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International Marketing Council of South Africa

HIGH-LEVEL OVERVIEW OF STRATEGIC PLAN 2010 - 2013

1 APRIL 2010 – 31 MARCH 2013

Approved by the IMC Board on 25 February 2010

For tabling to the Portfolio Committee on Communication

INTRODUCTION

This document is an Executive Summary of the full Strategic Plan document which will be presented on 10 March 2010. It aims to provide an overview of the IMC's mandate, vision, objectives and strategies, to sensitise readers before they engage with the detailed plan.

The IMC's 2010-13 strategic plan:

Is a continuation of 2009-12 stratplan approved in May 09

Reflects the revised IMC mandate and working methodologies i.e. delivering through others / less direct activation

Recognises that 2010 is a landmark year for SA – big opportunity. Hence it has a larger budget (once-off) for that year

Builds on projects from 2009/10 – deliberate decision to not re-create many new things (as was done in the past) – and it includes the post-2010 WC repositioning 2009 was about realigning the IMC and setting up new stakeholder frameworks (creating foundations) – 2010 is about implementing them (a year of action)

The projects and activities fit within the budget allocations provided through the MTEF process

Phases of the Strategic Plan

Two distinct but related components:

- 1 Pre-World Cup marketing and mobilisation (preparation)
- 2 Post-World Cup (springboard to the future)

The "pre" phase is from April – July 2010, just 4 months of the total period.

The balance of the period, over 2 ½ years, focuses on making the most out of the exposure which the world cup provided South Africa with.

This entails relaunching SA's brand positioning and value proposition, and building this into marketing efforts across all platforms and through all stakeholders

Amendments to the Plan

The major amendments to the strategic plan from the 2009-12 version, include the following:

1. The addition of an extra objective around Business Sustainability, aligning with King III and new Companies Act
2. The addition of 3 new performance measures around stakeholder satisfaction, corporate reputation, and business sustainability (work in progress)
3. The additional of a new strategy around prudent financial management and control

Budget Allocations

It is to be noted that the annual budget reduces by 21% from 2010/11 to 2011/12, due to additional allocations received in 2010/11 for the FIFA World Cup. From 2011/12 to 2012/12 the annual budget increase is 6%, which is again in line with normal inflationary increases.

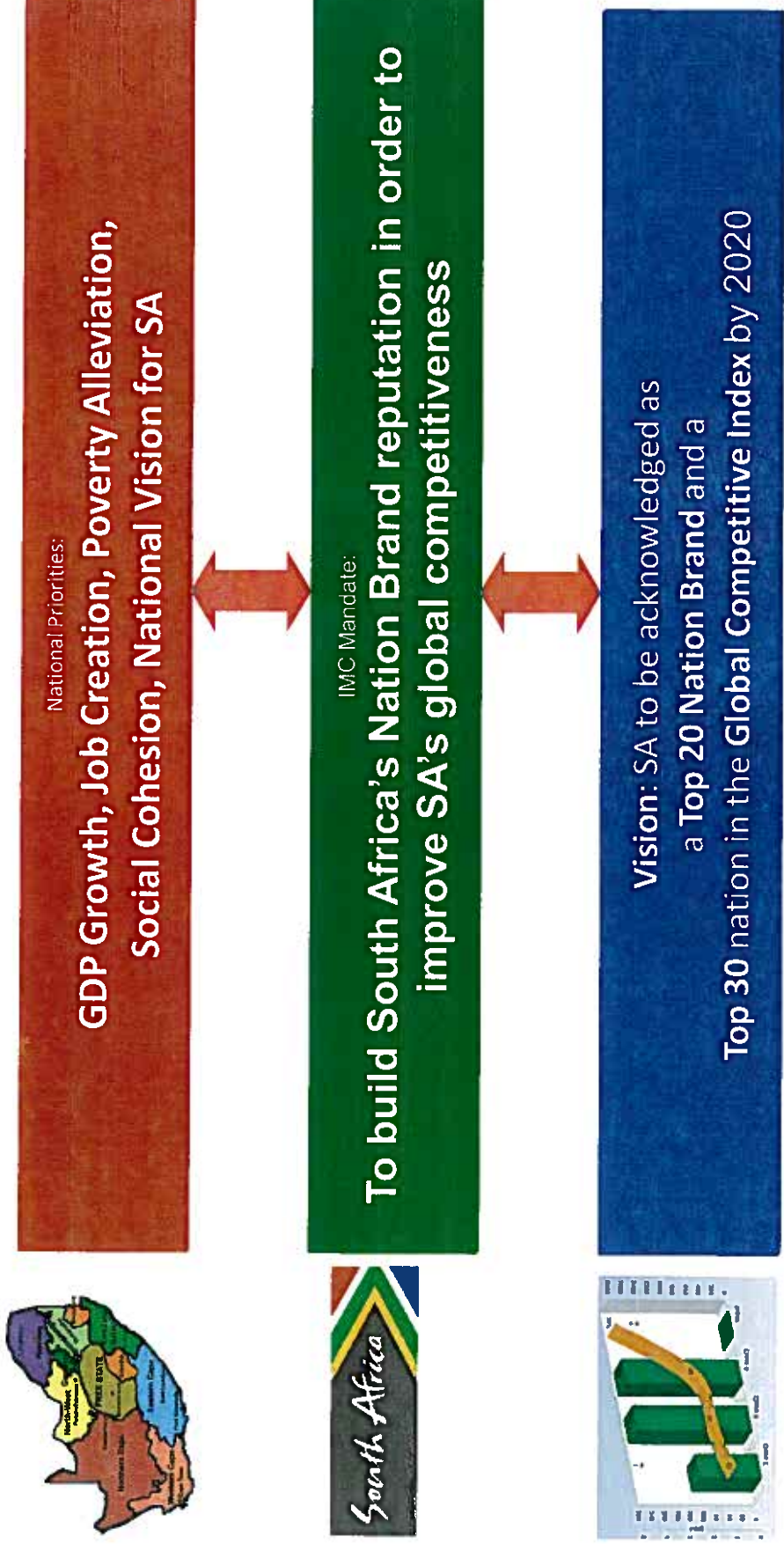
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INTERNATIONAL MARKETING COUNCIL OF SOUTH AFRICA
Strategic Plan 2010/11 - 2012/13

