
International Marketing Council of South Africa

STRATEGIC PLAN 2011/12-2013/14

March 2011



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International Marketing Council of South Africa

STRATEGIC OVERVIEW 2010/2011

March 2011



Organisational Sustainability

- New CEO (April) and new Marketing & Communications Director (July)
 - Revised Organisational Structure (6 Aug) - staff moratorium lifted
 - Content Hub ← → Delivery Arm
 - Project Management Capacity
 - Sectoral Programme Managers to service specific Stakeholder groups
 - Africa
 - Asia
 - Europe
 - Americas
 - Government
 - Corporate
 - Civil Society
 - Revised approach to Country Management & role of IMC Country Managers
 - Working closely with DIRCO, DTI, SAT in markets
 - Finalising MOUs with key stakeholders, including SRSA, DAC, etc
 - Entered Deloitte BCTWF for first time - to be employer of choice
-



Brand Alignment

- Reviewed brand architecture and positioning for South Africa
- Developed Brand Alignment Tools
- Developed Corporate Identity Manual
- Continued Implementation of Marketers Portal
- Training engagements in 3 Provinces
- Standardised logo application and use
- Increased pride & patriotism (92%) and commitment levels

Leveraged Key Platforms

- ❑ Shanghai Expo
- ❑ Global Forum
- ❑ WEF Africa
- ❑ State Visit Support
- ❑ Brazil Trade Mission
- ❑ Brand Africa Summit
- ❑ WEF Davos Business Roundtable
- ❑ International Trade Initiatives with dti – Russia, DRC



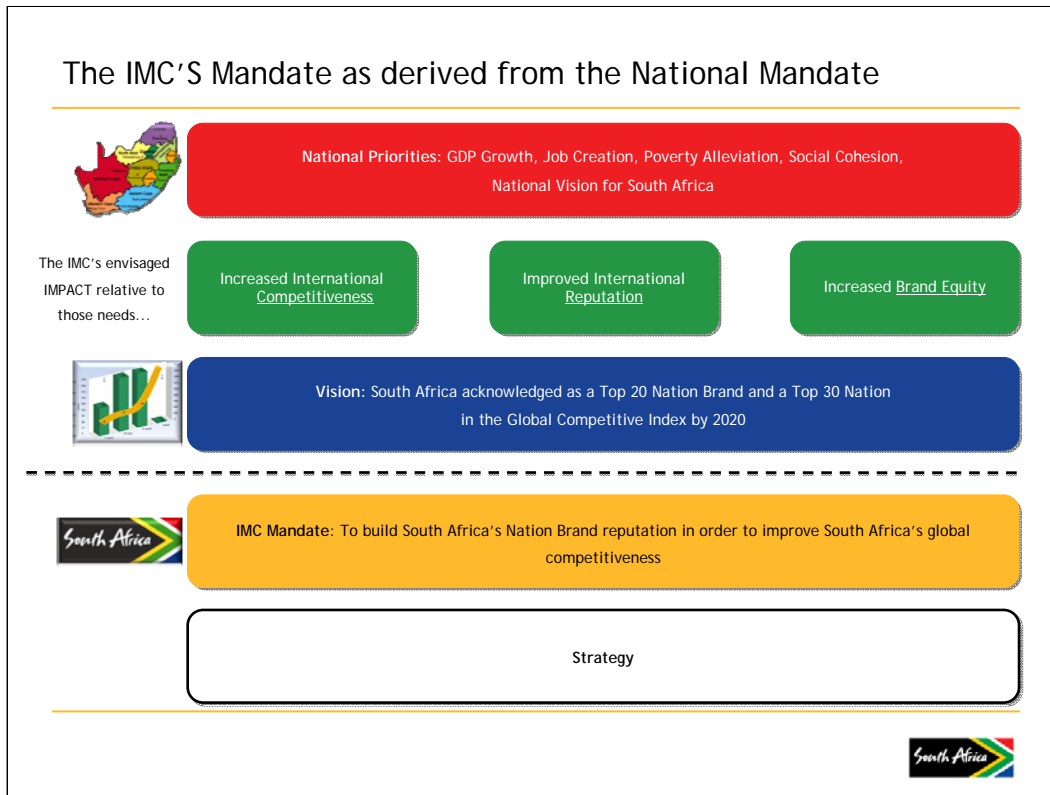
IMC Mandate :

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 Brand, and in so doing define "**South African-ness**".
- 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**.



The current mandate is broader than the previous one, and involves a much wider range of stakeholders, hence all the people here today...



The IMC is not solely responsible for the items above the dotted line. They depend on all stakeholders and the country's intrinsics / policies around the factors of competitiveness and Nation Branding.

Providing leadership wrt:

- Providing Strategic insights on Brand South Africa- monitoring and analysing the performance dashboard for Brand SA
- Contributing to the crafting and articulation of the value proposition for the country
- Strategic guidance on key nation branding initiatives

Co ordination of nation brand efforts to maximise brand equity

- Development of frameworks for Brand SA positioning and messaging
- Driving alignment of all stakeholders wrt nation branding
- Infusing nation brand messaging across all key stakeholders

Reputation management

- Managing Brand SA perceptions

What is A Nation Brand

For the purposes of simplicity Brand South Africa makes use the definition of nation branding as defined by Simon Anholt in his Anholt-GfK Roper definition.

- A nation brand is the sum of people's perceptions of a country across six core areas:
 - **Investment and immigration** (Investment potential and attractiveness to outsiders)
 - **Exports** (Level of satisfaction with the country's products and services)
 - **People** (Skills and openness)
 - **Culture and Heritage** (Commercial and cultural products and sporting prowess)
 - **Governance** (Competency, fair governance, human rights and international contribution)
 - **Tourism** (Potential, attractiveness and economic contribution)
-



Why is a Positive Nation Brand Important?

