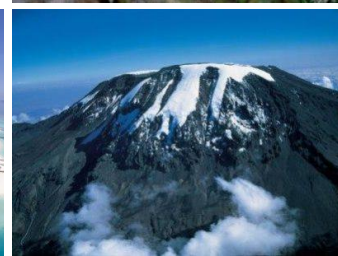
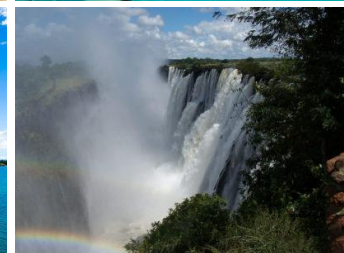
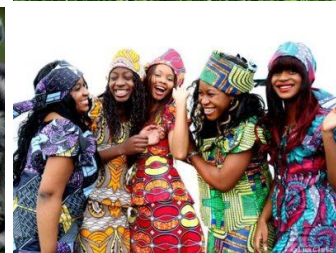
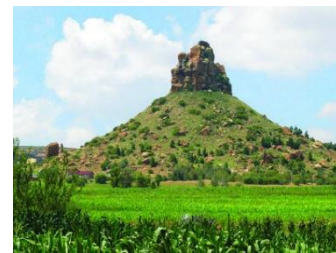




WELCOME STRATEGIC PLANNING MEETING DAY 2

Johannesburg

26th July 2017

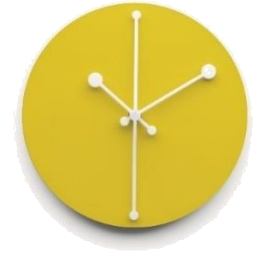


1.

