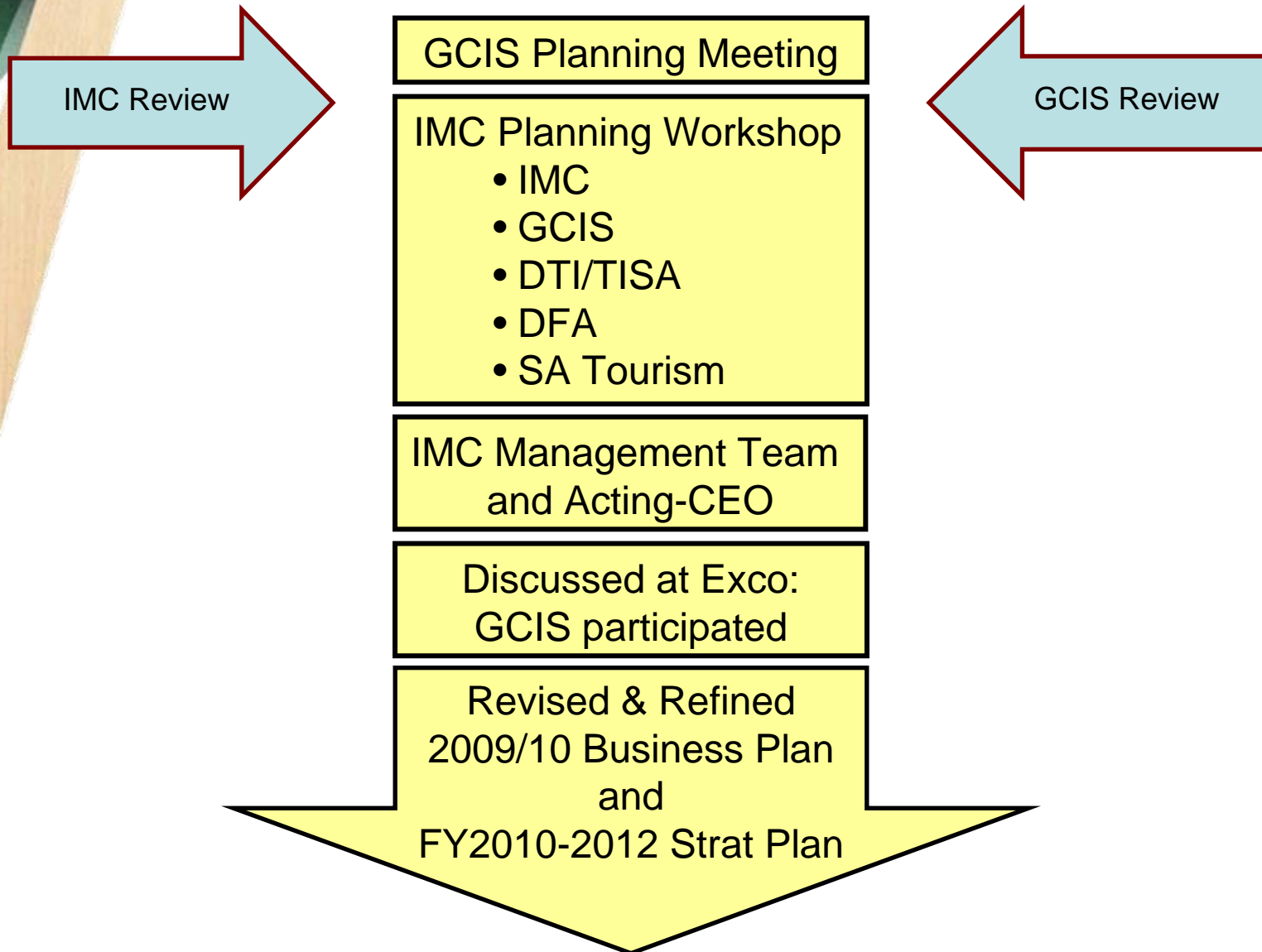
Must clarify roles and responsibilities for each activity across the brand value-chain

Key Activities



Source: IMC Review Report,
Monitor Company

Process for review of IMC's plans



Approval by IMC Board on 6 May 09



The (recommended) Mandate of the IMC is:

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

- To **develop and articulate** the **value proposition** and **positioning** that will drive the long-term reputation of Brand South Africa
- To build **pride and patriotism** amongst South Africans with the aim of **uniting the nation** by encouraging all South Africans to “live” the Nation Brand, and in so doing **define “South Africanness”**.
- The ultimate aim is to increase South Africa's **global competitiveness** by **developing symbiotic partnerships** with all stakeholders who deliver on (and leverage) the nation brand and **aligning them to enhance SA's reputation**.