- ❑ Competition for voice in a crowded market place for:
 - Inward investment
 - Trade
 - Exports
 - Tourism
 - Donor Aid/Funding (Geldorf/Bono)

- ❑ Telling your own story - (Trump)

- ❑ Debunking the Brand Africa Myth/Continent Brand Effect

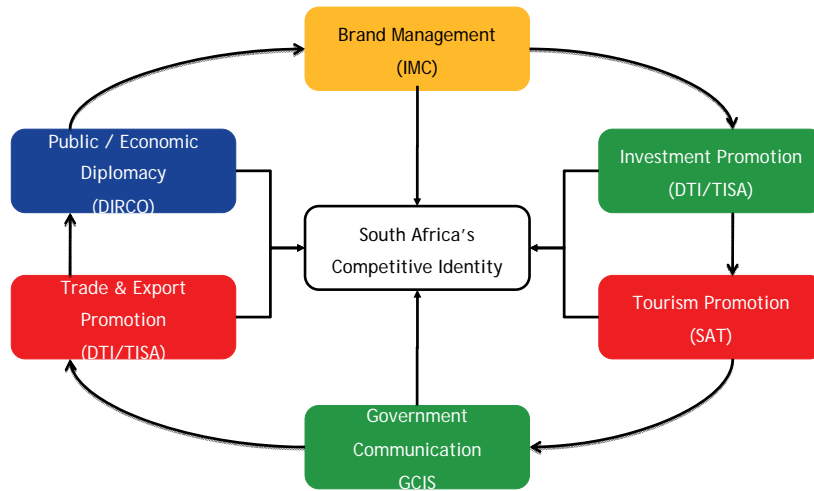
- ❑ Changing Perceptions and Image

- ❑ Stress positive aspects of the country

- ❑ Enhancing Brand Equity among prospective investors
[Fundamentals + Image = Nation Brand Equity]

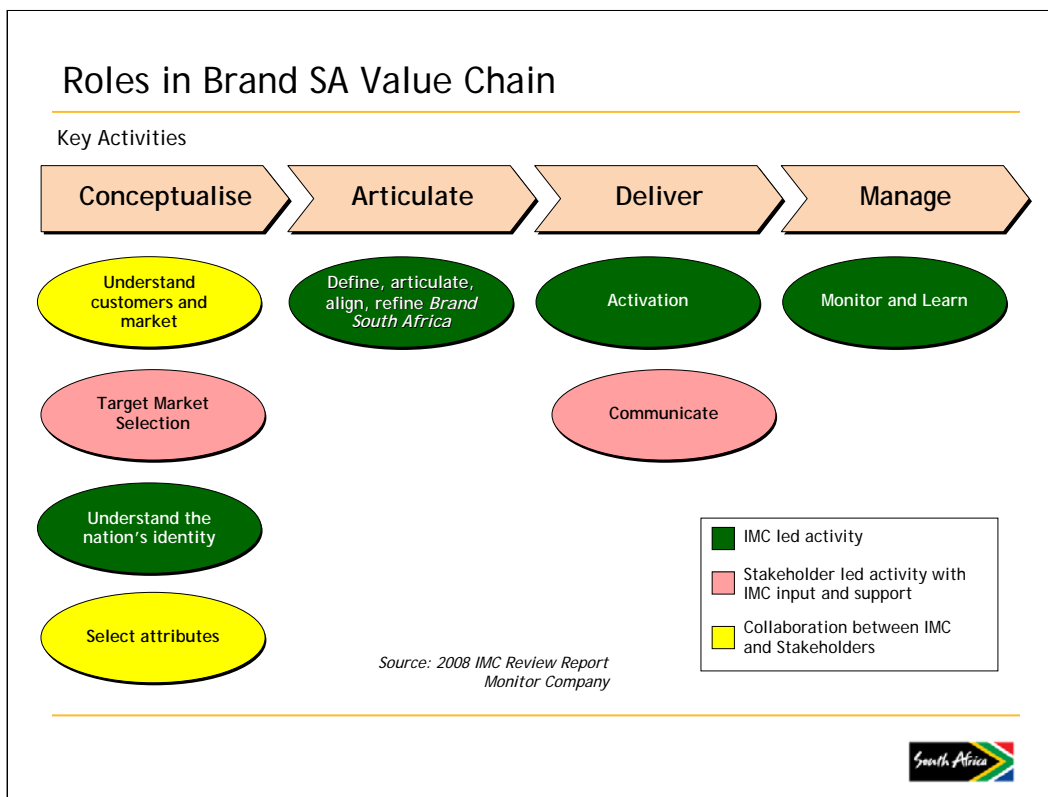


Integrated Approach to Achieving Competitive Identity



IMC works with and through stakeholders in delivering on its mandate





The aim of this is to emphasise how Brand SA is much bigger than the IMC, and that everyone in this room, as well as many others who could not be here for practical reasons, have a very specific role to play in South Africa's success

It also helps to ensure that the IMC does not "step on others' toes" and that it supports where necessary rather than interferes where not needed

The IMC's new mandate also speaks to this slide – note the areas in green are reflected clearly in the mandate

Environmental Analysis - External

Political	
Economic	Economic recovery or non-recovery Shifting global construct Africa a priority – diplomacy, economic growth
Social	Greater drive towards stability on the continent Regional Integration Nation brand development efforts on the continent and globally are increasing share of voice, e.g. Rwanda and Zimbabwe
Technological	Growing trends in technology towards social networks; social media; media landscaping; broadband; SEACOM; growing trends in mobile telephony
Environmental	Millennium Goals Service Delivery Issues Education (Maths & Science), skills, and health issues
Legal and Regulatory	SA Local Government Elections and implementation of performance monitoring Energy and water supply assurance King III and new Companies Act



Competitive Environment: Competitors

- Emerging Market Economies (BRIC/BASIC)
- Turkey
- Tunisia
- Egypt
- Nigeria

Many other African countries entering nation-branding space:
Zimbabwe, Botswana, Ghana, etc