WELCOME, AGENDA OF THE DAY



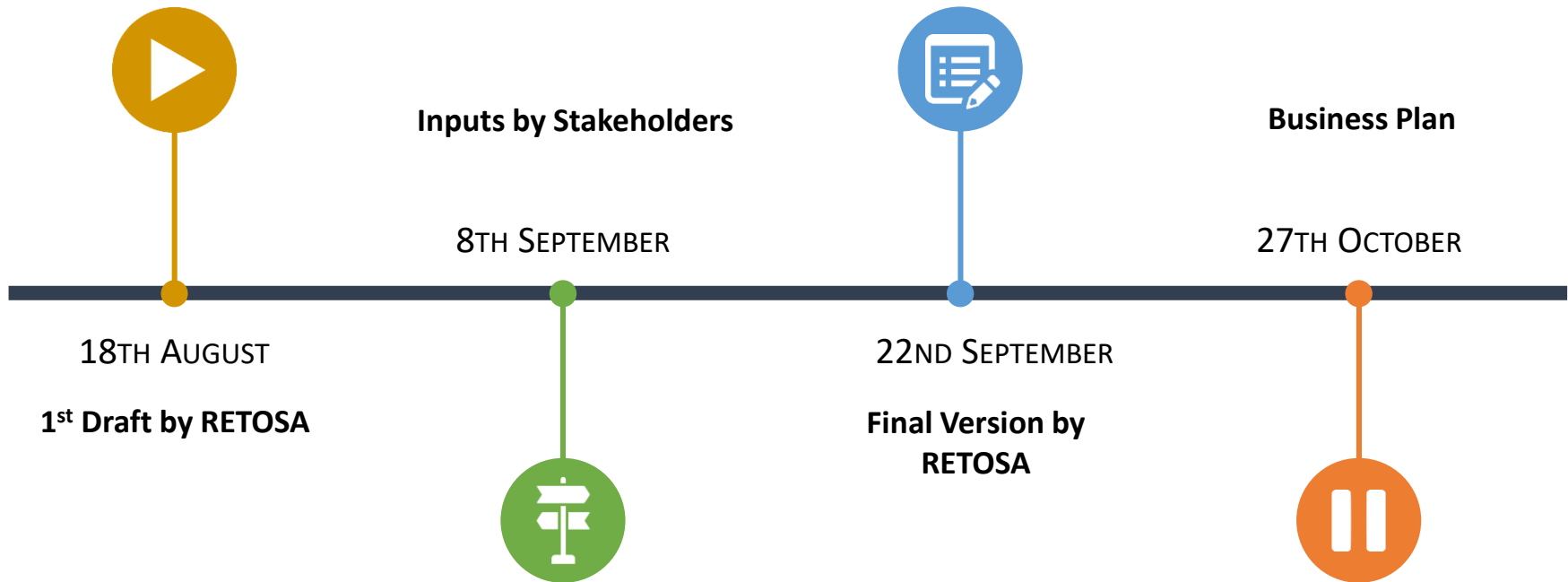
Agenda



Morning

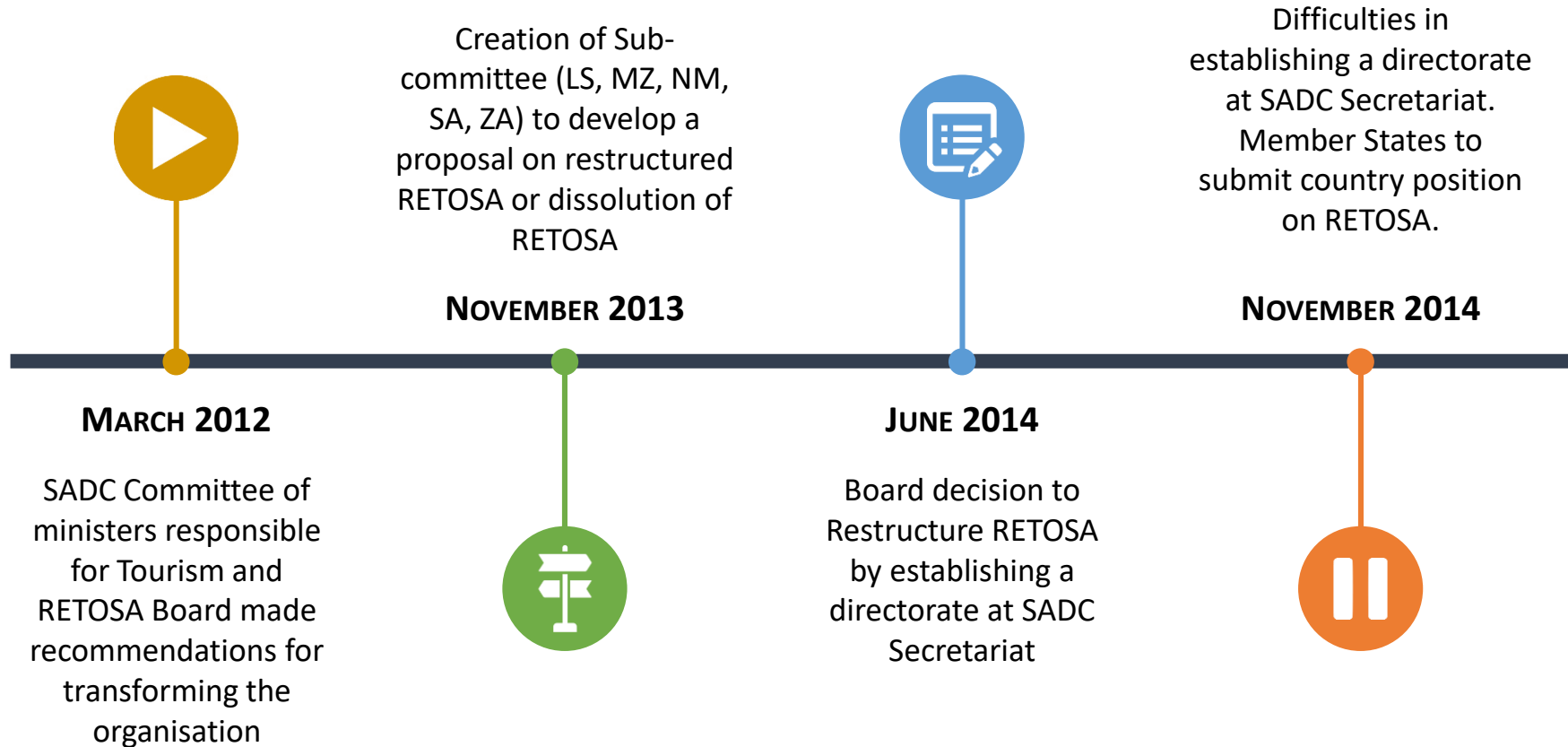
09h00	Welcome and Agenda of the Day
09h15	Revision of Day 1
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Milestones for Strategic Plan