MANDATE TRANSITION

To develop and implement a *pro-active and co-ordinated international marketing and communication strategy* for South Africa.



What: To develop and articulate the value proposition and positioning that will drive the long-term reputation of Brand South Africa

How: Through Brand and Reputational Management informed by both a National and Brand Vision whilst remaining true to the South African brand DNA

The ultimate aim is to make a **contribution towards job-creation** by encouraging local and foreign **investment, tourism and trade** through the promotion of “**Brand South Africa**”.



What: The ultimate aim is to increase South Africa’s global competitiveness by developing symbiotic partnerships with all stakeholders (Government, business, labour and civil society) who deliver on (and are able to leverage) the nation brand and aligning them to enhance SA’s reputation.

How: Through the development and provision of tools, frameworks, reputational guidance and strategic input in terms of execution and messaging – delivered in an inspirational and empowering manner

Domestically, the objective is to build **local support for the Brand**, and **pride and patriotism** amongst South Africans.



What: To build pride and patriotism amongst South Africans with the aim of uniting the nation by encouraging all South Africans to “live” the Nation Brand, and in so doing define South Africanness.

How: Through the promotion of a wide range of symbolic Nation Building and patriotic activities championed by the President.

STRATEGIC SHIFT : Understanding the Context

The IMC Mandate

(Purpose – Why the IMC exists and Vision
– what it wants to achieve.)



The IMC's Objectives

(Mission – What the IMC does)



The IMC Strategies

(How the objectives will be achieved)

Strategic Shift : Previous Strategic Plan 2009-11 (approved 2008)

The
IMC's MANDATE
(as per Trust
Deed)...

(the **Why**)

Sustainable
GDP Growth

Sustainable
Job Creation



... through four key
OBJECTIVES ...

(the **What**)

Vision: To be Globally Competitive
Measure: To be in the Top 20 Nation Brands by 2020

2. To achieve targeted
Positive Brand Awareness
levels within target mkts

3. To achieve annual
Nation-Brand Ranking
targets

4. To be a world class
Nation-Branding
Organisation
by 2014



... by focusing on
doing only the
following 5
"Big Things"
(STRATEGIES)
very well!

(the **How**)

1. Share our Vision and
Objectives with
Stakeholders e.g. Govt,
SAT, SAA, 2010 etc.

2. Use the media,
business GSAs, sports
groups, academics &
civic orgs to grow the
brand

3. Improve Brand SA
traction in target
markets

4. Brand SA positioning
and comms alignment
between IMC, DTI, DFA,
SAT, GCIS, Provinces
and Cities

5. Org. Development –
staff, systems &
processes, intelligence
and internal comms

Revised IMC Strategic Plan 2009/10 – 2011/12

Operating Context: GDP Growth, Job Creation and Social Cohesion
(and in due course the National Vision)

IMC's PROPOSED
NEW MANDATE
(to be approved)...

(the **Why**)

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



... through 3 key
OBJECTIVES ...

(the **What**)

Vision: SA to be acknowledged as a Top 20 Nation Brand (Anholt) and a Top 30 nation in the Global Competitive Index (WEF)* by 2020

1. To achieve annual Reputation Index Rating targets within target mkts

2. To achieve annual Nation-Brand and Competitiveness Ranking targets

3. To be a cutting edge organisation of excellence and expertise



... by focusing on doing only the following 5 "Big Things" (STRATEGIES) very well

(the **How**)

1. Brand Strategy Development and Management

2. Reputation Management

3. Brand Intelligence and Performance Management

4. Stakeholder and Partner Alignment and Integration

5. Organisational Development

* The IMC does not control the intrinsic factors that determine SA's WEF ranking, but it contributes to SA's ranking through reputation management

STRATEGIC SHIFTS



STRATEGIC SHIFT – Principles 1.

- From brand activation (particularly internationally) **to strategic brand consultancy**
- From a tight (DTI, SA Tourism) **to a broader stakeholder focus** (govt depts. private sector and civil society).
- From informed but largely intuitive **to intelligence-based strategy development and targeting.**
- From a functionally based structure **to a strongly resourced structure which reflects a specific stakeholder focus.**



STRATEGIC SHIFT – Principles 2.