All countries ranked above SA in the Anholt Nation Brand
Reputation Index



SWOT - Brand South Africa

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong Political Reputation globally • Globally recognized constitution • Good diplomatic relations • G20 and BASIC role player • Established links with developed world • Strong Private Sector • Strong Macro-Economic Environment • Sound Business Environment & Regulation • Solid Tourism Fundamentals • Rule of law; property rights protection; • Influential SA Diaspora • Good global sporting performance overall 	<ul style="list-style-type: none"> • Low global understanding of SA • Afro-pessimism • High Unemployment • Poverty • Crime and Corruption • Healthcare • Skills Shortage • Inflexible Labour Market • Poverty; poor service delivery in some cases • Economic: low inward FDI, high unemployment • Negativity amongst some in the SA African Diaspora
Opportunities	Threats
<ul style="list-style-type: none"> • Gradual economic recovery • New growth areas - South-South/BASIC/CAF • G20 - SA recognized as global player • Development of Vision 2025 • Decreasing telecoms costs & affordable broad band • Africa - next global opportunity • Africa prioritization by DIRCO/SAT • Emergence of Brand Africa (Zimbabwe/Rwanda/Ghana) • SA corporate expansion • Regional integration policy • Legacy of 2010 World Cup • Political settlement in Zimbabwe • Triple Bottom line Recognition globally 	<ul style="list-style-type: none"> • Climate Change • Millennium Goals not being achieved • Conflict zones • HIV / AIDS – threat to productivity • Xenophobia • Service delivery protests • Unstable Power Supply • Education standards and low skills base • Digital divide • Racial polarization



SWOT – IMC

Strengths	Weaknesses
<ul style="list-style-type: none"> • Capacity for Communication management within GCIS & • Dedicated Brand management resources within IMC • Strong track record of execution and delivery • Support and appreciation from partner departments e.g. DTI, SRSA • Strategic understanding and support from Presidency • Specialist skills related to nation branding • Highly networked and influential • Private sector support • Reputation for quality delivery • Endorsement by cabinet guarantees access and respect?? • Access to extensive research resources • Competent service provider network • Unqualified (clean) Audits since inception 	<ul style="list-style-type: none"> • Lack of “stand alone” legitimacy issues (e.g. when dealing with some government departments) • Funding model (government funding only) • Limited funding (big mandate - small budget) • Fragmented efforts internally- no internal alignment • Not leveraging global foot print • Staff highly stretched- impact quality delivery and ability to innovate
Opportunities	Threats
<ul style="list-style-type: none"> • Mandate enables leadership on nation branding • Presidential endorsement opens doors • Our reputation on delivery buys goodwill and trust among key stakeholders • Our central role - perfect positioned to drive collaborations and partnerships • Well positioned to mobilize support for the national agenda - contribute to the crafting of national vision for South Africa • Ability to leverage other global networks (e.g. DIRCO, DTI, SAT) 	<ul style="list-style-type: none"> • Difficulty in gaining stakeholder support and buy -in • Mandate creep (IMC & GCIS) - confuses stakeholders • Reliance on government funding limits private partnerships • Limited resources impacts delivery • Achieving alignment that much harder if we do not control the value chain • Cannot enforce compliance on alignment • Do not have control over the whole Brand value chain



Key Issues

- Ensuring stakeholder understanding of the new IMC mandate & business model
 - Rising competition due to increased interest in nation branding by other countries
 - Understanding and engaging those who run the major performance indices
 - Strengthen efforts and initiatives aimed at co-funding (Public -Private Partnerships)
 - Establish new strategic partnerships and alliances
 - Leverage cabinet approval of brand alignment imperatives to drive greater alignment and general buy-in into single brand identity approach.
 - Leverage success stories to inspire conformance
 - Country Management to be aligned to shifts in global political and economic power from North to South, and to the East
 - Take cognisance of increased opportunities on the Continent and the its prioritisation and ensure increased focus on Africa
 - Entrenchment of South-South relations and increased cooperation to be reflected in brand reputation management initiatives
 - Importance of regional integration and South Africa's role
 - Knowledge bank: assimilate data → determine insights → inform programmes
-



Strategic Objectives and Impacts





THESE ARE THE ITEMS ON WHICH THE IMC IS MEASURED, AND AROUND WHICH ITS DETAILED PERFORMANCE INDICATORS ARE STRUCTURED

FOR EACH OF THESE OUTCOMES, THERE ARE A NUMBER OF OUTPUTS, AND FOR EACH OUTPUT THERE ARE ACTIVITIES. EACH OF THESE HAVE MEASURES AND MEANS OF VERIFICATION.

Strategy 5 and 6 together form government's classification of Programme 1: Administration.

IMC Performance Targets

IMPACT MEASURE / INDICATOR	TOOL FOR MEASURING	BASELINE (2009/10)	TARGET 2010/11 (actual)	TARGET 2011/12	TARGET 2012/13	TARGET 2013/14
1. Improved International reputation	GfK Anholt Nation Brand Index	35	30 (37)	£	£	£
1. Improved International reputation	GfK Anholt Nation Brand Index	Brazil 35 China 37 Egypt 39 Germany 31 India 20 Japan 48 Russia 42 SA 4 South Korea 44 UK 29 US 30	Brazil 31 China 38 Egypt 34 Germany 36 India 20 Japan 49 Russia 46 SA 3 South Korea 46 UK 26 US 38	Brazil 29 China 34 Egypt 34 Germany 35 India 20 Japan 48 Russia 44 SA 3 South Korea 44 UK 26 US 36	Brazil 28 China 32 Egypt 34 Germany 35 India 20 Japan 47 Russia 42 SA 3 South Korea 43 UK 26 US 34	Brazil 26 China 30 Egypt 34 Germany 35 India 20 Japan 46 Russia 40 SA 3 South Korea 42 UK 26 US 32
2. Increased Brand Equity	Brand Finance Brand Valuation	\$99bn	n/a (\$135bn)	\$139bn	\$144	\$150
3. Increased Competitiveness	WEF-GCI Index	45	44 (54)	44	43	44



