
Brand South Africa

**A. STRATEGIC PLAN
MTEF 2012 - 2016**



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Brand South Africa uses Simon Anholt's definition of nation branding as defined in Anholt-GfK Roper:

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)

Nation Branding

The practice of highlighting, encouraging, reinforcing, communicating and aligning a nation's attributes in order to present the nation in a way that helps it reach defined strategic goals

Critical substantiation must be made between 'brand' and 'branding'.

The 'brand' is everything the Nation stands for; it is the creation of the identity that will encompass what people know about the Nation. Whilst 'branding' is the marketing thereof i.e. logo, slogan, colour scheme etc

Brand South Africa Mandate

National Priorities	GDP growth, job creation, poverty eradication, social cohesion, National Vision for South Africa – Vision 2030		
Desired impact	Increased international competitiveness	Improved international reputation	Increased brand equity
Vision	South Africa acknowledged as a Top 20 Nation Brand and a Top 30 Nation in the WEF Global Competitiveness Index by 2020		
International mandate	To build South Africa's Nation Brand reputation in order to improve South Africa's global competitiveness		
Domestic mandate	Build Pride & Patriotism amongst South Africans and contribute to social cohesion and nation brand ambassadorship		

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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.

New Mandate

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 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 our country's reputation

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
- Strategic Communications
- Issue management

Selective activations on key strategic platforms

- Explore and exploit opportunities on key nation branding initiatives

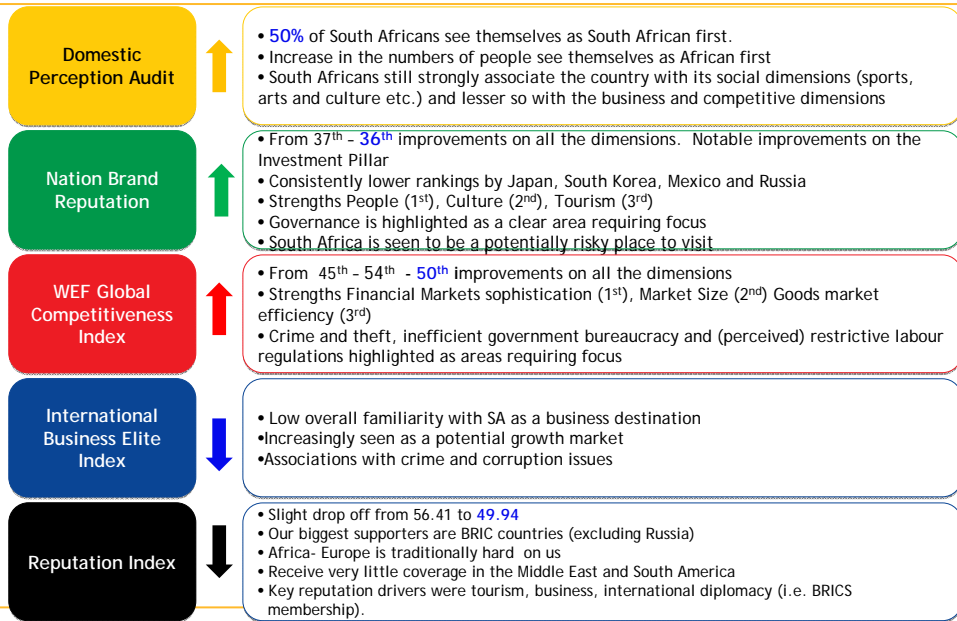
Our Mandate in Context

The organisation's mission is to build and manage South Africa's nation brand reputation to enable it to strengthen the country's global competitiveness. In discharging its mandate, Brand South Africa is responsible for the following:

- ❑ To develop and articulate the value proposition and positioning that will drive the long-term reputation of Brand South Africa.
- ❑ To develop and implement proactive and coordinated marketing communications and reputation management strategies for South Africa.
- ❑ To build awareness of South Africa and the image of the nation brand in other countries.
- ❑ To build patriotic pride and positive citizenship amongst South Africans, with the aim of uniting the nation by encouraging all South Africans to "live" values of the nation brand, and define "South Africanness"
- ❑ To increase South Africa's global competitiveness by developing symbiotic partnerships with all stakeholders who deliver on (and leverage) the nation brand and align them to enhance SA's reputation.



Competitive Environment - Current Performance



Competitive Environment: Competitors Rankings

	Global Competitiveness	Nation Brand	Brand Equity
▪ Brazil	53 rd	20	8
▪ India	56 th	28	33
▪ China	25 th	23	15
▪ Turkey	59 th	32	44
▪ Tunisia	40 th	n/a	n/a
▪ Mexico	58 th	30	19
▪ Egypt	94 th	33	28
▪ Korea	24 th	27	32
▪ Nigeria	127 th	48	47
▪ Russia	66 th	21	17
▪ Thailand	39 th	34	38
▪ Indonesia	46 th	41	41
▪ South Africa	50 th	36	34
▪ Total Countries	142	50	138



PERFORMANCE YEAR TO DATE

IMPACT MEASURE / INDICATOR	TOOL FOR MEASURING	(2009/10)	BASELINE 2010/11 (actual)	TARGET 2011/12	ACTUAL YEAR TO DATE	VARIANCE EXPLANATION	
1. Improved international reputation	Gfk Anholt Nation Brand Index	35	30 (37)	*	36		
1. Improved international reputation		Brazil	35	31	29		34
		China	37	38	34		37
		Egypt	39	34	34		40
		Germany	31	36	35		29
		India	20	20	20		19
		Japan	48	49	48		47
		Russia	42	46	44		43
		South Africa	4	3	3		4
		South Korea	44	46	44		43
		UK	29	26	26		30
		US	30	38	36		40
		2. Increased Brand Equity	Brand Finance Brand Valuation	\$99bn	(\$135bn)		\$139bn
3. Increased Competitiveness	WEF-GCI Index	45	44 (54)	44	50	Not realised	
4. Improved Media Reputation		56	50	55	48	Not realised	