- From a values based civil society advertising driven campaign **to a focused 2010 hosting, mobilisation and leveraging national initiative.**
- From advertising driven international marketing **to media management and stakeholder driven international marketing.**
- From a representative and symbolic Board **to a streamlined, functional and agile Board** supported by a broader body of patrons and brand ambassadors.



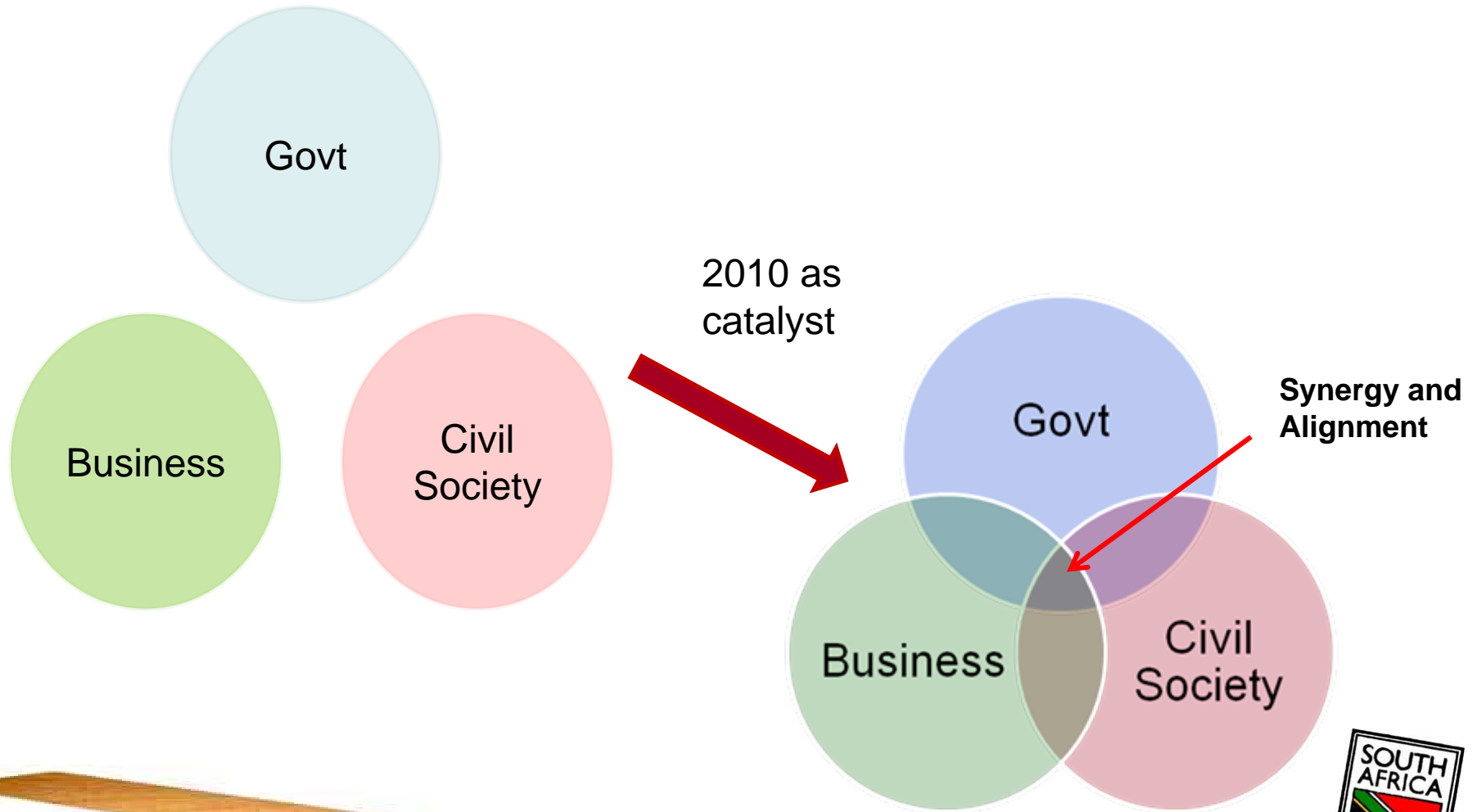
STRATEGIC SHIFT: International Marketing