IMC Performance Targets

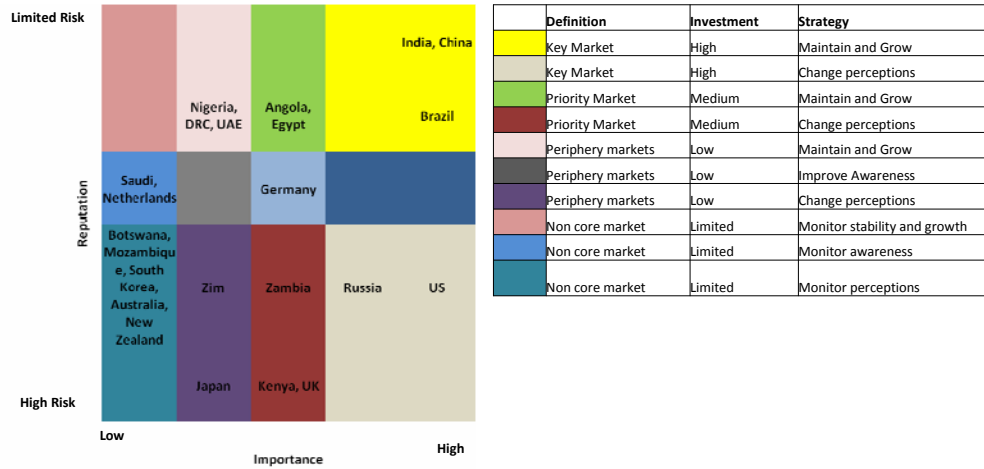
IMC OUTCOME	MEASURE / INDICATOR	BASELINE	ACTUAL 2009/10	TARGET 2010/11	TARGET 2011/12	TARGET 2012/13	TARGET 2013/14
1. Brand Alignment by key stakeholders	Brand (look and feel) compliance by stakeholders	Audit tool to be developed in 2010/11	n/a	100% of SHs that have been trained (see output) comply by 100%	100% of SHs that have been trained (see output) comply by 100%	100% of SHs that have been trained (see output) comply by 100%	100% of SHs that have been trained (see output) comply by 100%
	Alignment in terms of positioning	Develop tool and targets	n/a	n/a	TBC in Apr 2011	TBC in Apr 2011	TBC in Apr 2011
2. Increased Pride and Patriotism	Pride levels	75%	75%	85%	87%	88%	89%
	Commitment levels	74%	n/a	75%	75%	74%	74%
	Social Cohesion	Establish baseline	n/a	n/a	TBC in Mar 2011	TBC in Mar 2011	TBC in Mar 2011
3. Articulation and contextualisation of SA policy that impact factors of competitiveness	Active Citizenship	Establish baseline	n/a	n/a	TBC in Mar 2011	TBC in Mar 2011	TBC in Mar 2011
	Awareness of SA policy positions by business elite in terms of: Investor protection policies Labour force policies Black Economic Empowerment Trade policies	Establish Baseline - level of awareness for each issue (average for all target markets)	n/a	n/a	x% of target audiences are aware of xxx policies - set target by 1 Oct	x% of target audiences are aware of xxx policies - set target by 1 Oct	x% of target audiences are aware of xxx policies - set target by 1 Oct
	Awareness by stakeholders of how SA policy positions impact SA competitiveness	Establish Baseline - level of awareness for each issue (average for all target markets)	n/a	n/a	x% of target audiences are aware of xxx policies - set target by 1 Jul	x% of target audiences are aware of xxx policies - set target by 1 Jul	x% of target audiences are aware of xxx policies - set target by 1 Jul
	4a. Positively changed perceptions about SA within international target audiences	Reputation Ranking	56 (target for 2010 was 50)	56	55	55	56
4a. Positively changed perceptions about SA within international target audiences	Familiarity	Establish Baseline	n/a	n/a	TBC - by Jun 2011	TBC - by Jun 2011	TBC - by Jun 2011
		2009/10 Brazil (5.9) China (5.4) France (3.9) Germany (3.9) India (8.0) UK (7.0) US (2.9)	2009/10 Brazil (5.9) China (5.4) France (3.9) Germany (3.9) India (8.0) UK (7.0) US (2.9)	n/a	TBC - by Oct 2011	TBC - by Oct 2011	TBC - by Oct 2011
4b. Positively changed perceptions about SA within domestic target audiences	Awareness of the pillars	TBC - 5 pillars	n/a	n/a	TBC - by Jul 2011	TBC - by Jul 2011	TBC - by Jul 2011
5. Economies of scale and scope	Joint Funding	n/a	n/a	10%	12%	15%	20%
	Leveraging Resources	none	n/a				
6. Sustainable Organisation	Organisational Sustainability as defined by King III	TBC	n/a	TBC	Fully compliant annual report, with tools to provide the required information	Fully compliant annual report, with tools to provide the required information	Fully compliant annual report, with tools to provide the required information

TARGET MARKETS AND AUDIENCES



Market Prioritisation

IMC has created a model to contextualise importance of markets to our stakeholders as well as the reputational risk which SA faces within each market.



Brand South Africa Target Audiences & Partners

	BRIC nations	DTI	Treasury	Economists	Tertiary institutions
Trade missions	Foreign missions	Presidency	DIRCO	Trade Unions	Civil Society
Stakeholder		Government		Influencers	



Media		Business		Africa	
Business	News and current affairs	Business chambers	Business lobbyists	SADC	African Union
Pan-African		Big business	International investors (co's)	Nepad	



PROGRAMME OF ACTION DOMESTIC



Pay-off Line - Process And Associated Costs

- Logo, brand essence and positioning **review** project commenced in 2008
- The Brand South Africa **logo/ Identity** was approved in Cabinet in 2009 - November.
- More work done on the **positioning** process in the build up to WEF Davos 2010
- Process to reposition the brand and replace "Alive with Possibility" undertaken
- Updates on brand pillars and development of **brand value proposition**
- Stakeholder **engagements** held to check resonance of the brand expression
- **Research** conducted on four options
- Board Marketing Committee deliberations
- Board Approval
- Submission to **cabinet for approval** - December 2010

Costs - Review of Positioning & Development of the line

Work done	Amount
Research cost	244 620.00
Workshop costs	9 565.74
Development of value proposition	136 230.00
Creative costs (for research)	80 799.28
TOTAL	471 215.02



Current Status & Way Forward

- ❑ Additional searches conducted for use in similar contexts (Nation brand purposes)
- ❑ Proprietary scan done by legal team
- ❑ Process audit undertaken by IMC internal audit
- ❑ Some shortcomings in initial search process emerged
- ❑ Concerns about association of line with other entities and countries
- ❑ Information came to light after cabinet approval
- ❑ New pay-off line to emerge from “defining South African-ness campaign”
- ❑ Use value proposition for ongoing international marketing campaigns
- ❑ Stakeholders to use their current pay off line (e.g. SA Tourism) or no pay-offline as we did during the world cup



Way forward for stakeholders...

