

South African Tourism

Key performance areas and targets for the 2006/7 financial year including Research

In supporting Government's Accelerated Shared and Growth Initiative aimed at reaching a 6 % annual growth rate in South Africa (and therefore halving poverty), South African Tourism has identified 6 key performance areas that will be focussed during 2006/7 and the subsequent 4 financial years. It is the belief of the EXCO and MANCO that by focussing on these 6 key performance areas only, SA Tourism would reach the following 2 key targets during the 2006 calendar year:

- 7 451 098 foreign tourist arrivals to South Africa (2007 target: 7 670 931)
- 36 720 000 domestic trips (a growth of 2% over 2005)
- R 8 899 average spend per tourist inside South Africa
- In meeting the requirements of the Tourism BEE Charter, maintain current employment equity ratios and procure at least 40% of available spend, that is R 75 503 134, from HDI suppliers during the 2006/7 financial year

The 6 key performance areas are as follows:

Nr	Key performance areas	Targets/required outcomes
1	Improve our relationships in the "Channel"	<ul style="list-style-type: none"> • Continue to build and improve existing relationships in the channel (Africa and internationally), • Influence key players in the channel (the 20% of the players that serve 80% of the volume) • Provide superior service to the top-end providers in the channel (regular visits, regular telephone calls, remembering the birthdays of key players, informal get-togethers, provide appropriate toolkits, collateral & service in general) • Improve alignment amongst all role players in the tourism sector in South Africa • Continuously highlight at workshops and in messaging the importance of offering and amplifying value (value proposition) • Continuously highlight the importance of the tourism industry in South Africa to cooperate as Team South Africa (i.e. to speak with one-voice with regards to the destination's positioning), • Continuously emphasise the importance of holding the corner with price in specific markets such as India (and not under cutting each other)

2	Implement & maintain an integrated Talent Management Strategy	<ul style="list-style-type: none"> • Always have the capacity to deliver (have appropriate and relevant skills and experience on board at all times) • Implement and regularly evaluate the succession planning model (strategy & action plan) • Participate annually in the Best Company to work for or equivalent survey; implement and manage an action plan to address weaknesses identified in the previous Best Company to work for survey • Maintain and improve the short-term Performance Incentive Scheme • Investigate and implement a medium- to longer term Performance Incentive Scheme • Consistently evaluate the skills of all current SA Tourism employees overseas • Continuously determine market-related remuneration & pay quality SA Tourism staff accordingly • Address skills gaps through training and, if necessary, restructuring
3	Tighten, internalize and apply our Brand for South Africa on a consistent basis	<ul style="list-style-type: none"> • Internally: Implement a Living the Brand strategy in the organisation that includes an Induction Program based on the values of the company and the 4 brand pillars • Externally: Only use images from the selected pool of images, but use images that are relevant to the targeted segments in each country; also focus on how we engage external audiences and how we stage experiences of the destination • Externally: Use the same images from the selected for a period of 3 financial years (2006/7, 2007/8 and 2008/9) to maximise traction and familiarity in a market; however, evaluate the relevance of positioning per region/country on a yearly-basis to ensure convergence of brand position and image-strategy • Cement Indaba as one of the three must- visit exhibitions in the world and increase first time international delegates 20% on the previous year; also expand Indaba in terms of participation of delegates and exhibitors from SADC in particular and Africa as a continent

4	Continuously provide Leadership & improve Strategy development and execution ⁴	<ul style="list-style-type: none"> Communicate effectively and only plan & execute projects with measurable and sustainable deliverables (i.e. projects that will alter the situation positively and improve brand affinity) Perform 6-monthly review of marketing activities to assess achievements against objectives and deploy remedial action where necessary Negotiate affordable short-break Sho't Left packages with the tourism product owners; roll-out of an even higher-profile Sho't Left campaign in South Africa in association with Provincial Tourism Authorities Continue to roll-out Sho't Left campaigns in SADC Continuously improve financial reporting, financial systems (further phases of Oracle) and enhance systems integration
5	Spend more marketing budget to increase Word-of-mouth & Repeater rate	<ul style="list-style-type: none"> Spend a sufficient portion of the 2006/7 in-market marketing budgets on projects with the primary aim of increasing word-of-mouth and repeater rate
6	Continuously improve the Image of South Africa	<ul style="list-style-type: none"> Focus on spreading positive PR (including good news stories) through integrated PR campaigns in all markets around the world Establish and maintain high and consistent visibility in Europe and other non-core markets through PR,

In line with a decision taken by the Board during 2001, SA Tourism continued with segmentation research in Australia during 2005/6.

In addition to this, it also either commenced or continued with the following research during 2005/6:

- Departure survey
- Domestic survey
- Brand tracking survey
- Understanding the triggers for improving the closure ratio in the US, UK and Germany
- Channel research in France, Netherlands, US, UK and Germany
- Integrated strategy for Africa
- Developing the TSA
- Developing an intranet-based system for disseminating market intelligence

The following research assignments are planned for the 2006/7 financial year:

- Departure survey
- Domestic survey
- Brand tracking survey
- Trend analysis of tourism (2002-2005)
- Developing consumer insights - translating facts into insight
- Enhancing information dissemination tools