As per approved Business Plan		BASELINE	ANNUAL	QUARTERLY		
OUTCOME MEASURE	TOOL FOR MEASURING	ACTUAL 2010/11	TARGET 2011/12	TARGET Q3	ACTUAL Q3	VARIANCE EXPLANATIONS
Outcome 1: BRAND ALIGNMENT BY STAKEHOLDERS						
Pride levels	Domestic Tracker	75%	90%	89%	87%	Socio - political dynamics
Commitment levels	Domestic Tracker	n/a	71%	73%	79%	Socio - political dynamics
Social Cohesion	National Perceptions Audit	n/a	72%	n/a	n/a	
Active Citizenship	National Perceptions Audit	n/a	69%	n/a	n/a	
Outcome 2: INCREASED PRIDE AND PATRIOTISM						
Brand: Look & Feel Compliance by Stakeholders	Brand Compliance Audit	Audit tool not developed.	Develop Audit Tool	Establish baseline Executive approved tender		Tender process commenced in Q4
Alignment in terms of positioning	Content tracking of value proposition & messaging	Audit tool not developed.	Develop Audit Tool	Establish baseline Execute approved tender	Temporary registration on sites. Data capturing	Tender process commenced in Q4
Outcome 3: ARTICULATION AND CONTEXTUALISATION OF SA POLICY THAT IMPACT FACTORS OF COMPETITIVENESS						
Awareness of SA policy positions by target audiences	Thrive (Business Elite study)	Tool & baseline not established	Baseline Presentations to Stakeholders Select policies targets by Dec 2011	n/a	Baseline Presentations to Stakeholders	Set baseline by Q4 of 2011/2012
Awareness by stakeholders of how SA policy positions impact SA competitiveness	Specific questions within Stakeholder satisfaction survey	Tool & baseline not established	Select policies targets by Nov 2011	n/a	Select policies targets by Dec 2011	Set baseline by Q4 of 2011/2012



As per approved Business Plan		BASELINE	ANNUAL	QUARTERLY		
OUTCOME MEASURE	TOOL FOR MEASURING	ACTUAL 2010/11	TARGET 2011/12	TARGET Q3	ACTUAL Q3	VARIANCE EXPLANATIONS
Outcome 4a: POSITIVELY CHANGED PERCEPTIONS ABOUT SA WITHIN INTERNATIONAL TARGET AUDIENCES						
Reputation Ranking	Media Rep. Index	50.28	55	52	44	Socio - political dynamics
	Global Citizens Survey	Project plan to set up survey & establish baselines developed	Global Citizens Survey			
Familiarity	Project Thrive Surveys	Put out tender to deliver on Project Thrive.		n/a	Not available	Report will be available by Q4 of 2011/2012
Brazil		6.2	6.4			
China		5.8	6.0			
France		4.2	4.2			
Germany		4.2	4.2			
India		6.0	6.0			
UK		7.3	7.3			
Outcome 4b: POSITIVELY CHANGED PERCEPTIONS ABOUT SA WITHIN DOMESTIC TARGET AUDIENCES						
4.1 Awareness of the Brand SA pillars	Tracker (Domestic):					
	Diversity	79%	79%	80%	84%	
	Ubuntu	75%	75%	75%	78%	
	Possibility	76%	76%	76%	77%	
	Sustainability	74%	74%	74%	68%	
4.2 Media Reputation Rankings (Domestic)	Media Reputation Index	Establish Monitoring Mechanism & Baseline	Put out tender to deliver on domestic & social media	Deploy the tool	Establish baseline	
Outcome 5: ECONOMIES OF SCALE AND SCOPE						
Joint Funding	Funds raised as a % of total BRAND SOUTH AFRICA budget	R4m. (24%) Joint Government Programmes Shanghai Expo With DIRCO	12%	R2,5m	R1.8	Effects of economic conditions
Leveraging Resources: Sponsorship And Partnership values	Costs saved as a % of total BRAND SOUTH AFRICA budget	R9.3m worth of value obtained to date: n/a	R10million			



Key Issues and Priorities

Following the successful hosting of the World Cup, and the heightened awareness of the country from a tourism and heritage perspective, there is an increased need to:

- Focus on marketing South Africa more as a business destination.
- Ensure branding is an integral part of national policy processes and strategy.
- Develop and implement a policy on brand alignment for the country.
- Ensure that building and promoting the brand translates into economic growth, job creation and support for efforts to attract investors, from within the continent and further afield.
- Obtain cooperation and support for the country branding effort from Business (private sector).
- Increase cooperation and partnership between Brand SA and the Department of Economic Development.
- Improve and increase engagement with other stakeholders who influence, inform and affect the nation brand reputation (e.g. media, civil society and political parties).
- Ensure 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.
- Expand the Global South Africans' programme, and establishing a networks in each of the selected target markets, will be a key element of international marketing efforts.



Our Long Term Goals and Objectives

- ❑ To ensure that all partners across Government, the private sector and civil society are aligned behind the nation brand in terms of corporate identity, behaviours, messaging and imaging.
 - ❑ To contribute to increased pride and patriotism, active citizenship and social cohesion.
 - ❑ To monitor nation brand performance on global competitiveness and to inform target audiences, and policy development processes, with regard to the country's policies that impact competitiveness.
 - ❑ To inform and influence conversations and perceptions about South Africa by global and local audiences and proactively manage the "narrative" by enhancing success stories and achievements and communicating the national vision and plan.
 - ❑ To collaborate with partners and leverage each other's resources to extend brand and messaging reach and impact in a cost effective manner.
 - ❑ To ensure sound governance, compliance, human capital and risk management systems to ensure the long- term sustainability of the organisation.
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Desired Outcomes and Strategies

Brand SA's
MANDATE relative to South Africa's needs...
It aims to fulfil this mandate by achieving the following
OUTCOMES

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

- | | | |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| 1. Brand Alignment by stakeholders | 2. Increased Pride and Patriotism amongst South Africans | 3. Positively changed perceptions about South Africa amongst target audiences |
| 4. Articulated and contextualised South African policy | 5. Increased economies of scale and scope
<i>(sustainable organisational development)</i> | 6. A sustainable organisation |

... by undertaking the following
6 STRATEGIES

External Focus
Internal Ops

- | | |
|----------------------------------------------------------|------------------------------------------------------|
| 1. Brand strategy development and management | 2. Reputation management |
| 3. Brand knowledge management and performance management | 4. Stakeholder and partner alignment and integration |
| 5. Organisational development | 6. Prudent financial management and control |

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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.