- While review of slogan is underway the other stakeholders will have to utilise the logo without a slogan - using the applications designed for the different tiers of government
- This approach served Brand SA purposes during the world cup

NATIONAL
• Brand South Africa (IMC)
• National Government Departments



GEOGRAPHIC
• Province
• Municipality
• City



- South African Tourism will continue using their slogan, *Its Possible*, as a holding arrangement.
 - The review process will commence with immediate effect
 - The *defining* "South African-ness" campaign will contribute insights to the line development process
-



Way forward...generating a new line

	PHASE 1A	PHASE 1B	PHASE 2	PHASE 3
	What makes you South African	What makes you South African	Fly the Flag	Start Something
Description	An activation proposal aimed as stimulating social cohesion and celebration of what makes us uniquely South African	The public leg of this campaign kick off - driving public dialogue of what it means to be South African.	27 April - Freedom Day in the South African calendar marks the beginning to the Nation Brand we so proudly celebrate and work to see thrive	This drive will be fully owned and managed by the IMC. Beyond social cohesion this campaign helps articulate the social conscience of all South Africans
Period	7 March - 21 March 2011	Kick off 31 March 2011	27 April 2011	11 June 2011
Objectives	Begin trade and partnership discussions with key stakeholders	Kick off activation at stakeholder summit - bus departs from stakeholder summit and travels across the provinces	Kick off a national pride activation celebrating South Africa. At midnight on 27 April 2011 all South African encouraged to wave their flag in acknowledgement of their national pride	Kick off the social conscience campaign lead by IMC - encouraging all tiers to amplify their social contribution story.

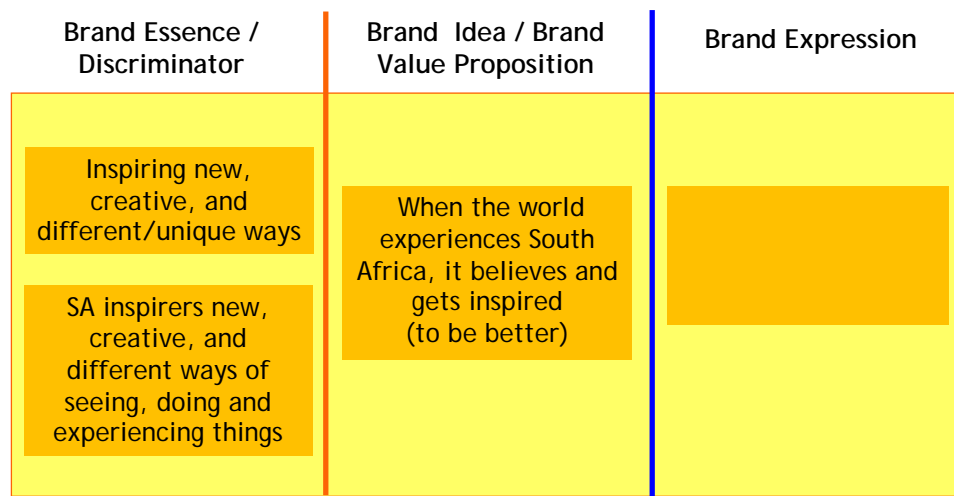


Way forward...generating a new line

	PHASE 1A	PHASE 1B	PHASE 2	PHASE 3
Focus	Secure tier of partnership with all role players	Collate and develop a story board of SA stories - compact content for media/ insight development / public relations/ internal communication across all stakeholder tiers	All tiers of SA society with Gvt Departments/ Media/ Corporate and Schools as they key advocates	All tiers of SA society with Gvt Departments/ Media/ Corporate and Schools as they key advocates
Media	PR Support	Radio (OB on date of launch)	Radio - OB at location to be identified	Radio
	Digital support	Print	Digital	Print
		Digital	Posters	Digital
		PR Support	PR Support	Posters
		Electronic media coverage	On the ground / activations support	PR
				On the ground / activations support



Effective Brand Communications Architecture:



Brand Essence

The brand essence is an articulation of the "heart and soul" of the brand. A brand essence is typical three to five short word phrases that capture the core essence or spirit of the brand positioning and the values characterizing the brand. The brand essence is the description which defines a brand and the guiding vision of the brand.

Brand Value Proposition

The functional, emotional, and self-expressive benefits delivered by the brand that combined provide value to the customer. The brand value propositions provide the rationale (tangible and intangible dimensions and associations) for making one brand choice over other available brand choices.

Brand Slogan/ Brand tagline

An easily and recognisable and memorable phrase which often accompanies a brand name in marketing communications programs. The brand slogan and tagline helps customers to remember the brand and reinforces mental associations. Consistent and well-known examples are Nike "Just do it", HSBC "The world's local bank", HP "Invent", and Singapore Airlines "A Great Way to Fly".