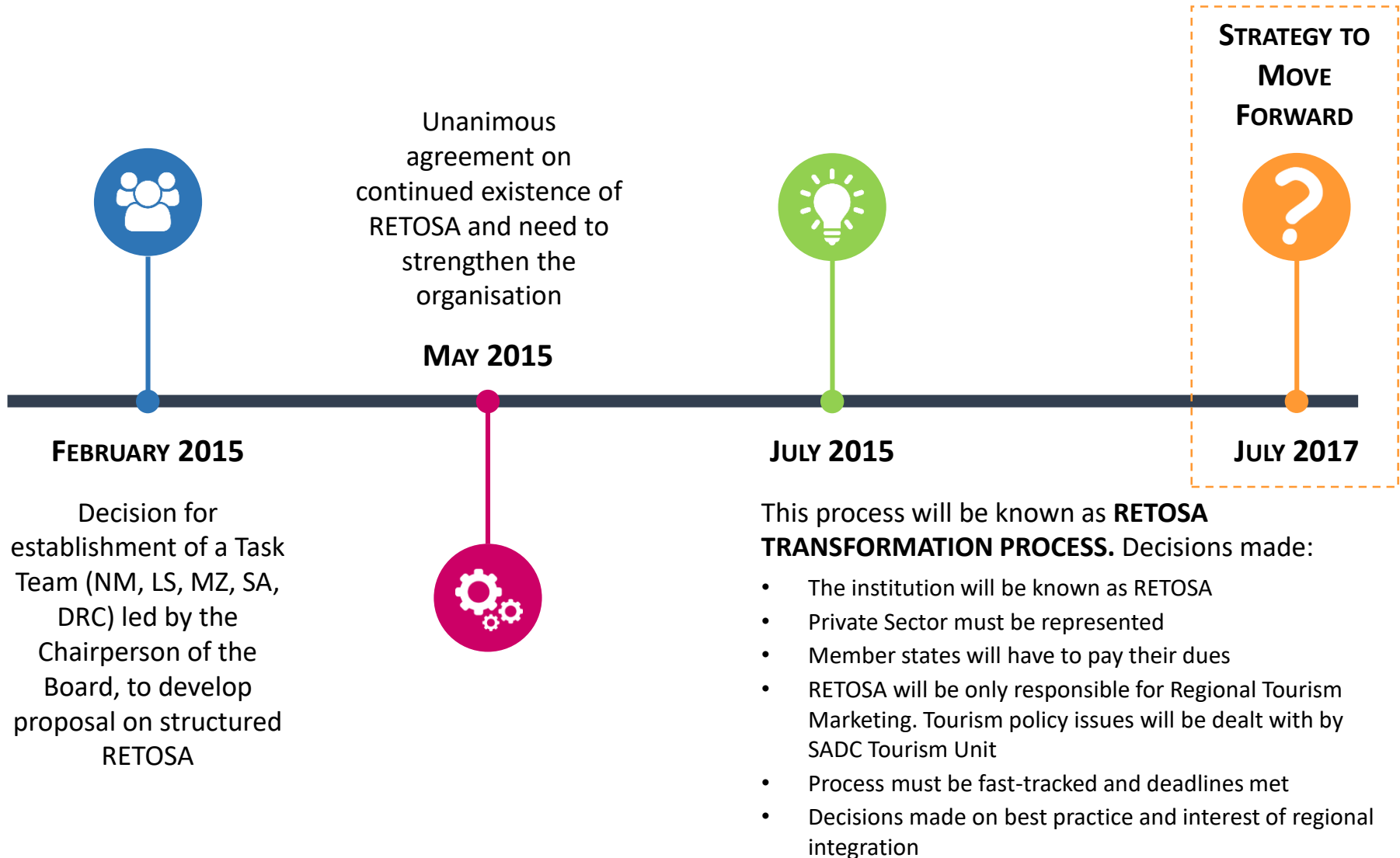


Milestones for RETOSA

The historical background and context of the RETOSA transformation process started in March 2012 and had the following milestones:



Milestones for RETOSA



RETOSA vs SADC TCU



VS.