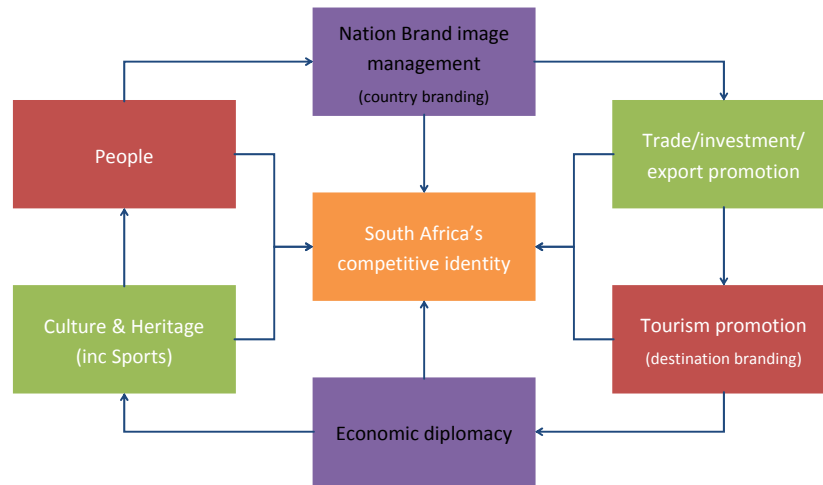
Brand Alignment:
OBJECTIVE

To create a single brand IDENTITY AND IMAGE that will help position South Africa as a globally competitive nation

BENEFITS OF ALIGNMENT

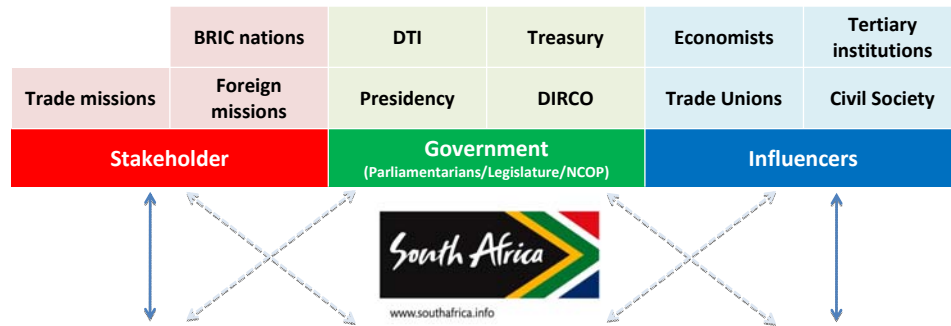
- Increased market presence
- Greater target market reach
- Consistent look and feel
- Greater message impact
- Ability to better compete with bigger spending nations through innovative ways
- Maximised return on marketing spend

Our approach to achieving competitive identity



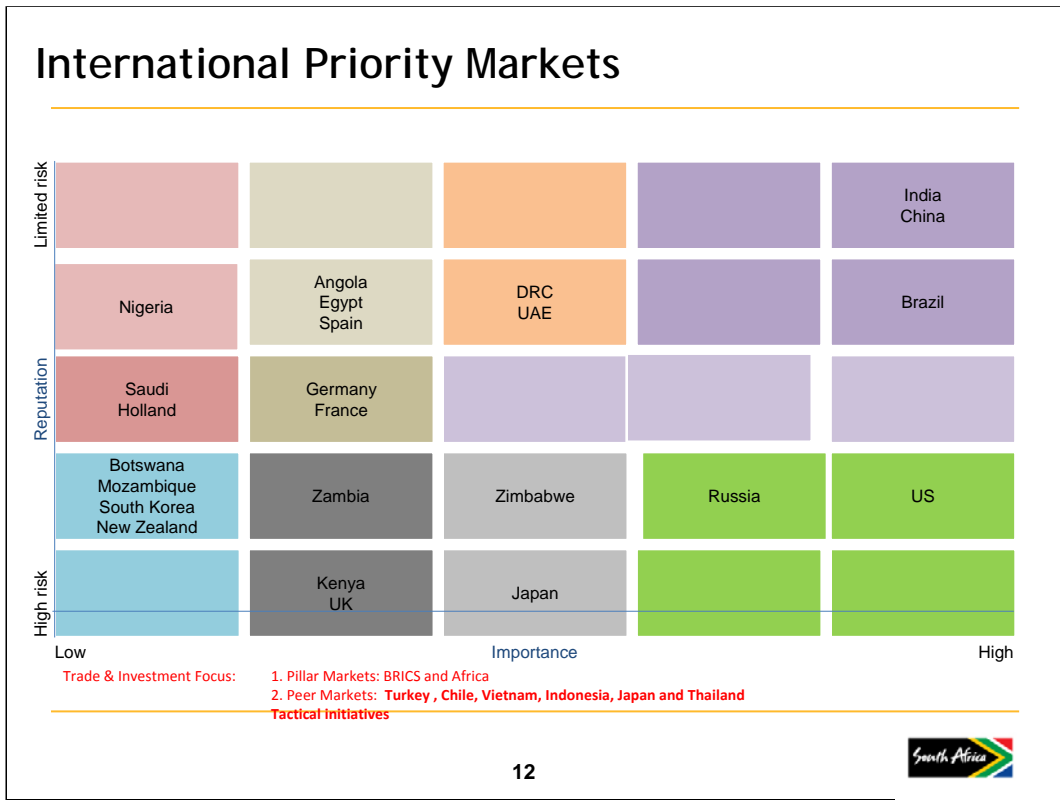
- ❑ Key Elements/Functions of Reputation Management: Country & Destination Branding + Public & Cultural Diplomacy

Brand South Africa Stakeholders & Target Audiences



Media		Business		Africa	
Business	News and current affairs	Business chambers	Business lobbyists	SADC	African Union
Pan-African		Big business	International investors	Nepad	





Key to note:

Markets grid take strategic consideration of trade and investment markets, foreign policy as well as tourism markets.

The focus is on reputation management

Strategic Thrusts and Key Initiatives - Domestic

- ❑ Continued brand alignment and coordinated approaches to internal marketing of the country for purposes of building social cohesion and citizenship.
- ❑ Stakeholder engagements and partnerships (Government, Business & Civil Society)
- ❑ Driving campaigns aimed at inspiring and encouraging positive social change through active citizenship by South Africans.
- ❑ Leverage events such as the international investment conference to further position and profile SA as an ideal investment destination
- ❑ Driving campaigns aimed at communicating and profiling the national integrated infrastructure build programme and SA's inclusive growth efforts
- ❑ Driving discourses and narratives around regional economic integration and its benefits to SA and the continent
- ❑ Leveraging selected strategic events to convey Brand SA messages (SA Competitiveness Forum, SA-BRICS Forum, Mining Indaba)

Strategic Thrusts and Key Initiatives - International

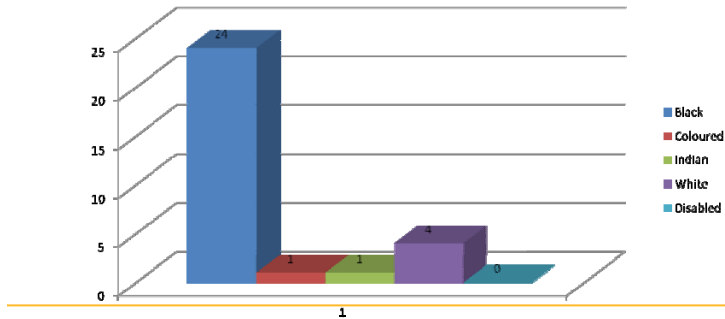
- ❑ Driving the growth and expansion of the GSA network with a view to using this latent resource better for brand ambassadorship and spokesperson purposes.
 - ❑ Exposing media from various markets to create better awareness of SA's attractiveness as a destination for investment and trade.
 - ❑ Engagement with stakeholders and audiences critical to the marketing of South Africa as a business destination.
 - ❑ Sustaining a media programme in each target market to drive messages we want to seed and develop in those markets
 - ❑ Facilitating the marketing of SA in a coordinated manner through partnerships with those agencies tasked with marketing SA abroad.
 - ❑ Using key international platforms to seed conversations that will change the narrative about SA and in addition, change perceptions positively.
-