Outcome 1. Brand Alignment by Key Stakeholders

Goals and Objectives	Strategy	Key Programme Outputs	Timing
1. Increased brand equity	Brand Strategy Development and Management	1.1 New Positioning & Pay-off Line Launch and Implementation	2011
		1.2 Brand ID and Language Manual development and dissemination	2011
2. Improved International Reputation		Stakeholder and Partner Alignment and Integration	1.3 Brand Portal Access and Support to all Marketers and Communicators
	1.4. Provincial Engagements and Training Sessions		2011
3. Increased International Competitiveness	Brand Knowledge Management and Performance Management	1.5. Stakeholders Brand Summit	2011
		1.6. Brand Audit Toolkit	2011-2013



Outcome 2. Increased Pride & Patriotism

Goals and Objectives	Strategy	Key Programme Outputs	Timing
1. Increased brand equity	Brand Strategy Development and Management	2.1 Brand South Africa Awards Programme	2011 -2013
	Brand Knowledge Management and Performance Management	2.2 Knowledge management system for measurement of Pride and Patriotism	2011
2. Improved International Reputation	Stakeholder and Partner Alignment and Integration	2.3 Living the Brand Programme communicating through existing provincial forums and business partners	2011-2013
		2.4 Active Citizenship utilising partners and the "For Good" portal successfully mobilises large volumes of individuals.	2011-2013
3. Increased International Competitiveness		2.5 Activation aimed as stimulating social cohesion and celebration of what makes us uniquely South African – "Defining South Africanness campaign"	

Outcome 3. Contextualized & Articulated Policy

Goals and Objectives	Strategy	Key Programme Outputs	Timing
1. Increased brand equity	Brand Knowledge Management and Performance Management	3.1 Presentation of reports and position papers to key stakeholders. development of a matrix of to measure what affects competitiveness.	2011
2. Improved International Reputation	Reputation Management	3.2 Customised communication campaigns and development of key messages based on government position	2011 – 2013
		3.3 Monitoring of media coverage and uptake of our message . Ensure message penetration and reach.	
3. Increased International Competitiveness	Stakeholder and Partner Alignment and Integration	3.4 Regular structured engagements with partners on a quarterly basis to present position papers & research findings/outcomes	2011 – 2013



Outcome 4. Positively Changed Perception

Goals and Objectives	Strategy	Key Programme Outputs	Timing
1. Increased brand equity	Brand Strategy Development and Management	4.1 Integrated communications programme through selected mediums.	2011 – 2013
2. Improved International Reputation		4.2 Establish a trackers study aimed at Global South Africans to understand their motivations and drivers - Implement inbound exposure visits for prominent Global South Africans to effect perceptual shifts and drive business messages	
3. Increased International Competitiveness	Reputation Management	4.3 Internationally structured media and in country activation utilising government structures like state visits and international trade initiatives Inbound media tours and visits	2011 - 2013
	Stakeholder and Partner Alignment and Integration	4.4 Structured engagements with stakeholders through Business Roundtables and Thought Leadership Forums: Media partnerships Business Partnerships Public Sector Partnerships	2011 – 2013



Outcome 5. Increased Economies of Scope & Scale

Goals and Objectives	Strategy	Key Programme Outputs	Timing
1. Increased brand equity	Stakeholder and Partner Alignment and Integration	5.1 Agreements to be signed with government departments to work on joint programmes like WEF Davos, WEF Africa, COP 17, IBSA Summit	2011
2. Improved International Reputation		5.2 Develop guidelines and criteria to determine how partnerships, endorsements, sponsorship and media ventures are entered into.	2011
	Organizational Development	5.3 Establish a board sub-committee that will influence the strategic considerations that are required in developing policy.	2011
3. Increased International Competitiveness	Prudent Financial Management and Control	5.4 Develop Partnership resourcing framework Value of partnerships and return on investment to be regularly measured. Available to partners immediately	2011 - 2013



Outcome 6. Achieved Sustainable Organisation

Goals and Objectives	Strategy	Key Programme Outputs	Timing
1. Increased brand equity	Brand Strategy Development and Management	6.1 CSI Projects to be implemented in accordance with the developed strategy	2011 -2013
2. Improved International Reputation	Organizational Development	6.2 Implementation of systems that support the business plan through the introduction of an ERP (Financial Management Model) and the integration of the CRM, EPM and ERP	2011
		6.3 IT Plan for maintenance system standards and security	2011
		6.4 Three-year strategic plan and annual business plan and budgets	
3. Increased International Competitiveness	Prudent Financial Management and Control	6.5 A risk plan must be established and maintained, the audit report to comply with PFMA	2011 - 2013
		6.6 Evaluation of the project running costs required such as audit fees, staff costs, operating and administration costs.	2011



PROGRAMME OF ACTION INTERNATIONAL



Brazil

Country	Brazil	Tier 1	
Market objective	<ul style="list-style-type: none"> •Boost understanding of business opportunities / SA as a business destination •Communicate ease of doing business •Highlight bilateral agreements to focus on science and technology and agriculture •Highlight brand story and the impact of the world cup •Leverage IBSA forum to drive South-South cooperation and BRICS messages • Communicate the anticipated impact of the NGP on improving societal issues • Communicate the regional integration agenda •Highlight South-South co-operation and SACU/Mercosur trade agreements 		
Market measurement	Positive Familiarity	Current: 5.7 (out of 10)	Target: 6.4 (out of 10)
	Media Reputation Index Score	Current: 51.05	55

- Positive familiarity is drawn from Business Elite study. The current is from 2009. Targets are still to be confirmed.
- Consideration targets will be introduced when a benchmark is established in Q2
- Additional tracking around messaging will be done and measured based on country plans from the markets which will track the confirmed broader messaging i.e. Regional integration, BRICS, global institution (i.e. Slide 4 messaging) amongst the business elite.
- Media reputation index is from media analysis and tracking within the specific market for 2010. The range 0-49 is considered poor, 50-60 is average, 60+ is good.