FROM	TO
Ongoing consumer and opinion leader targeted advertising	Occasional and tactical opinion and thought leader targeted advertising .
Media management through ad-hoc and often reactive media engagement (primarily via Country Managers)	Media management through carefully orchestrated and considered pro-active country management through ongoing media engagement , with messaging coordinated from the centre
Media management through international missions and ad-hoc media visits to SA	Media management through carefully orchestrated and ongoing media visits to SA , (including new digital media)
Ad-hoc marketing via Global South Africans acting as brand ambassadors.	Global South Africans become an integral part of the global marketing effort via word of mouth, networking and opinion pieces in media.

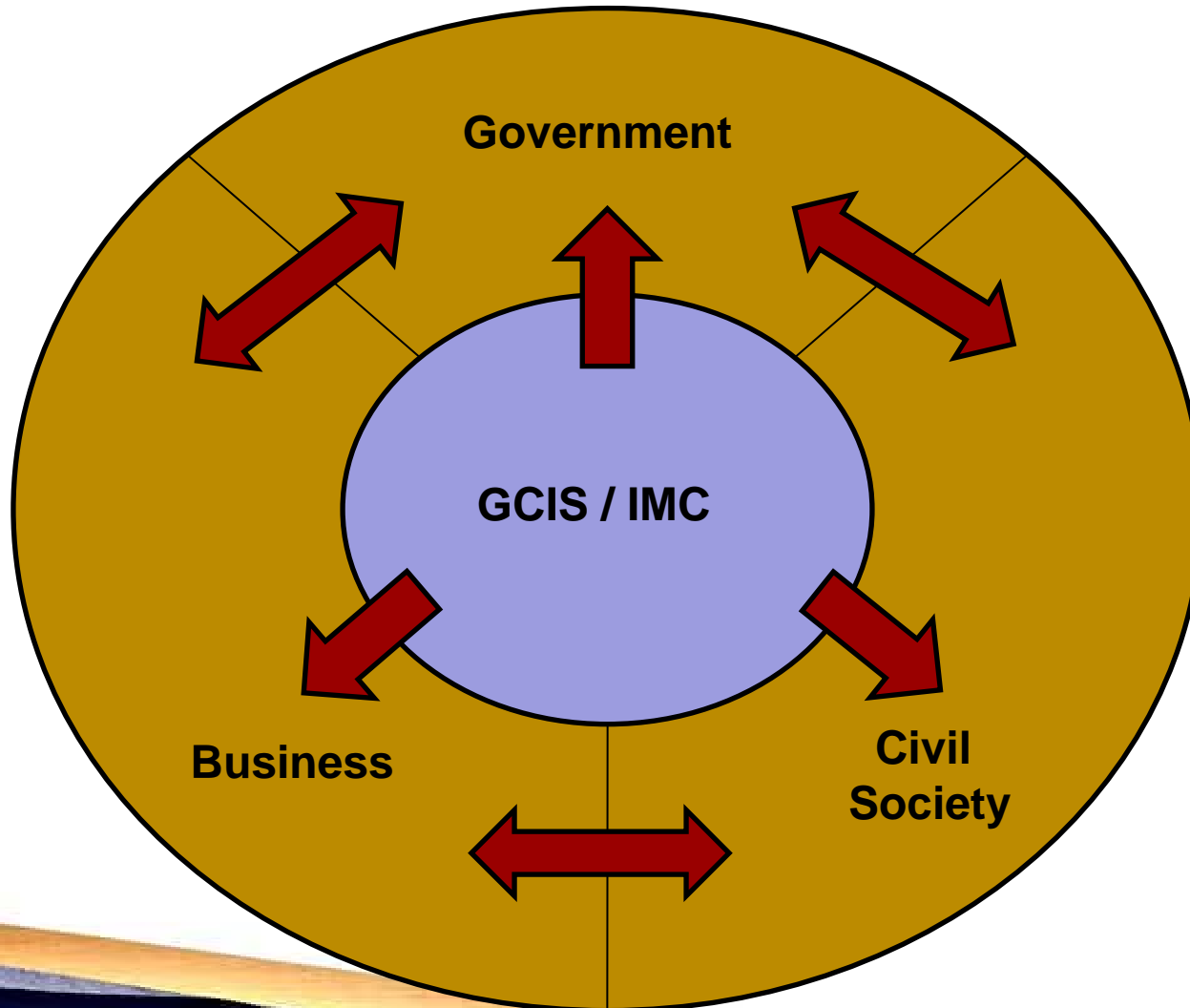