HR Plan 2012 - 2013

Key Issues:

- Current approved posts - 39 salary bill = 25% of Total
- Filled positions - 31 (79.5%)
- Vacant posts - 8 (20.5%)
- Disabled - 0 (high mobility required - 1 administrative post will be designated for a disabled person in our HR Plan)
- High attrition due in part to large Generation X and Y staff complement -
 - generational issues such as high mobility and ease of mobility when employing young staff
 - scarcity of specialist skills in the Nation Branding arena makes it difficult to retain as well as to source talent.
- Large scale recruitment programme underway to drive the filling of all vacant posts by end June 2012.
- Introducing a Talent Management programme in 2012/13 to improve attraction, retention and succession.



HR Plan 2012 - 2014

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						
1	CEO	1	0		1	1	1
2	PA to CEO	1	0		1	1	1
3	Project Manager	1	0		1	1	1
	Marketing and Communications						
4	Director: Strategic Marketing & Comms	1	0		1	1	1
5	PA	1	1		1	1	1
6	Manager: Branding	1	0		1	1	1
7	Manager: Communications - International and Domestic	1	1	1	2	2	2
8	Manager: Digital Content	1	0		1	1	1
9	Manager: Research Manager	1	1		1	1	1
10	Research Analyst		0	1	1	1	1
11	Assistant Brand Manager	1	0		1	1	1
12	Public Relations Officer	1	0		1	1	1
13	Marketing Co-ordinator	1	0		1	1	1
	Stakeholder Management						
14	Director: Stakeholder Management	1	0		1	1	1
15	PA	1	0		1	1	1
16	Country Manager: Europe	1	0		1	1	1
17	Country Manager: US (South Americas)	1	0		1	1	1
18	Country Manager: Asia	1	1		1	1	1
19	Country Manager: Africa & Middle East	1	1		1	1	1
20	Programme Manager: Government	1	0		1	1	1
21	Programme Manager: Business	1	0		1	1	1
22	Programme Manager: Civil	1	0		1	1	1
23	Programme Co-ordinators	5	3		5	5	5



HR Plan 2012 - 2014 cont'd

No	Position	Established posts			Positions Filled		
		No of positions	Current Vacancies	Proposed new positions	Year 1: 2012/2013	Year 2: 2013/2014	Year 3: 2014/2015
	Finance						
24	Director: Finance (CFO)	1	0		1	1	1
25	PA: Finance	1	0		1	1	1
26	SCM Specialist		0	1	1	1	1
27	Risk Officer		0	1	1	1	1
28	Internal Auditor		0	1	1	1	1
29	Manager: Finance	1	1		1	1	1
30	Accountant	1	0		1	1	1
31	Accounting Clerk	1	0		1	1	1
32	Driver	1	0		1	1	1
	Corporate Services						
33	Director: Corp Services	1	0		1	1	1
34	PA: DCS	1	0		1	1	1
35	Manager: Legal		0	1	1	1	1
36	Manager: HR	1	0		1	1	1
37	Manager: Corporate Affairs			1	1	1	1
38	Manager: IT		0	1	1	1	1
39	Board Secretary	1	0		1	1	1
40	Assistant Board Secretary	1	0		1	1	1
41	Receptionist	1	0		1	1	1
42	Office Assistant	1	0	1	2	2	2
		39	9	8	47	47	47



Budgets

PROGRAMMES	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Administration	37 856	40 033	42 992	45 572	48 306
Brand Strategy Development and Management	58 966	62 209	65 319	69 238	73 392
Reputation Management	51 957	54 720	58 069	61 553	65 246
	148 779	156 962	166 380	176 363	186 945

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

B: TRANSLATING STRATEGY INTO BUSINESS PLAN

Performance Plan 2012/13



		Brand SA Impacts	Increased International Competitiveness	Improved International Reputation	Increased Brand Equity
		Outcomes	Strategies	Strategic Intent	Key Performance Areas
PROGRAMME 2: Brand strategy Development and Management	Brand Alignment by stakeholders	Brand Strategy Development & Management	Brand Strategy Development & Management	To create & ensure consistency in the nation brand identity & understanding of country image in international markets & at home.	<ol style="list-style-type: none"> Seeding New Brand positioning Living the Brand Through Active Citizenship Joint Funding and value add
	Increase Pride and Patriotism amongst South Africans				
PROGRAMME 3: Reputation Management	Positively changed perceptions about South Africa amongst target audiences	Reputation Management	Reputation Management	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.	<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.
	Articulated and contextualised South African policy				
PROGRAMME 1: Administrational- Organizational and Financial Management	Increased economies of scale and scope	Stakeholder and Partner alignment and Integration	Stakeholder and Partner alignment and Integration	<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"> 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.
	A sustainable organisation				
		Organisational Development	Organisational Development	To leverage resources in order to extend brand and messaging reach and impact in a cost effective manner.	<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
		Prudent Financial management control	Prudent Financial management control	<p>Financial & performance reporting.</p> <p>Compliance to legislation.</p> <p>Risk Management.</p> <p>Joint funding and Value Add.</p>	<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.