China & USA

Country	China	Tier 1	
Market objective	<ul style="list-style-type: none"> •Boost familiarity of SA as a business destination - particularly as a first choice (already in consideration set) •Manage positive sectoral perceptions •Highlight political stability and regulatory framework •Highlight incentives for Chinese business •Sector focus: minerals etc •Highlight close ties/ bilateral relations/ BRICS relationship/Strategic role 		
Market measurement	Positive Familiarity	Current: 4.9 (out of 10)	Target: 5.9 (out of 10)
	Media Reputation Index Score	Current: 59.18	Target: 62

Country	US	Tier 1	
Market objective	<ul style="list-style-type: none"> •Boost familiarity of SA as a business destination - particularly as a first choice (low media reporting and consideration by business elite) •Promote SA as a regional hub • Explain the anticipated impact of the NGP on improving societal issues specifically addressing concerns around stability •Address negative perceptions •Explore identified opportunities in capacity building through skills transfers and training programmes. •Opportunities for developing and sharing new technologies, particularly in the fields of ICT and sustainable energy. •Making use of the Diaspora to spread the brand message 		
Market measurement	Positive Familiarity	Current: 2.5 (out of 10)	Target: 3.5 (out of 10)
	Media Reputation Index Score	Current: 48.29	Target: 50

India & Russia

Country	India	Tier 1	
Market objective	<ul style="list-style-type: none"> •Explain the anticipated impact of the NGP on improving societal issues •Communicate shared BRICS values •Platforms such as LORARC, IBSA, NAASP •Highlight opportunities for skills transfer •Boost understanding of business opportunities/ SA as a business destination •Highlight ease of doing business •Use Indian businessmen doing business in SA as advocates •Focus on collaboration and shared history •Reinforce potential of African regional economic integration •Boost understanding of regulatory framework 		
Market measurement	Positive Familiarity	Current: 8.0 (out of 10)	Target: 8.1 (out of 10)
	Media Reputation Index Score	Current: 61.47	Target: 61
Country	Russia	Tier 2	
Market objective	<ul style="list-style-type: none"> •Increase awareness / reporting of South Africa's business environment amongst investment decision-makers •Manage perceptions of societal issues •Communicate shared BRIC values •Leverage relevant platforms for Brand SA profiling & positioning e.g. St Petersburg Economic Forum 		
Market measurement	Positive Familiarity	Current: 1.2 (out of 10)	Target: 3 (out of 10)
	Media Reputation Index Score	Current: 47.96	Target: 49



Kenya | Angola | Egypt

Country	Kenya	Tier 3	
Market objective	<ul style="list-style-type: none"> •To gain insight •Communicate regional integration with a strong reliance on ubuntu pillar to combat unwelcoming and xenophobic attacks •Address societal concerns 		
Market measurement	Positive Familiarity	Current: n/a	Target: TBC
	Media Reputation Index Score	Current: 47.72	Target: 48
Country	Angola	Tier 3	
Market objective	<ul style="list-style-type: none"> * Gain insight into the business market specifically in terms of business audience/target market * Communicate the regional integration messaging and agenda * Support tourism in messaging 		
Market measurement	Positive Familiarity	Current: n/a	Target: TBC
	Media Reputation Index Score	Current: 55.42	Target: 56
Country	Egypt	Tier 3	
Market objective	<ul style="list-style-type: none"> •Highlight SA as an investment destination •Communicate accessibility of the market and the opportunities for business •Highlight the NGP and the anticipated impact on future economic growth •Highlight NGP and anticipated impact on societal issues •Promote the regional integration agenda •Highlight bi-lateral trade links in agriculture, industry, infrastructure •Promote the synergies in the renewable energy sector 		
Market measurement	Positive Familiarity	Current: n/a	Target: TBC
	Media Reputation Index Score	Current: n/a	Target: TBC

UK I Germany

Country	UK		Tier 3
Market objective	<ul style="list-style-type: none"> • Boost understanding of business opportunities/ SA as a business destination • Communicate ease of doing business • Highlight strong bilateral trade agreements between the countries • Highlight brand story and the impact of the world cup to avert societal issues and Afro pessimism • Explain the anticipated impact of the NGP on improving societal issues • Discuss the regional integration agenda • Emphasis will be placed on the prioritisation of the African continent, particularly the establishment of trilateral co-operation • Reinforcing bilateral mechanisms which will concretise outcomes in the identified sectors such as education, science and technology, skills development, defence and police co-operation and sport development • Leverage Global South Africans as brand ambassadors and champions 		
Targets	Positive Familiarity	Current: 7.0 (out of 10)	Target: 7.3 (out of 10)
	Media Reputation Index Score	Current: 48.51	Target: 50
Country	Germany		Tier 3
Market objective	<ul style="list-style-type: none"> • Increase awareness and reporting on business in media • Increased consideration of SA as first choice business destination • Highlight regional integration • Re-assurance around societal issues as a result of the introduction of the NGP • Differentiate South Africa from competitors (specifically within African context) • Leverage Global South Africans networks 		
Market measurement	Positive Familiarity	Current: 3.4 (out of 10)	Target: 4.5 (out of 10)
	Media Reputation Index Score	Current: 51.60	Target: 52



DRC | UAE | Zambia

Country	DRC		Tier 4
Market objective	<ul style="list-style-type: none"> •Gain insights (through forthcoming business elite survey) •Promote regional integration agenda 		
Market measurement	Positive Familiarity	Current: n/a	TBC
	Media Reputation Index Score	Current: n/a	TBC
Country	UAE		Tier 4
Market objective	<ul style="list-style-type: none"> •Raise familiarity amongst business elite •Boost understanding of business opportunities •Make SA part of the consideration set •Highlight innovation potential / industries •Highlight regional integration agenda •Explain impact of NGP on societal issues and for future growth •Since high media reporting levels already, focus on stakeholder interaction •Utilise Global South Africans as a leveraging point for business 		
Market measurement	Positive Familiarity	Current: 2.7 (out of 10)	3.2 (out of 10)
	Media Reputation Index Score	Current: 51.66	53
Country	Zambia		Tier 3
Market objective	<ul style="list-style-type: none"> •Gain market insight •Promote regional integration 		
Market measurement	Positive Familiarity	Current: n/a	Target: TBC
	Media Reputation Index Score	Current: 39.24	Target: 41

Japan | Zimbabwe | Nigeria

Country	Japan	Tier 4	
Market objective	• To gain more insight into the market before activating		
Market measurement	Positive Familiarity	Current: n/a	TBC
	Media Reputation Index Score	Current: 54.17	55

Country	Zimbabwe	Tier 4	
Market objective	• Monitor and push the message of regional integration		
Market measurement	Positive Familiarity	Current: n/a	TBC
	Media Reputation Index Score	Current: 39.87	41