STRATEGIC SHIFT: Domestic Mobilisation

From	To
Inspirational ,but largely generic ,Brand SA domestic advertising	Tactical and opportunistic advertising where appropriate.
Values-based, advertising-driven, citizenship campaign	Focused 2010 hosting and mobilisation campaign facilitating an enabling environment for the 2010 World Cup
Ad-hoc media engagement with local media primarily on a reactive basis	Orchestrated, pro-active media management action plan.
Ad-hoc engagement with key business and societal decision and opinion leaders.	Orchestrated and integrated pro-active civil society and business engagement programme.

What inhibits the brand?

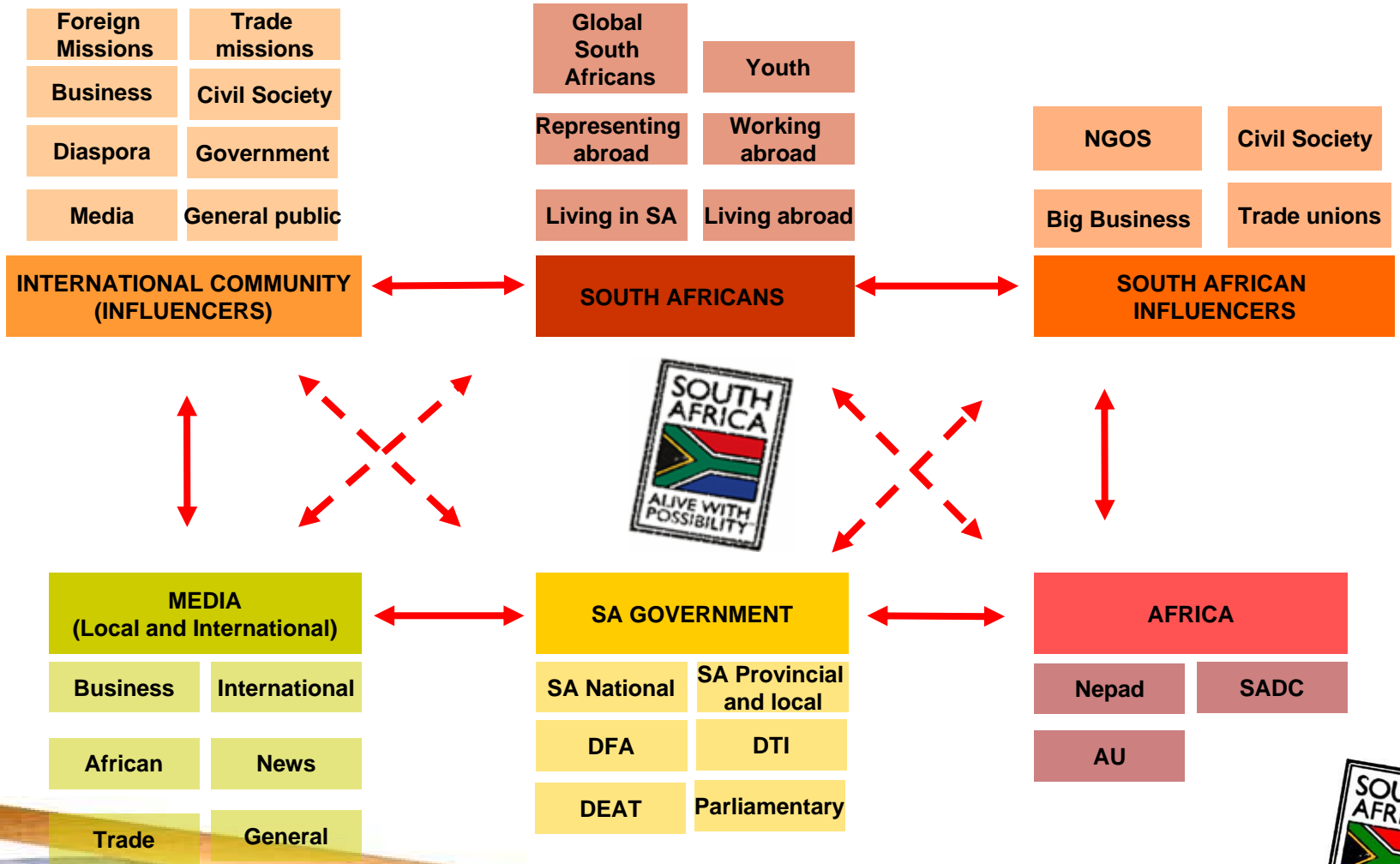


Brand South Africa – the virtuous, inspirational franchise



Target Markets for Brand South Africa

Whose perceptions need to be influenced?