PROGRAMME OF ACTION SOUTH AFRICA



Outcomes	KPAs	Strategy	Key Initiatives & Projects	Resp. HOD	Resp Man	
Sustainable Organisation	Create a high performance organisation	Organisational Development	1. Human Capital Plan Implementation 2. Performance Management 3. Benefit management & employee relations 4. Implementation of smart HR 5. Training delivery 6. Rewards and recognition programme	DCS	HRM	
	IT Master Systems Plan	Organisational Development	1. MSP development workshops & interviews 2. Scoping of optimised IT/business processes	DCS		
	Corporate Governance Framework	Organisational Development	1. Revisions of corporate governance framework 2. Development and management of annual corporate calendar 3. Annual update of Board Committee charters	DCS	PRCM BS	
Sustainable Organisation	Ensure good corporate citizenship	Organisational Development	1. Development & implementation of CSI strategy 2. Development of CSI policy 3. Implementation of CSI projects	DCS	HRM PRCM	
	Financial & Performance reporting	Prudent Financial Management & Control	1. Integrated financial & supply management system	DF	FM	
	Compliance to legislation	Prudent Financial Management & Control	1. Compliance to legislation risk register	DF	FM	
	Risk management	Prudent Financial Management & Control	1. Monitor legislation risk register	DF	FM	
	Join Funding	Prudent Financial Management & Control	1. Raise additional funding	DSMC	PRCM	
	Value add & sponsorships	Prudent Financial Management & Control	1. Raise sponsorships and value additions	DSMC	PRCM	
	Build, maintain, & protect corporate reputation	Corporate Affairs	1. Corporate communications 2. Public Relations and media engagement	DSCM	PRCM	
	Positioning Brand SA as a thought leader	Corporate Affairs	1. Thought leadership platforms & driving advocacy 2. Dynamic issues management document 3. Crisis management strategy & systems	DSCM	PRCM	
	Leading by example	Corporate Affairs	1. Develop a Corporate Social Investment strategy	DCS	PRCM	
	Building & nurturing key relationships	Corporate Affairs	1. Create corporate platforms for relationship building	DSMC	PRCM	

PROGRAMME 1:
Administration & Finance

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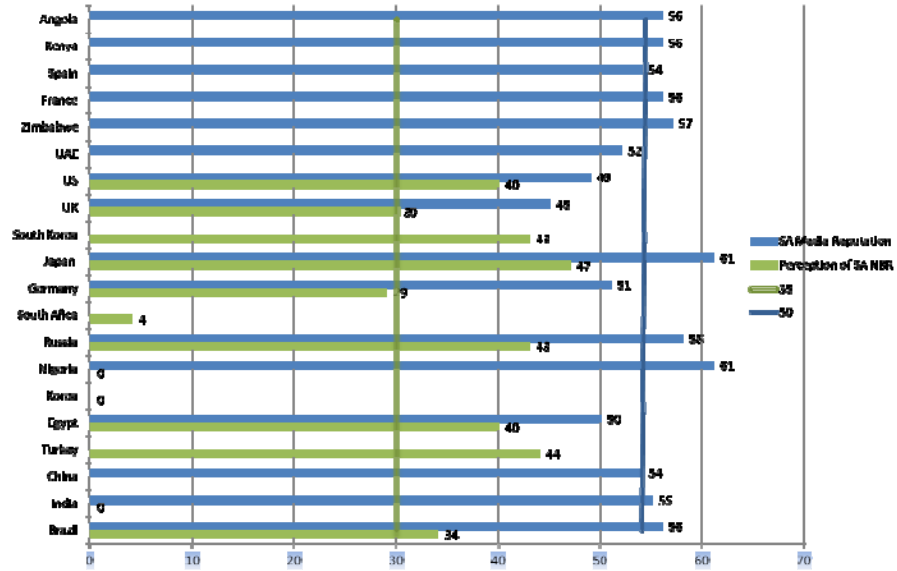
	Outcomes	KPAs	Strategy	Key Initiatives & Projects	Resp. HOD	Resp Man	Budget	
PROGRAMME 2: Brand Strategy Development Management	Brand alignment by stakeholders	Seeding New Brand positioning	Brand Strategy	1. Establish Brand SA Training Academy 2. Brand Training (9 Provinces) 3. Brand SA Forum 4. Brand Alignment Policy Framework 5. Communications & Media Programme for 1 - 5	DSMC DSCM DSCM CEO/DSMC DSCM	BM BM PR& CM BM PR& CM		
	Increased pride and patriotism	Living the Brand Through Active Citizenship	Brand Strategy	1. Play Your Part Campaign 2. National significance days [Freedom, Youth, Heritage, Women, SONA, Budget] 3. Brand Ambassadors programme 4. Communications & Media Programme for 1 - 3	DSMC DSR DSMC DSR	BM & CM PMG BM & CM BM		
		Sourcing Joint Funding and value add	Brand Strategy	1. Source 4 media partners 2. Source 12 vision partners 3. Communications & Media Programme for 1 - 3	DSR DSR	CM PMs		
PROGRAMME 3: Reputation Management	Positively changed perceptions about SA	Creating & Leveraging Strategic Relationships	Reputation Management	1. Global Diaspora Conference 2. Media tours (4) 3. Business roundtables (4) 4. Long Walk to Freedom initiatives 5. Formula for South African 6. Communications & Media Programme for 1 - 5	DSMC DSMC DSR DSR DSMC	PR& CM PR&CM PMB PMCS PR&CM		
		Feedback loop to stakeholders	Reputation Management	1. Reference group engagements (4) 2. Stakeholder engagements on key indices (4) 3. Communications & Media Programme for 1 -2	DSMC	RM		
	Articulated and contextualised SA policy	Structured strategic Engagement programmes	Brand Knowledge	1. Thought Leader & Media roundtables (4) 2. South African Competitiveness Forum 3. South Africa - BRICS Dialogue 4. Communications & Media Programme for 1 - 3	DSMC DSR DSR DSCM	PR&CM RM RM & PMs		
		Feedback Loop to stakeholders	Stakeholder Partner Alignment & Partnership	1. Stakeholder awareness & outreach [1.1 All Provinces, 1.2 Faith Based Organisations, 1.3 Business Schools, 1.4 Youth, 1.5 GSAs] 2. South Africa Dialogue 3. Leverage select domestic events [] 4. Communications & Media Programme for 1-3	DSR DSCM	PMs PMs PR& CM		
	Increased economies of scope and scale	Join Funding & Value add	Stakeholder Partner Alignment & Partnership	1. Implement Strategic Partnership Framework • Patrons • GSA • Programme Partners • Funding Partners 2. Communications & Media Programme for 1	CEO/DSR	PMs PMs PMs PMs		