**Tourism
Coordination Unit**

**1. Focused on Brand
Promotion and Marketing**

2. Involve the Private Sector

**3. Agile, Dynamic, Lean,
Market Entity**

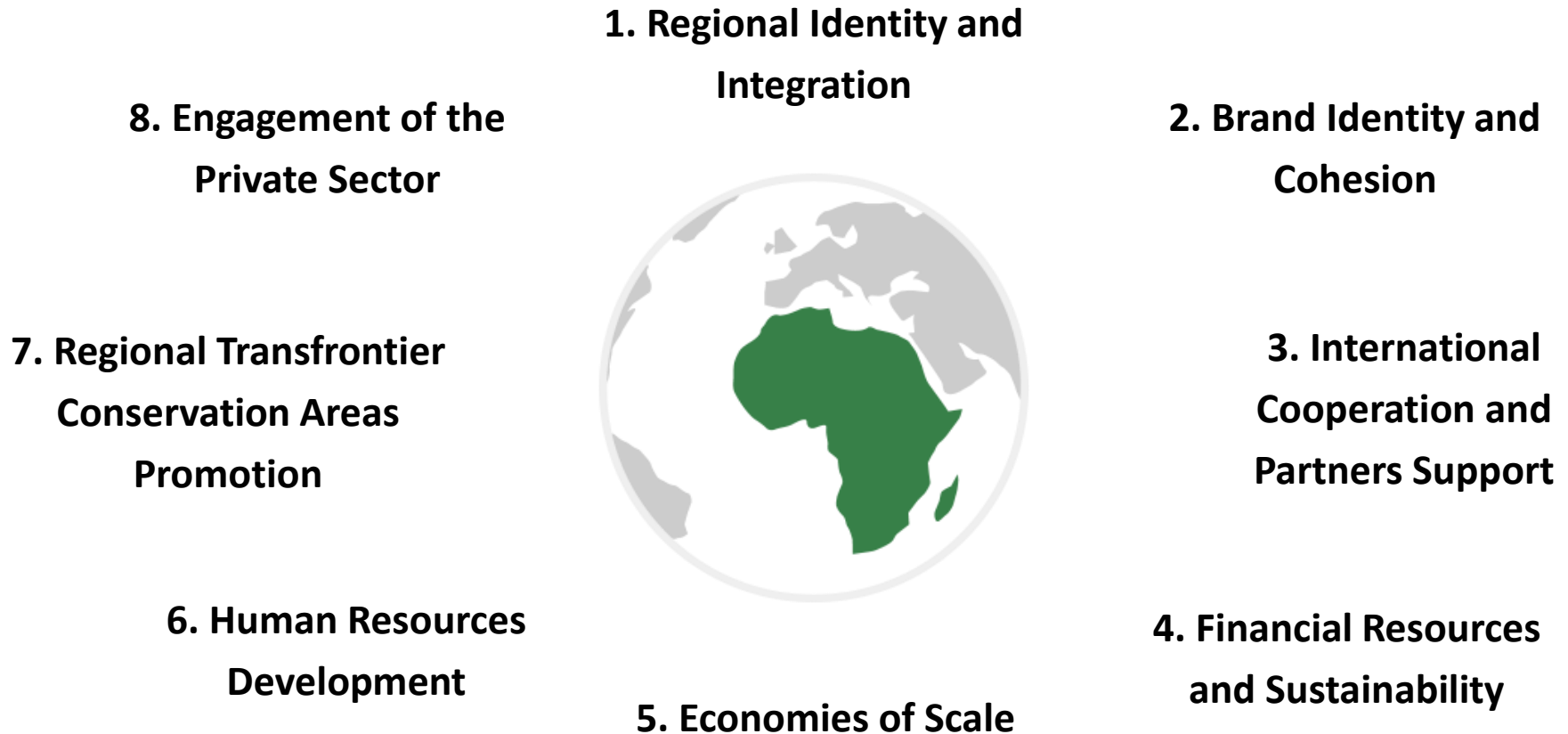
1. Focused on Policy Making

2. Remain Public

**3. Work within the realm of
SADC procedures**

Background and Rationale for RETOSA

The **key advantages** of a regional body were identified as follow:



Expected Outcomes of the Process

- A forward looking **innovative strategic plan, business plan, and operational plan** in line with the aims and visions of SADC
- Competitive demand driven research and **innovative regional marketing strategy** for Southern Africa
- Revision and **updating** of key regional founding documents relevant to tourism to be aligned to current realities in the tourism sector
- An organization that has a **structure** that responds to function

Main Objectives

A) Increased competitiveness of the region

- Support and promote regional tourism policies implementation
- Branding and positioning
- Excellent customer service and governance

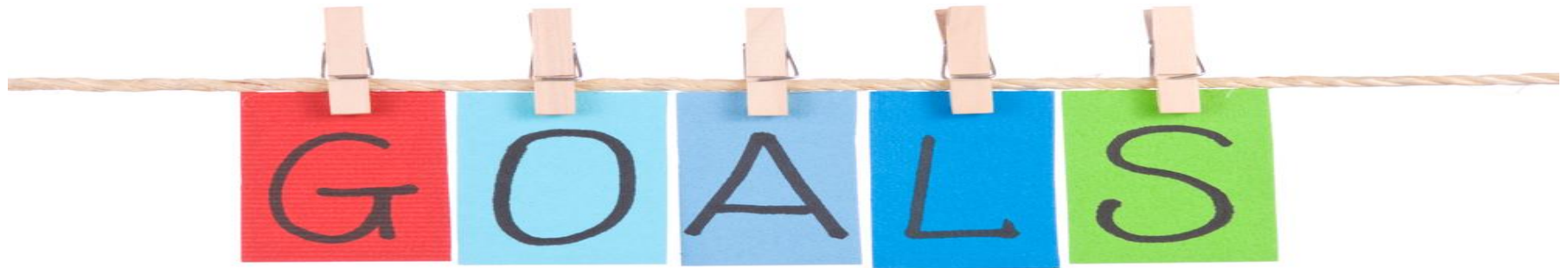
B) Increased and improved global tourism market share for the region

- Increase tourism
- Increase arrivals
- Increase geographic spreads of tourists in the region
- Increase length of stay
- Increase tourist spending



Fine tune!

Specific Objectives



- Creating **Brand Awareness** of the entity
- Promote Tourism to the region through a **clearly defined strategy** in close **cooperation** with National Tourism Organisations
- Promote niche community and rural-based and cultural tourism **product** throughout the region
- Promote **intra-regional** and **International travel** to and within the region
- Act as a **communication channel** between National Associations and organisations to enhance the region's tourism and tourist's confluence
- Conduct **market research**
- Identify **marketing opportunities** in new markets with potential to allow the region to participate
- **Avoid duplication** of marketing efforts of National Tourist Boards

Mandate of RETOSA



- Develop and Promote **Regional Brand**
- Market and **promote** Southern Africa as a destination
- Develop and implement the **regional marketing strategy**
- Develop and implement a **business plan** for the entity
- Prepare biannual performance reports to member states