IMC 2009 - 2011

2009

2010

2011

Domestic

Mobilisation

Live the Brand

International

Preparation

Relaunch

Underlying Principles

Intelligence
Value Proposition
Positioning
Stakeholder Mgmt
Media Mgmt

Intelligence
Stakeholder Mgmt
Media Mgmt



New 2010 TV adverts

2010
Africa calling

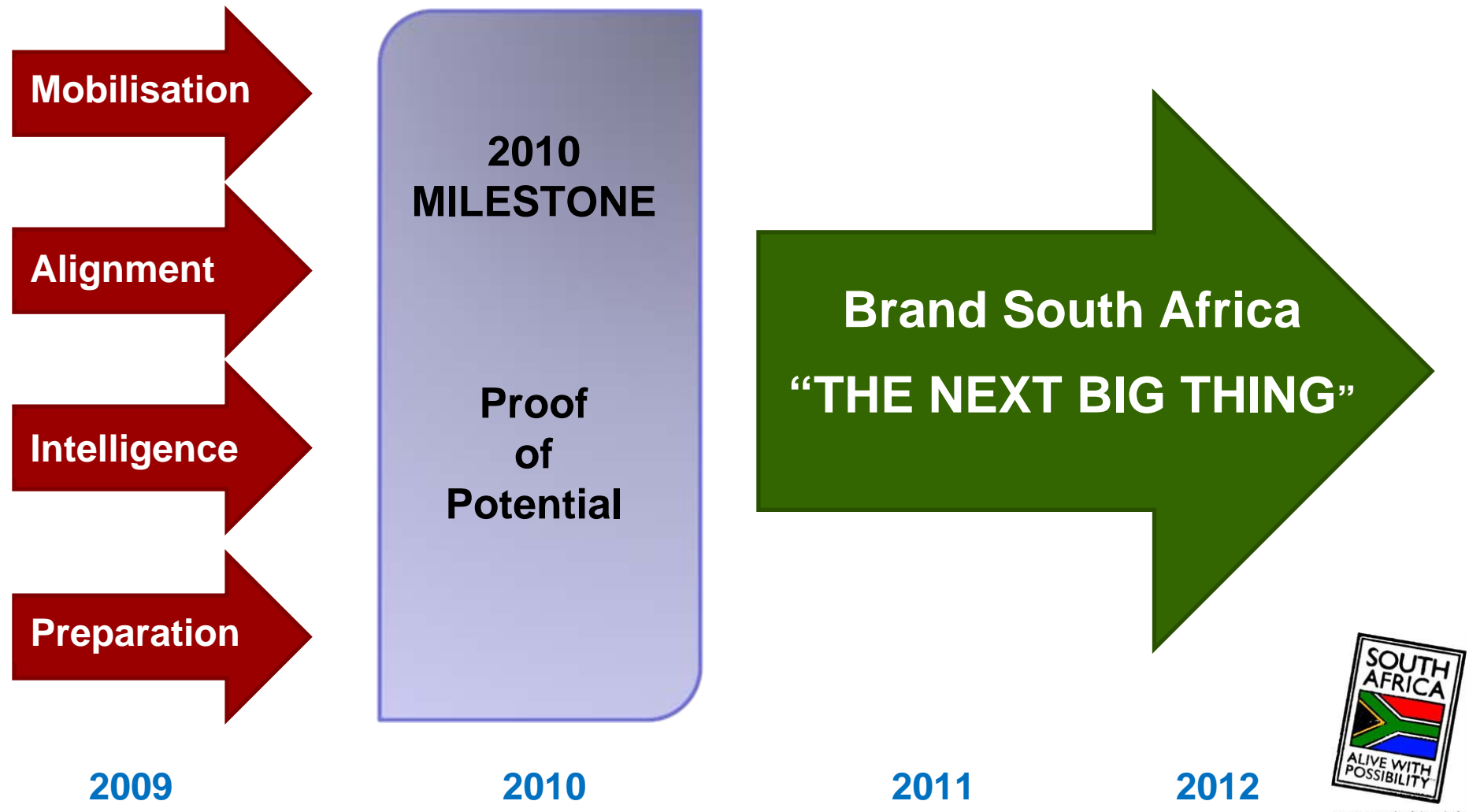
2010
South Africa

Movement
for Good

Diski Dance



Brand SA - the journey continued...