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PROGRAMME OF ACTION INTERNATIONAL MARKETS



International Market Prioritization



		Outcomes	KPAs	DRC	ZIMBABWE	UAE	EGYPT		
PROGRAMME 2: Brand Strategy Development Management	Positively changed perceptions about SA	Promote positive awareness of SA competitiveness	<ul style="list-style-type: none"> Monthly thought pieces. Monthly press releases (WEF GCI/DBI/BRICS) 	<ul style="list-style-type: none"> Monthly thought pieces. Monthly press releases (WEF GCI/DBI/BRICS) 	<ul style="list-style-type: none"> Monthly thought pieces. Monthly press releases (WEF GCI/DBI/BRICS) 	<ul style="list-style-type: none"> Monthly thought pieces. Monthly press releases (WEF GCI/DBI/BRICS) 	<ul style="list-style-type: none"> Monthly thought pieces. Monthly press releases (WEF GCI/DBI/BRICS) 		
		Profile & promote SA as a business & Investment destination	<ul style="list-style-type: none"> ITI support Business engagement Monthly press releases 	<ul style="list-style-type: none"> Business Roundtable 	<ul style="list-style-type: none"> Business Round table Quarterly business leader Interviews Post COP 17 features? DBI pieces/features 	<ul style="list-style-type: none"> Business roundtable Quarterly business leader interviews DBI thought pieces 			
Profile & promote GSA for business & other relationships				<ul style="list-style-type: none"> Business leader interviews Global SA engagement Quarterly GSA Newsletter 					
PROGRAMME 3: Reputation Management	Manage sectoral perceptions and position SA as a leader in innovation and technology		<ul style="list-style-type: none"> Monthly Business reputation thought pieces 				<ul style="list-style-type: none"> Quarterly positive stories 		
		Highlight progress on social indices & manage societal issues				<ul style="list-style-type: none"> Freedom Day feature/piece 	<ul style="list-style-type: none"> Freedom Day pieces 		
	Articulated and contextualised SA policy Increased economies of scope and scale	Profile and position SA's emerging market leadership in global governance issues							
		Promote shared BRICS values							
		Demonstrate leadership in hosting global events							
Boost perceptions of SA on key issues (labour, political stability, health etc)						<ul style="list-style-type: none"> Political stability pieces SONA thought piece Budget Speech thought piece 			

	Outcomes	KPAs	BRAZIL	RUSSIA	INDIA	CHINA
PROGRAMME 2: Brand Strategy Development Management	Positively changed perceptions about SA	Promote positive awareness of SA competitiveness	<ul style="list-style-type: none"> Monthly thought pieces. Monthly press releases (WEF GCI/DBI/BRICS) 	<ul style="list-style-type: none"> Monthly thought pieces. Monthly press releases (WEF GCI/DBI/BRICS) 	<ul style="list-style-type: none"> Monthly thought pieces. Monthly press releases (WEF GCI/DBI/BRICS) SA as services hub for continent thought pieces 	<ul style="list-style-type: none"> Monthly thought pieces. Monthly press releases (WEF GCI/DBI/BRICS)
		Profile & promote SA as a business & investment destination	<ul style="list-style-type: none"> ITI media programme Business case studies/interviews BSA media programme Media tours (3) 	<ul style="list-style-type: none"> ITI media programme Business case studies/interview Business round tables (2) Media tours (3) St Petersburg WEF business & media programme 	<ul style="list-style-type: none"> ITI media programme Business case studies/interviews Business Roundtables (3) Media Tours (3) SA-India business leaders interviews 	<ul style="list-style-type: none"> ITI media programme Business case studies Business Roundtables 3 Media Tours (3) WEF China media Mining China media COIFAIR Forum CIDIT Media
PROGRAMME 3: Reputation Management	Profile & promote GSA for business & other relationships					
		SA as a leader in innovation and technology				
	Articulated and contextualised SA policy Increased economies of scope and scale	Highlight progress on social indices & manage societal issues	<ul style="list-style-type: none"> NDP thought pieces/stories Thought pieces on key social issues 	<ul style="list-style-type: none"> NDP thought pieces/stories Democracy thought pieces Freedom day pieces 	<ul style="list-style-type: none"> NDP thought features Democracy pieces Freedom day pieces New economic model 	
		Profile and position SA's emerging market leadership in global governance issues	<ul style="list-style-type: none"> NHI-Health issues feature Human Rights Day features 	<ul style="list-style-type: none"> NHI-Health issues feature Human Rights Day features 		
		Promote shared BRICS values			<ul style="list-style-type: none"> Heritage Month India World Diaspora 	
		Demonstrate leadership in hosting global events	<ul style="list-style-type: none"> Sports thought pieces/stories 	<ul style="list-style-type: none"> Sports thought pieces/stories 		
Boost perceptions of SA on key issues (labour, political stability, health etc)	<ul style="list-style-type: none"> World Environment Day Roundtable SONA pieces Budget Speech pieces 	<ul style="list-style-type: none"> World Environment Day Roundtable SONA pieces Budget Speech pieces Human Rights pieces 	<ul style="list-style-type: none"> World Environment Day Roundtable SONA pieces Budget Speech pieces 	<ul style="list-style-type: none"> Political stability SONA Budget Speech 		

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		Outcomes	KPAs	GERMANY	UK	USA	FRANCE
PROGRAMME 2: Brand Strategy Development Management	Positively changed perceptions about SA	Promote positive awareness of SA competitiveness		<ul style="list-style-type: none"> Monthly thought pieces. Monthly press releases (WEF GCI/DBI/BRICS) 	<ul style="list-style-type: none"> Monthly thought pieces. Monthly press releases (WEF GCI/DBI/BRICS) 	<ul style="list-style-type: none"> Monthly thought pieces. Monthly press releases (WEF GCI/DBI/BRICS) 	<ul style="list-style-type: none"> Monthly thought pieces. Monthly press releases (WEF GCI/DBI/BRICS)
		Profile & promote SA as a business & Investment destination		<ul style="list-style-type: none"> ITI/SV support programme Afrika-Verein programme Business leader case studies Business Roundtables (2) Germany-Africa Energy Forum Media Tour (1) 	<ul style="list-style-type: none"> ITI/SV support programme Stakeholder platforms (3) Business roundtables (3) Media roundtables (3) Media tours (2) London 2012 activation 	<ul style="list-style-type: none"> ITI/SV support programme Stakeholder platforms (3) Business roundtables (3) Media roundtables (3) 	<ul style="list-style-type: none"> Business endorsers programme Media tours (2) Business Roundtables (2)
PROGRAMME 3: Reputation Management	Articulated and contextualised SA policy Increased economies of scope and scale	Profile & promote GSA for business & other relationships			<ul style="list-style-type: none"> GSA engagements (2) Business leader interviews 	<ul style="list-style-type: none"> GSA engagements (2) Business leader interviews 	
		Manage sectoral perceptions and position SA as a leader in innovation and technology		<ul style="list-style-type: none"> COP 17 success stories SA interviews -German Science Year 			
		Highlight progress on social indices & manage societal issues		<ul style="list-style-type: none"> Freedom Day stories Nelson Mandela pieces NDP pieces 	<ul style="list-style-type: none"> Freedom Day stories 		
		Profile and position SA's emerging market leadership In Global Governance issues					
		Promote shared BRICS values					
31		Demonstrate leadership in Hosting global events					
		Boost perceptions of SA on key issues (labour, political stability, health)					