PRIORITIES FOR 2010/11 - 2012/13

	2010/11	2011/12	2012/13
1 LIVING THE BRAND / MOBILISATION (in conjunction with stakeholders)			
1.1 2010 FIFA World Cup: Mobilisation Domestic: Fly the Flag, Football Fridays, Moments of Truth Selected Countries: Media Engagement, Football Fridays, Fly the Flag	■		
1.2 Post 2010: Focus on Social Cohesion, South Africanness - Integrate with new brand positioning and Vision 2025 - IMC to assist with communicating Vision 2025 domestically	■	■	■
2 BRAND DEVELOPMENT (New Brand Positioning)			
2.1 Conceptualisation: Align Brand with Vision 2025; revisit Brand Key, etc	■		
2.2 Consultation with stakeholders	■	■	
2.3 Testing of territories	■		
2.4 Roll Out/Launch: Through stakeholders; Go to market strategy (launch 1 Sep?) National Brand Summit	■	■	■
2.5 Monitoring, evaluation and refinement + Maintenance		■	■
3 STAKEHOLDER ALIGNMENT AND INTEGRATION			
3.1 Roll out of Stakeholder Engagement Strategy	■	■	■
3.2 Country management (country offices; other countries)	■	■	■
3.2 Leveraging stakeholder events (e.g. Shanghai Expo, Africa Dialogue)	■	■	■
4 BRAND ALIGNMENT ROLL OUT			
4.1 Training of stakeholders on Corporate Identity (Phase 1)	■		
4.2 Training of stakeholders on re-find Brand DNA and Communications Strategy	■	■	■
5 REPUTATION MANAGEMENT			
5.1 Media intelligence Identifying opinion leading media, Key issues and their agenda Analysing media landscape to pick up trends	■	■	■
5.2 Agenda setting through structured engagements Issue management and crisis response management Tactical PR activations	■	■	■
5.3 Communications Strategy and Messaging Development	■	■	■
6 CHANNEL STRATEGY			
6.1 Digital approach / e-management	■	■	■
6.2 Leveraging Events: Other org's events (e.g. WEF, Global Forum); IMC events	■	■	■
7 BRAND PERFORMANCE MANAGEMENT			
7.1 Performance Dashboard	■	■	■
7.2 Competitive Tracking	■	■	■
7.3 Co-ordination of research amongst stakeholders (knowledge mgmt system)	■	■	■
8 IMC FUNDING MODEL & BUSINESS SUSTAINABILITY			
8.1 PPP Approach (e.g. Davos Model)	■	■	■
8.2 Sustainability - triple bottom line	■	■	■
8.3 New Revenue Streams (e.g. Proudly South African; Royalties)	■	■	■
9 ORGANISATIONAL DEVELOPMENT			
9.1 Structure and Resourcing	■	■	■
9.2 Systems and Processes	■	■	■
9.3 Financial Management	■	■	■