5 Strategies for 2009 – 2012

1. Brand Strategy Management and Development
2. Reputation Management
3. Brand Intelligence and Performance Management
4. Stakeholder and Partner Alignment and Integration
5. Organisational Development



Brand Strategy Development and Management

Projects:

- 1.Alignment of Brand SA brand key to the Constitution and national objectives
- 2.Align positioning and visual language of key sub-brands to national brand key
- 3.Host Annual Brand Summit
- 4.Co-ordinate an integrated 360 degree 2010 communications plan taking into account domestic, Africa and global
- 5.Development of an integrated creative strategy
- 6.Develop an integrated market prioritisation strategy that addresses which countries we choose to go to market with
- 7.Develop a co-ordinated and integrated channel strategy that addresses which channels we use to go to market
- 8.Develop a clear post 2010 strategy that addresses the first 3 months, 6 months to 3 years after FIFA World Cup 2010
- 9.New media strategy

Reputation Management

Projects:

1. Develop a Reputation Management strategy and roll out plan
2. Develop an integrated, overarching Communications strategy
3. Messaging strategy
4. Integrated Country Management strategy
5. Issues Management strategy
6. Media Management strategy
7. Crisis Management strategy



Brand Intelligence and Performance Management

Projects

1. Development of the definitive Brand knowledge and intelligence management system
2. Global Segmentation Model
3. Development of Brand Equity measures
4. Track competitive nations (benchmarking)



Stakeholder and Partner Alignment and Integration

Projects:

1. Develop a robust Stakeholder Management strategy
2. Stakeholder Management Plan Roll-Out (utilising Touch Points)
3. Stakeholder marketing collateral development



Organisational Development

Activities

1. Realign organisation to facilitate achievement of new mandate and strategy
2. Integration and enhancement of processes and systems – HR, IT, Ops, Financial
3. Comprehensive HR Strategy
4. Develop a CSI Programme
5. Identify and acquire additional sources of revenue from the private sector



2009 – 2012 Plan : TARGETS

OBJECTIVE		HISTORY		TARGET			
		2007/8	2008/9	2009/10	2010/11	2011/12	2012/13
Obj. 1: <i>Measure:</i>	ANNUAL REPUTATION INDEX RATING <i>MSA Reputation Index</i>	49,61	44,76	50%	51%	53 %	55%
Obj. 2: <i>Measure 1:</i>	ANNUAL NATION-BRAND RANKINGS <i>Anholt Nation Brand Index</i>	32 out of 40	37 out of 50	35	30	28	26
Obj. 2: <i>Measure 2:</i>	ANNUAL COMPETITIVENESS RANKINGS <i>WEF Global Competitiveness Index</i>	36 out of 122	44 out of 131	43	42	41	40
Obj. 3: <i>Measure:</i>	CUTTING EDGE ORGANISATION <i>To Be Confirmed</i> <i>(possibly Anholt Corporate Reputation Survey)</i>	n/a	n/a	TBC	TBC	TBC	TBC



2009 – 2012 Plan

Baseline Approved Budget

	BUDGET in R'000				
	2007/8	2008/9	2009/10	2010/11	2011/12
Baseline Allocation as per ENE	R111 096	R 139 722	R 166 120	R177 340	R147 331
Less CRC transferred to GCIS	0	0	R4 589	R4 773	R4 964
Total excluding CRC	R111,096	R 139 722	R161 531	R172,567	R142,367