CALENDAR OF KEY INITIATIVES 2012/13		
APRIL	MAY	JUNE
<ul style="list-style-type: none"> ▪ Freedom Day (27th) ▪ National Orders Awards (27th) ▪ Brand Africanness formula ▪ Brazil FT roundtable ▪ Africa Dialogue ▪ OR Tambo Campaign (Zambia) ▪ SA Diaspora outreach ▪ Infrastructure Investment Summit 	<ul style="list-style-type: none"> ▪ WEF Africa (Ethiopia) ▪ Africa Diaspora (Dirco) ▪ WEF Africa - Addis Ababa (22nd) ▪ Africa Day (25th) ▪ ITI - DRC ▪ Korea Ministerial visit (DTI) ▪ India Inbound State Visit ▪ OR Tambo Campaign (Nigeria) ▪ Tourism Indaba 	<ul style="list-style-type: none"> ▪ WEF Forum St Petersburg (Russia) ▪ Youth Month ▪ World Environment Day (UN) ▪ Sports & Tourism Exchange Conference (KZN) ▪ SADC Summit ▪ Sustainable Development (RDJ)
JULY	AUGUST	SEPTEMBER
<ul style="list-style-type: none"> ▪ Mandela Day (18) ▪ Service month ▪ SA - UK Bilateral Trade Promotion (Olympics) 	<ul style="list-style-type: none"> ▪ Women's Month ▪ The Oppenheimer Annual Technology, Media & Telecommunications Conference. ▪ IBSA Summit 	<ul style="list-style-type: none"> ▪ Heritage Month ▪ Tourism Month ▪ World Investment Prospects Survey ▪ Quarterly Media Tour ▪ Lorie Awards
OCTOBER	NOVEMBER	DECEMBER
<ul style="list-style-type: none"> ▪ Ochi Economic Forum - Russia ▪ Breast Cancer Awareness Month ▪ Russia (Legacy World Cup Exhibition) DTI ▪ ITI - (Turkey) 	<ul style="list-style-type: none"> ▪ COIFAR (China) ▪ Mining Conference (China) ▪ CIBIT (China) ▪ COP 18 (Qatar) ▪ International Trade Fair for Industrial Environment & Sustainability ▪ UNDP Human Design Indaba ▪ 16 Days of Activism 	<ul style="list-style-type: none"> ▪ World AIDS Day ▪ Quarterly Media Tour
JANUARY	FEBRUARY	MARCH
<ul style="list-style-type: none"> ▪ WEF Davos (Switzerland) ▪ AU Summit 2013 	<ul style="list-style-type: none"> ▪ SONA (Cape Town) ▪ Budget Speech (Cape Town) ▪ Mining Indaba (Cape Town) 	<ul style="list-style-type: none"> ▪ Nation Branding & Investment Conference (Netherlands)

Budgets

PROGRAMMES	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Administration	37 856	40 033	42 992	45 572	48 306
Brand Strategy Development and Management	58 966	62 209	65 319	69 238	73 392
Reputation Management	51 957	54 720	58 069	61 553	65 246
	148 779	156 962	166 380	176 363	186 945

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

C: ANNEXURES

Performance Measures and Targets 2012-2016

Definitions



IMPACT - MEASURES AND TARGETS

IMPACT MEASURE / INDICATOR	TOOL FOR MEASURING	ACTUAL 2010/11	ACTUAL 2011/12	TARGET 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)	(45 - 55)	(43 - 53)	(41 - 51)	(39 - 49)	(37-47)
3. Increased Brand Equity	Brand Finance Brand Valuation	n/a (\$135bn)	\$139bn	\$144	\$150	\$159	\$166	\$182.6	\$200.8

IMPACT - MEASURES AND TARGETS

IMPACT MEASURE / INDICATOR	TOOL FOR MEASURING	ACTUAL 2010/11	ACTUAL 2011/12	TARGET 2012/13	TARGET 2013/14	TARGET 2013/14	TARGET 2014/15	TARGET 2015/16	TARGET 2016/17
2. Improved International Reputation	GfK Anholt Nation Brand Index	37	Overall ranking n/a	Overall ranking n/a	Overall ranking n/a	Overall ranking n/a	Overall ranking n/a	Overall ranking n/a	Overall ranking n/a
Brazil*		31	29	28-32	27-31	26-30	25-29	24-28	23-27
China		38	34	32-36	31-33	31-35	30-34	29-33	28-32
Egypt		34	34	32-36	32-36	32-36	31-35	30-34	29-33
Germany		35	32-36	32-36	32-36	31-35	30-34	29-33	28-32
India		20	18-22	18-22	17-21	16-20	15-19	14-18	13-17
Japan		49	46-50	46-50	45-49	44-48	43-47	42-46	41-45
Russia		46	44	43-47	42-46	41-45	40-44	39-43	38-42
SA		3	3	1-4	1-4	1-4	1-4	1-4	1-4
UK		26	26	25-29	25-29	24-28	23-27	22-26	21-25
US		38	36	34-38	33-37	32-36	31-35	30-34	29-33
France		34	34	30-34	30-34	29-33	28-32	27-31	26-30



OUTCOME 1 - BRAND ALIGNMENT

OUTCOME MEASURE	TOOL FOR MEASURING	BASELINE 2010/11	Target 2011/12	TARGET 2012/13	TARGET 2013/14	TARGET 2013/14	TARGET 2014/15	TARGET 2015/16	TARGET 2016/17
Brand compliance by stakeholders Look & Feel	Brand Compliance Audit	Develop Audit tool	Develop Audit Tool	(90% -95%) Compliance	(90% -95%) Compliance	(90% -95%) Compliance	(90% -95%) Compliance	(90% -95%) Compliance	(90% -95%) Compliance
Alignment in terms of positioning	Content tracking: value proposition & messaging pillars	Develop tool and targets	Develop Audit Tool*	Set Benchmark & Target	Set Benchmark & Target	Set Benchmark & Target	Set Benchmark & Target	Set Benchmark & Target	Set Benchmark & Target

OUTCOME 2 - PRIDE AND PATRIOTISM

OUTCOME MEASURE	TOOL FOR MEASURING	ACTUAL 2010/11	TARGET 2011/12	TARGET 2012/13	TARGET 2013/14	TARGET 2014/15	TARGET 2015/16	TARGET 2016/17
Pride levels	Domestic Tracker	90%	87%	88%	88%	88%	88%	88%
Commitment levels	Domestic Tracker	71%	75%	75%	75%	76%	76%	76%
Social Cohesion	National Perceptions Audit	72%	75%	77%	78%	78%	80%	80%
Active Citizenship	National Perceptions Audit	69%	72%	74%	75%	75%	77%	78%