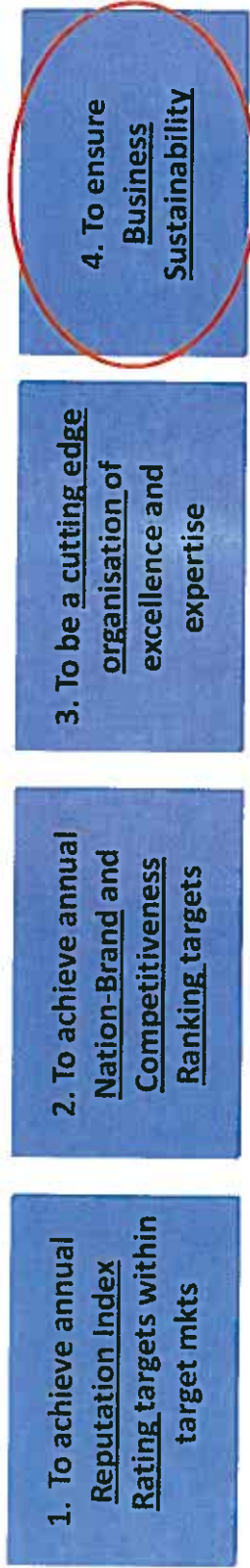
IMC Mandate derived from National Mandate



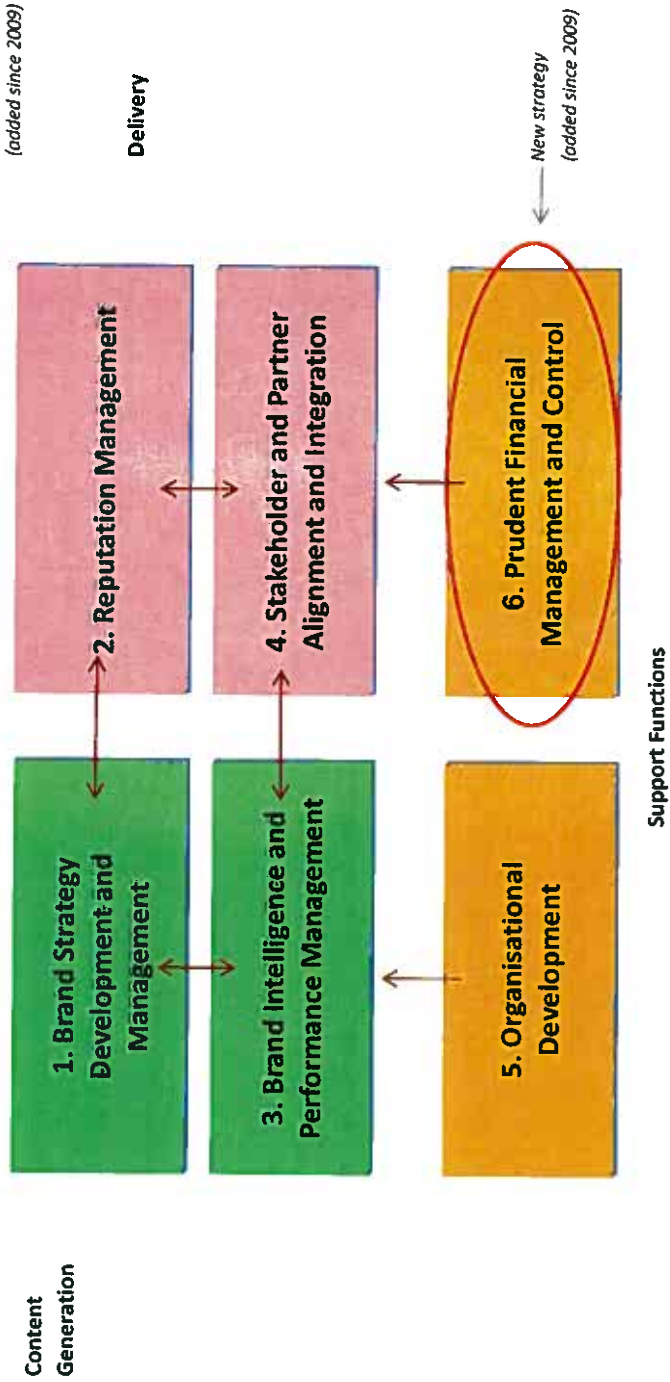
* The IMC does not control the intrinsics that determine SA's WEF ranking, but it contributes to SA's ranking through reputation management