2008 – 2011 Plan

Budget Allocation before Strategic Review

NO.	Strategy	BUDGET in R'000		
		2008/9	2009/10	2010/11
1	Investors: Classical Media, Investment Missions, Research, Global Support, Cluster Positioning and Public Relations	R 57 820	R 25 138	R 63 455
2	Global Media: MediaClubSouthAfrica, E-Marketing and Global South Africans	R 9 981	R 10 779	R 11 641
3	Government and Corporate SA: Brand Champions and Public Relations	R 3 600	0	0
4	Domestic Citizens: Active Citizen, 2010 NCP Conference, Research and Public Relations	R 37 712	R 85 674	R 60 398
	Staff costs	R 17 615	R 20 729	R 21 973
	Admin. Costs	R 4 146	R 4 0023	R 4 243
	Operational Costs	R 8 849	R 15 208	R 10 857
	TOTAL	R 139 722	R 161 531	R 172 567

2009 – 2012 Plan

Proposed Budget Allocation after Strategic Review

NO.	Strategy	BUDGET in R'000					
		2009/10		2010/11		2011/12	
		%	Rand	%	Rand	%	Rand
1	Brand Strategy Devt and Management	57%	R 91 449	62%	R 106 687	52%	R 73 398
2	Reputation Management	12%	R 19 350	12%	R 20 124	15%	R 20 929
3	Brand Intelligence and Performance Management	5%	R 7 792	3%	R 5 564	4%	R 5 804
4	Stakeholder and Partner Alignment and Integration	2%	R 3 000	2%	R 3 120	2%	R 3 245
5	Organisational Dev't	4%	R 6 700	1%	R 2 000	1%	R 1 000
	Staff costs	13%	R 20 729	13%	R 21 973	16%	R 23 291
	Admin. Costs	2%	R 4 003	2%	R 4 243	3%	R 4 497
	Operational Costs	5%	R 8 508	5%	R 8 857	7%	R 10 203
	TOTAL	100%	R 161 531	100%	R 172 567	100%	R 142 367

Allocation Comparison From 2005/6 to 2011

	2005/6		2006/7		2007/8		2008/9		2009/10		2010/11	
	%	R'000	%	R'000	%	R'000	%	R'000	%	R'000	%	R'000
Global Marketing	43	R30 000	48	R40 362	52	R58 275	48	R67 800	22	R35 917	44	R75 096
Domestic Marketing	22	R15 429	27	R22 150	25	R27 600	30	R41 312	53	R85 674	35	R60 398
Support	34	R23 833	25	R20 913	23	R25 221	22	R30 608	25	R39 940	21	R37 073
TOTAL		R69 262		R83 425		R111 096		R139 722		R161 531		R172 567

MATERIALITY/SIGNIFICANCE LEVELS	2008/9	2009/10	2010/11
As per approved Materiality/Significance Framework - 0.5% of annual budget	R698 610	R807 655	R862 835



Implications

- **Organisational Structure**
 - Re-orientate to be stakeholder facing with specialised support services.
- **Organisational Resources**
 - Redefinition of positions and KPAs.
 - Recruitment to fill key positions
 - Country Management
- **Organisational name**
 - “Brand South Africa” versus “International Marketing Council” ?
- **Legal Form**
 - Trust, Section 21, SOE
- **Relationship with Executive Authority**
 - Inter-dependence, collaborative.
- **Board Composition**
 - Size, membership, EXCO, patrons.
- **Source of Funds**
 - GCIS
 - Private Sector



WHAT IS REQUESTED FROM SA'S LEADERSHIP

- Presidential buy-in to nation branding concept, with the President as key Brand Champion
- A clearly articulated national Vision for South Africa behind which to rally all SA stakeholders
- Brand alignment for global brand power
- Participation in the formulation of SA's value-proposition
- Discussions on South Africa's Brand and Reputation as standing item on Cabinet's portfolio committee agendas (e.g. IRPS, Econ, Social etc)
- Alignment behind the Brand from all Ministers and Departments
- Co-ordination of resources behind the national branding and reputation management effort
- Alignment between SA Nation Brand planning and the work of the new National Planning Commission
- Support for the post 2010 SA Nation Brand re-positioning
- Acceptance and adoption of the new "look and feel" and brand essence for South Africa



What the IMC can do for South Africa

- Mobilise South Africans to live the nation brand and become brand ambassadors
- Define the positioning high ground for Brand South Africa
- Define the value proposition for Brand South Africa
- Create the platform for SA to be a top 20 nation brand
- Communication Strategy
- Reputation Management
- Collateral Development
- Brand SA Corporate Identity
- Brand designed for global brand positioning





**ONE COUNTRY
ONE VISION
ONE BRAND
ONE TEAM**