OUTCOME 3 – ARTICULATION AND CONTEXTUALISATION OF SA POLICY THAT IMPACT FACTORS OF COMPETITIVENESS

OUTCOME MEASURE	TOOL FOR MEASURING	ACTUAL 2010/11	Actual 2011/12	TARGET 2012/13	TARGET 2013/14	TARGET 2014/15	TARGET 2015/16	TARGET 2016/17
Awareness of SA policy positions by target audiences	Ease of doing business <i>Source: Thrive (Business Elite study)</i>	Measurement tool put out tender to deliver on Project Thrive.	16%	(16-21)	(17-22)	(18-23)	(19-24)	(20-25)
	Relevant laws and legislation		12%	(12-16)	(13-17)	(14-18)	(15-19)	(16-20)
	Range of opportunities for investors		23%	(23-27)	(24-28)	(25-29)	(26-30)	(27-31)
	First choice to invest		13%	(13-17)	(14-18)	(15-19)		
Awareness by stakeholders of how policy position impacts on SA competitiveness	<i>Impact of messaging on opinion of reputation of SA</i> <i>Source: Stakeholder satisfaction survey</i>	Not done	51%	(51-56)	(52-57)	(53-58)	(54-59)	(55-60)

OUTCOME 4A - POSITIVELY CHANGED PERCEPTIONS ABOUT SA WITHIN INTERNATIONAL TARGET AUDIENCES

OUTCOME MEASURE	TOOL FOR MEASURING	ACTUAL 2010/11	TARGET 2011/12	TARGET 2012/13	TARGET 2013/14	TARGET 2014/15	TARGET 2015/16	TARGET 2016/17	
Reputation Ranking	Media Rep. Index	2010 YTD 50,28 <i>'As indicated in Chart 1 above'</i>	55	55	55	55	55	55	
Positive feelings towards South Africa	Global Citizens Survey	Project plan to set up survey and establish baselines developed	Baseline:	44%	46%	50%	51%	52%	54%
Willingness to speak positively about SA			67%	67%	70%	71%	72%	73%	
Familiarity	Project Thrive Surveys		Actual						
Brazil		4.0	6.4	6.6	6.6	6.7	6.8		
China		4.1	6.0	6.1	6.2	6.3	6.4		
France		6.8	7.0	7.2	7.2	7.4	7.4		
Germany		9.5	9.5	9.7	9.7	9.8	9.8		
India		12.1	12.5	12.6	12.6	12.7	12.7		
UK		4.1	4.5	4.8	5.0	5.1	5.1		
US		9.1	9.2	9.4	9.4	9.4	9.5		
Russia		0.4	2	2.2	2.4	2.8	3.2		
Spain		6.8	7.0	7.2	7.2	7.4	7.6		
Japan		2.8	3.0	3.2	3.4	3.8	4.0		
UAE		8.2	8.4	8.5	8.7	8.8	8.9		
Angola		9.1	9.1	9.1	9.1	9.1	9.1		
Egypt		8.6	8.6	8.7	8.7	8.7	8.7		
Kenya		10.3	10.5	10.6	10.6	10.8	10.8		
Nigeria	8.4	8.5	8.7	8.8	8.9	8.9			
Zimbabwe	15.7	15.8	15.8	15.9	15.9	15.9			

OUTCOME 4B - POSITIVELY CHANGED PERCEPTIONS ABOUT SA WITHIN DOMESTIC TARGET AUDIENCES

OUTCOME MEASURE	TOOL FOR MEASURING	ACTUAL 2010/11	TARGET 2011/12	TARGET 2012/13	TARGET 2013/14	TARGET 2014/15	TARGET 2015/16	TARGET 2016/17
Awareness of the Brand SA pillars	Tracker (Domestic):							
	Diversity	79%	80%	80%	80%	80%	80%	80%
	Ubuntu	75%	77%	79%	79%	80%	80%	80%
	Possibility	76%	78%	80%	80%	80%	80%	80%
	Sustainability	74%	76%	76%	77%	78%	79%	80%
	Innovation	65%	67%	69%	71%	73%	75%	77%
	Media Reputation Index	Tender for domestic & social media monitoring services	73% (Oct-Jan)	(65-75)	(65-75)	(65-75)	(65-75)	(65-75)

OUTCOME 5 - ECONOMIES OF SCALE AND SCOPE

OUTCOME MEASURE	TOOL FOR MEASURING	ACTUAL 2010/11	TARGET 2011/12	TARGET 2012/13	TARGET 2013/14	TARGET 2014/15	TARGET 2015/16	TARGET 2016/17
Joint Funding	Funds raised as a % of total BRAND SA budget	R4m	12%	15%	18%	20%	22%	25%
Leveraging Resources: Sponsorship & Partnership Value Add	Value add as a % of total BRAND SA budget	R9,3m	R10m	R10m	R11m	R12m	R15m	R20m

OUTCOME 6 - SUSTAINABLE ORGANISATION

OUTCOME MEASURE	TOOL FOR MEASURING	ACTUAL 2010/11	TARGET 2011/12	TARGET 2012/13	TARGET 2013/14	TARGET 2014/15	TARGET 2015/16	TARGET 2016/17
Organisational Sustainability	Annual report with Complete Sustainability Report	Governance Risk & Compliance Frameworks in place.	Governance Risk & Compliance Frameworks in place.	Governance Risk & Compliance Frameworks in place.	Governance Risk & Compliance Frameworks in place.	Governance Risk & Compliance Frameworks in place.	Governance Risk & Compliance Frameworks in place.	Governance Risk & Compliance Frameworks in place.
		Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report
		100% compliance: Employment Equity	100% compliance: Employment Equity	100% compliance: Employment Equity	100% compliance: Employment Equity	100% compliance: Employment Equity	100% compliance: Employment Equity	100% compliance: Employment Equity
Social & Environmental contribution		CSI Programme	CSI Programme	CSI Programme	CSI Programme	CSI Programme	CSI Programme	CSI Programme
BEE Spend		Compliance with BEE Spend Targets	Compliance with BEE Spend Targets	60% of discretionary spend	60% of discretionary spend	60% of discretionary spend	60% of discretionary spend	60% of discretionary spend

DEFINITIONS

- **BRAND STRATEGY:** strategic plan to drive delivery of our mandate in terms of 1) brand reputation and 2) global competitiveness
 - **IDENTITY:** who we are (what we project)
 - **IMAGE:** how we are understood (what is reflected back)
 - **INPUT:** the resources that contribute to the production and delivery of outputs - *what we use to do the work*
 - **ACTIVITIES:** what we do - the processes / actions that use a range of inputs to produce the desired outputs, and ultimately outcomes
 - **OUTPUTS:** what we produce / deliver - *the final products / goods / services that we produce for delivery*
 - **OUTCOME:** what we wish to achieve - *the medium term results for specific beneficiaries that are the consequence of achieving specific outputs*
 - **IMPACTS:** what we aim to change - *the results of achieving specific outcomes*
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