In order to achieve its mandate and vision, the IMC has certain objectives and strategies. These are outlined below:

IMC'S 4 MAIN OBJECTIVES



6 STRATEGIES TO ACHIEVE THE OBJECTIVES



Each strategy mentioned above is broken down into Projects and Activities in the supporting planning documents, including the business and operational plans. The information provide here is at a high-level to provide an overview.

IMC PERFORMANCE TARGETS *

Each of Brand SA's four objectives are broken down into annual performance targets. These are outlined below:

OBJECTIVE	HISTORY (TARGET)				TARGET			GOAL 2020
	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13		
Obj. 1: ANNUAL REPUTATION INDEX RATING <i>Measure: Media Tenor Reputation Index ²</i>	49,61	44,76	xx (50) ~	55	57	59	65	
Obj. 2: ANNUAL NATION-BRAND RANKINGS <i>Measure 1: Anholt Nation Brand Index</i>	32 out of 40	37 out of 50	35 (35) out of 50	30	28	26	< 20	
Obj. 2: ANNUAL COMPETITIVENESS RANKINGS <i>Measure 2: WEF Global Competitiveness Index</i>	44 out of 131	45 out of 134	45 (44) out of 133	42	41	40	< 30	
Obj. 3: STAKEHOLDER-DRIVEN ORGANISATION <i>Measure: some form of Stakeholder Satisfaction Survey (researching best option for this - will add in once available)</i>	n/a	n/a	n/a	TBC	TBC	TBC	TBC	
Obj. 3: CUTTING EDGE ORGANISATION <i>Measure: ?GFK-Roper / Anholt Corporate Reputation Survey ?Internal Climate Survey (researching best option for this - will add in once available)</i>	n/a n/a	n/a n/a	n/a n/a	TBC TBC	TBC TBC	TBC TBC	TBC TBC	
Obj. 4: BUSINESS SUSTAINABILITY <i>Measure: Sustainability Index / Triple Bottom Line (researching best option for this - will add in once available)</i>	n/a	n/a	n/a	TBC	TBC	TBC	TBC	

* Note: A fuller description and explanation of each of the above targets is provided in the detailed Strategic Plan document.
~ The Reputation Index ranking is an annual score, which will be available at the end of the Financial Year (31 March 2010)

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TARGET MARKETS

The definition of target markets is a work in progress that requires further and ongoing collaboration with key stakeholders. We are aiming for a segmentation model (to be developed in 2010/11) which will assist in bringing together a view of the world that will inform resource allocations and messaging in different markets. Detailed segmentation will allow markets to be differentiated into various categories, such as Watch; Pioneer; Growth/Invest; Maintain/Defend.

The categorisation is driven by imperatives such as investment, exports, tourism, diplomacy, etc. Certain markets also become relevant for fixed periods of time, such as football nations around the time of the World Cup.

From inputs given by the IMC key stakeholders, the core target markets for South Africa are the following:

COUNTRIES IMPORTANT FOR SOUTH AFRICA

2010 FIFA World Cup Specific (and those in which 2010 FIFA Roadshows are taking place):

- o Asia: Australia, New Zealand
- o Europe: Italy, Portugal, Spain, France, Germany, Netherlands, Switzerland, England
- o Middle East:
- o Americas: Brazil, Argentina, Paraguay, Mexico, USA
- o Africa: Cote D'voire, Algeria, Ghana, Cameroon, Nigeria, SADC countries