Country	Nigeria	Tier 4	
Market objective	<ul style="list-style-type: none"> • Monitor and push the message of regional integration to circumvent concerns around Xenophobia • Promote ties on education • Highlight the ease of doing business in SA • Utilise NEPAD Business Foundation platforms/channels for brand marketing messages 		
Market measurement	Positive Familiarity	Current: n/a	TBC
	Media Reputation Index Score	Current: 58.39	59



	KEY PROGRAMME INITIATIVES	2011/12	2012/13	2013/14
1.	Brand Strategy Development and Management			
1.1	Mobilisation (in conjunction with stakeholders)			
1.1.1	Living the Brand Programme - Align behaviour to brand value proposition and pillars: inc GSAs			
1.1.2	Active Citizenship: Movement for Good activation through For Good Site Partnership			
1.1.3	Mobilise South Africans towards active citizenship - (Active Citizenship Campaigns)			
	Alignment of Social Networking sites, CRM system and current users to increase database, build customer relationships and drive active citizenship			
	Mobilise South African globally towards active citizenship through digital platforms			
1.1.4	Brand Award Programme incl brand ambassadors training			
1.2	Brand Alignment			
1.2.1	Content update and maintenance - messages and images			
1.2.2	Brand ID and language manual maintenance - web version			
1.2.3	Portal refinement and maintenance			
1.2.4	Course material update			
1.2.5	Training and engagement implementation in Provinces			
1.2.5	Development of stakeholder toolkits -			
1.2.6	Distribution of activation toolkits (ATL) for in-country activations to key stakeholders			
1.2.7	Annual Brand Summit with marketers & communicators on Brand Positioning and Direction			
1.2.8	Development of brand alignment audit tool			
1.2.9	Align of Digital Platform to the Brand:			
	Structure Digital platforms to align to a single brand			
	Maximising the online marketers portal to manage brand alignment and compliance			
	Optimisation of online brand experience to maintain unique users & establish value proposition			
	Joint programme strategy development			
	Sponsorships strategy development			
	Partnership opportunity development & leverage			
	Key stakeholder events leverage			
	Develop and capitalise on partnership opportunities that increase return on			

	KEY PROGRAMME INITIATIVES	2011/12	2012/13	2013/14
2.	<u>Reputation Management</u>			
2.1	<u>Changed Perceptions: globally</u>			
2.1.1	360 degree marketing plans by country to increase positive brand awareness			
2.1.2	E-Marketing (current IMC websites, revised digital strategy)			
2.1.3.	Expanding brand reach through social media (Digital agency retainer)			
2.1.4	Stakeholder audiovisuals			
2.1.5	Collateral Development and production and dissemination(incl. annual report)			
2.2	<u>Strategic Marketing & Communications</u>			
2.2.1	<u>Domestic:</u> Structured media, thought l leadership and reputation management :			
	Facilitating media awareness tours			
	Quarterly Business Boardrooms i.e. Media & Business Roundtables,			
	Quarterly Media Breakfasts with senior editors of key publications			
	Bi-annual engagements with foreign correspondents.			
	Thought leadership events activation; WEF Africa, Cop 17, IOC Sessions			
2.2.2	<u>International:</u> Structured media, thought leadership and reputation management :			
	In-country activation - State Visits and Int 'l Trade Initiatives, Rugby World Cup, etc			
	Quarterly Media Breakfasts with senior editors of key publications in market			
	Thought leadership events activation; WEF Davos, G20,			
	Global South Africans programme towards changed conversations and perceptions			
2.2.3	Development and structuring of digital content in line with Brand SA Outcomes			
2.2.4	Capitalise global South Africans to change perceptions: online, events & inbound visits			
2.2.5	Media tracking, monitoring and analysis			
	Brand Africa Summit (or other)			
2.3	<u>Policy Articulation and Issue Management</u>			
2.3.1	Issue and crisis response handling and key policy communication			
2.3.2	Development of studies to track the impact of policy and factors on competitiveness:			
2.3.2.1	Quarterly engagements/ meetings with key stakeholders			
2.3.2.2	International Thought Leadership initiatives			

	KEY PROGRAMME INITIATIVES	2011/12	2012/13	2013/14
3.	<u>Knowledge Management</u>			
3.1	Knowledge Management system of measures specific to Pride and Patriotism research			
3.2	Presentation of reports and position papers to key Stakeholders - Public sector, Business, Civil Society, Investor Communities			
3.3	Informing development, and monitoring & evaluating impact of 360 degree marketing plans.			
4.				
4.1	Roll out of Stakeholder Engagement Strategy			
4.2	Country management and Key market activations			
4.4	Leveraging stakeholder events and marketing platforms			
5.	<u>Organisational Development</u>			
5.1	Structure and Resourcing			
5.2	Systems and Processes			
5.3	Financial Management			
6.	<u>Prudent financial management and control</u>			
6.1	Funding Model			
6.2	Governance and Compliance			



Budgets

Programme	2010/11		2011/12		2012/13		2013/14	
Brand Development	R 59 455 149	35%	R 34 650 000	32%	R 51 200 037	34%	R 54 272 039	34%
Reputation Management	R 24 178 149	14%	R 24 400 000	17%	R 24 035 210	16%	R 25 477 323	16%
Knowledge Management	R 9 984 110	6%	R 16 200 000	5%	R 6 623 346	4%	R 7 020 747	4%
Stakeholder & Partner Alignment and Integration	R 37 323 071	22%	R 25 738 000	19%	R 25 048 071	17%	R 26 550 955	17%
Organisational Development	R 3 400 000	2%	R 3 260 000	1%	R 1 250 000	1%	R 1 325 000	1%
Financial Management (Administration, Staff & Operating Costs)	R 35 772 521	21%	R 35 841 000	27%	R 40 622 336	27%	R 43 059 677	27%
Staff cost: income		13%		16%		16%		17%
Totals	R 170 113 000	100%	R 140 089 000	100%	R 148 779 000	100%	R 157 705 740	100%



THANK YOU