Key Stakeholder's Markets

- o Asia: China, India, Japan, South Korea
- o Europe: Russia, Spain, EU
- o Middle East: UAE, Saudi Arabia, Kuwait
- o Americas: Brazil; Argentina, Chile, USA
- o Africa: Egypt, Nigeria, Kenya, DRC, Tanzania, Zambia, Angola, Nigeria, Kenya, Angola, Tanzania

Trade & Investment

- China, India, Japan, South Korea
- Russia, Spain, EU
- UAE, Saudi Arabia, Kuwait
- Brazil; Argentina, Chile, USA
- Egypt, Nigeria, Kenya, DRC, Tanzania, Zambia, Angola, Nigeria, Kenya, Angola, Tanzania

Tourism

- China, Australia
- UK, Germany, France, Italy, Switzerland, Holland, Scandinavia
- US (Canada)

Diplomacy

- China, India
- EU
- UAE/Gulf
- South - South
- Pan-African focus

IMC Specific Target Markets (preliminary segmentation)

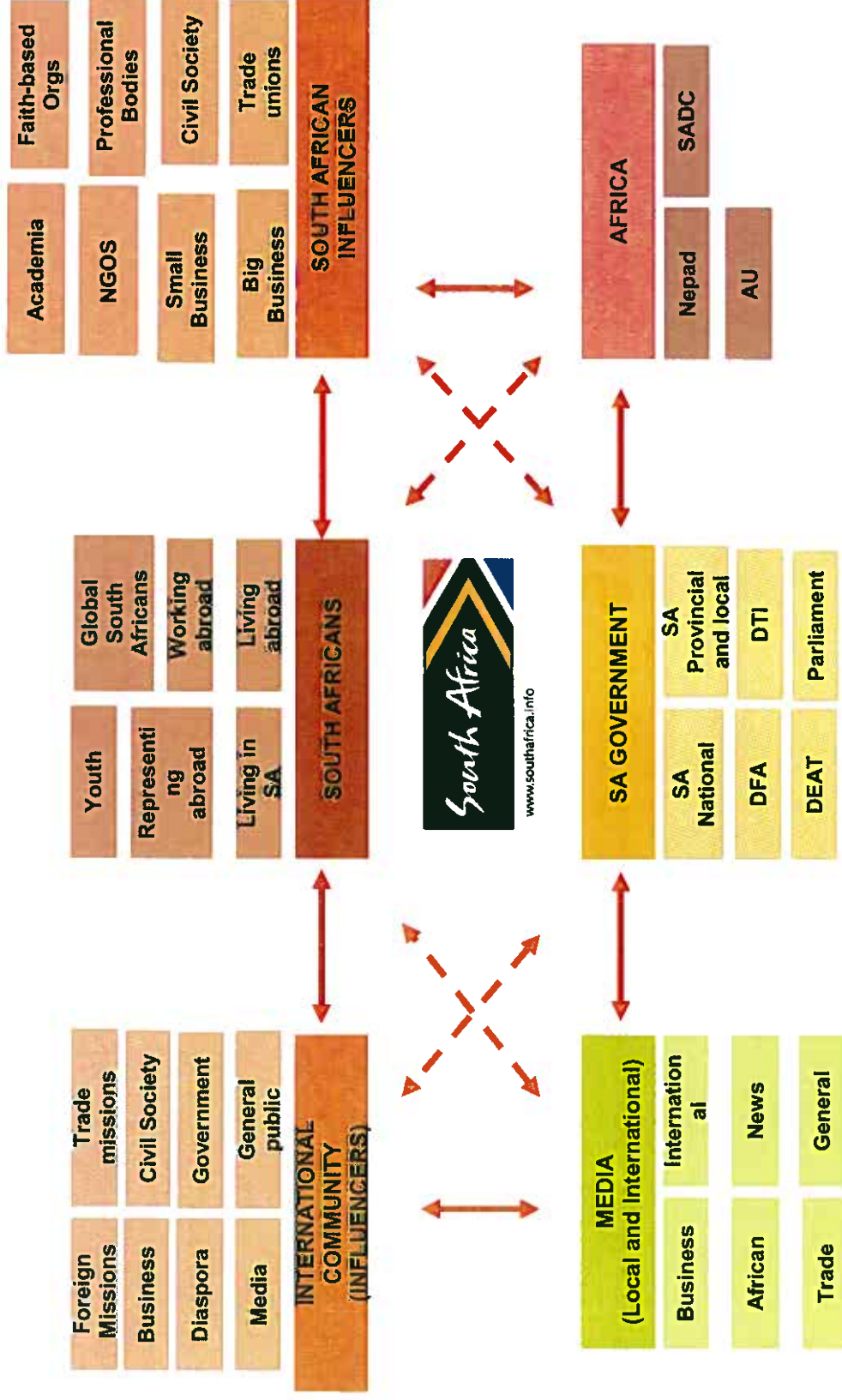
Countries in which the IMC will activate directly and/or with and through stakeholders

It is planned to develop a detailed segmentation model in 2010, working with stakeholders, to assist with further refining key markets. An allocation for this is contained in the 2010/11 budget

	Watch	Pioneer	Grow/Invest	Maintain/Defend
o Asia:	South Korea		China, India	Japan
o Europe:		Russia		UK, Germany, France
o Middle East:	UAE			
o Americas:	Argentina		Brazil	USA
o Africa:	DRC	Angola	Nigeria; Egypt; SADC	

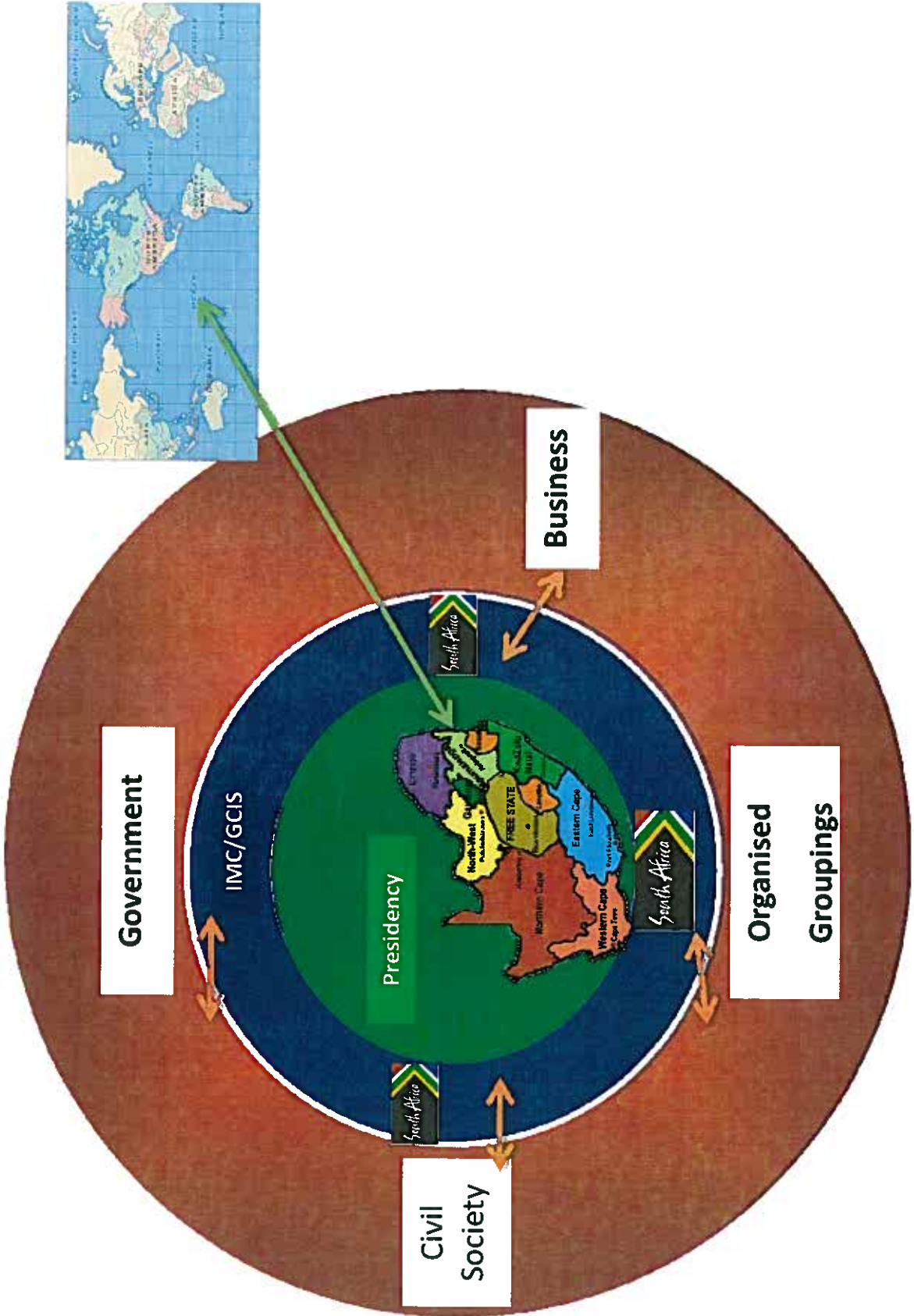
BRAND SOUTH AFRICA TARGET AUDIENCES

Whose perceptions need to be influenced?



How the IMC works

Collaborative model, delivering the brand through others



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BUDGET TOTALS

Prior Year		2010-13 PERIOD	
2009/10	2010/11	2011/12	2012/13
BUDGET - ZAR	BUDGET - ZAR	BUDGET - ZAR	BUDGET - ZAR
R 161,381,000	R 170,113,000	R 140,089,000	R 148,779,000
Var 5%	Var -21%	Var 6%	Var 6%

GRANT FROM GCIS AS PER MTEF ALLOCATION (25/11/2009)

	2009/10	2009/10	2009/10	2010/11	2010/11	2010/11	2011/12	2011/12	2011/12	2012/13	2012/13	2012/13
	Rand	%	Rand	Rand	%	Rand	Rand	%	Rand	Rand	%	Rand
Brand Devt	R 91,448,878	57%	R 91,448,878	R 59,455,149	35%	R 44,316,272	R 44,316,272	32%	R 51,200,037	R 51,200,037	34%	R 51,200,037
Reputation Mgmt	R 19,350,143	12%	R 19,350,143	R 24,178,149	14%	R 23,673,950	R 23,673,950	17%	R 24,035,210	R 24,035,210	16%	R 24,035,210
Intelligence	R 7,792,000	5%	R 7,792,000	R 9,984,110	6%	R 6,374,371	R 6,374,371	5%	R 6,713,346	R 6,713,346	5%	R 6,713,346
Stakeholder integration	R 3,000,000	2%	R 3,000,000	R 37,323,071	22%	R 26,623,071	R 26,623,071	19%	R 25,048,071	R 25,048,071	17%	R 25,048,071
Org Devt	R 39,789,979	24%	R 39,789,979	R 3,400,000	2%	R 1,550,000	R 1,550,000	1%	R 1,250,000	R 1,250,000	1%	R 1,250,000
Fin. Mgmt	R 161,381,000	100%	R 161,381,000	R 35,772,521	21%	R 37,551,336	R 37,551,336	27%	R 40,532,336	R 40,532,336	27%	R 40,532,336
				R 170,113,000	100%	R 140,089,000	R 140,089,000	100%	R 148,779,000	R 148,779,000	100%	R 148,779,000

Variance between allocation and proposed expenditure

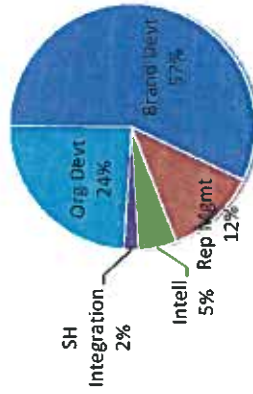
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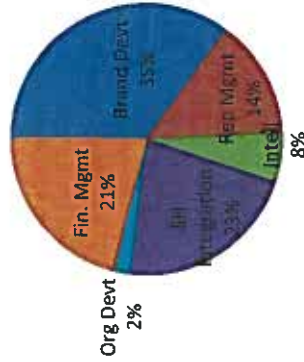
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* Note that the allocation percentages by strategy have changed to reflect the refined mandate and operating model of the IMC - i.e. working through others. Hence a greater allocation to "reputation management" and "stakeholder and partner alignment and integration" than in previous years

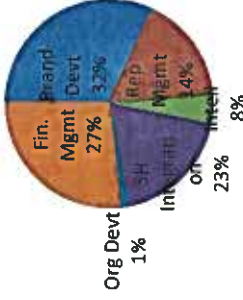
2009/10



2010/11



2011/12



2012/13