Critical Success Factors



**Financial, technical
and human resources**



**Involvement of all
stakeholders**



**Effective Governance
Structure**



**Understanding of the
tourism industry**



**Quick turnaround
time**



Sustainability



**Communication with
relevant stakeholders**



**Knowledge
Management**



Institutional Home

Financing Tools



1. Membership subscription fees

2. Events management

3. Training

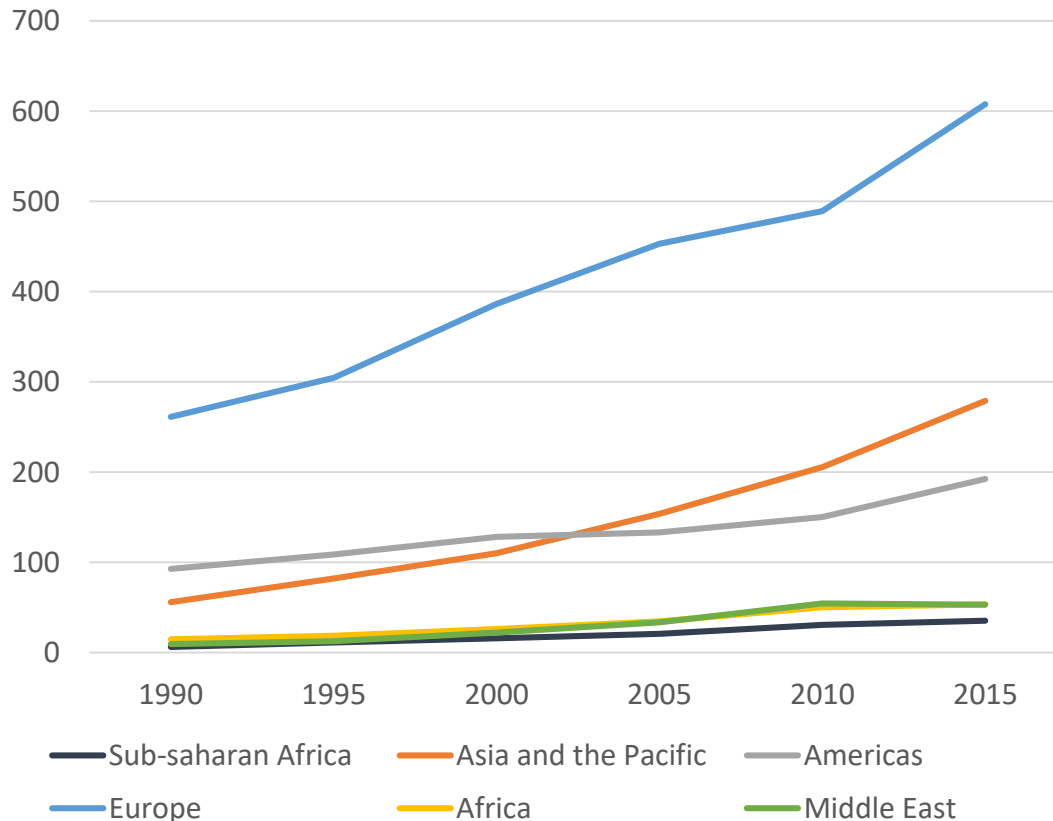
4. Research

5. Consultancies

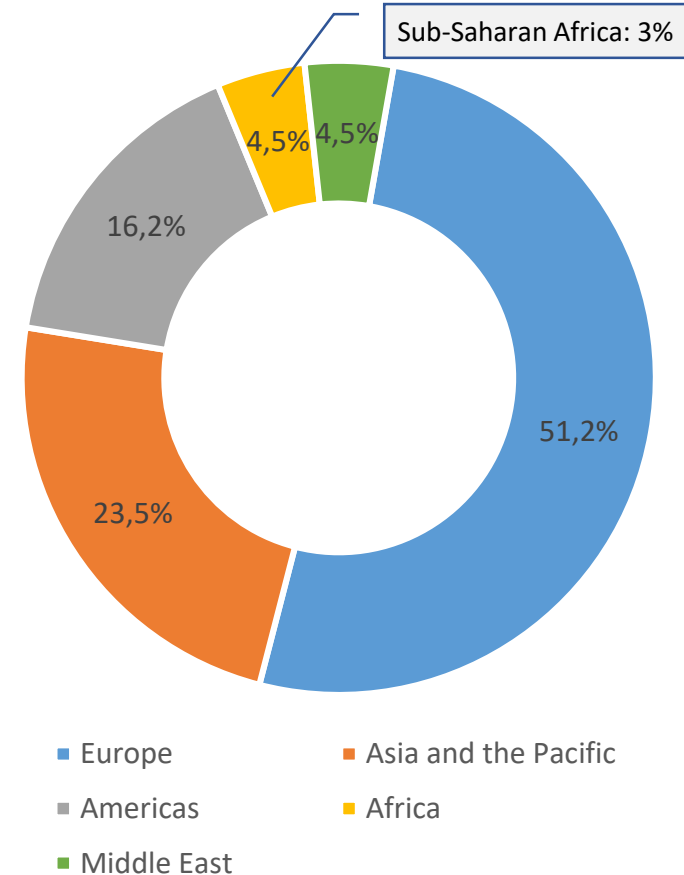
International Tourist Arrivals

SADC Policy: Increase to 7% by 2025

Evolution of International tourist arrivals, per region, 1990-2015 (million)



Market Share, per region, 2015



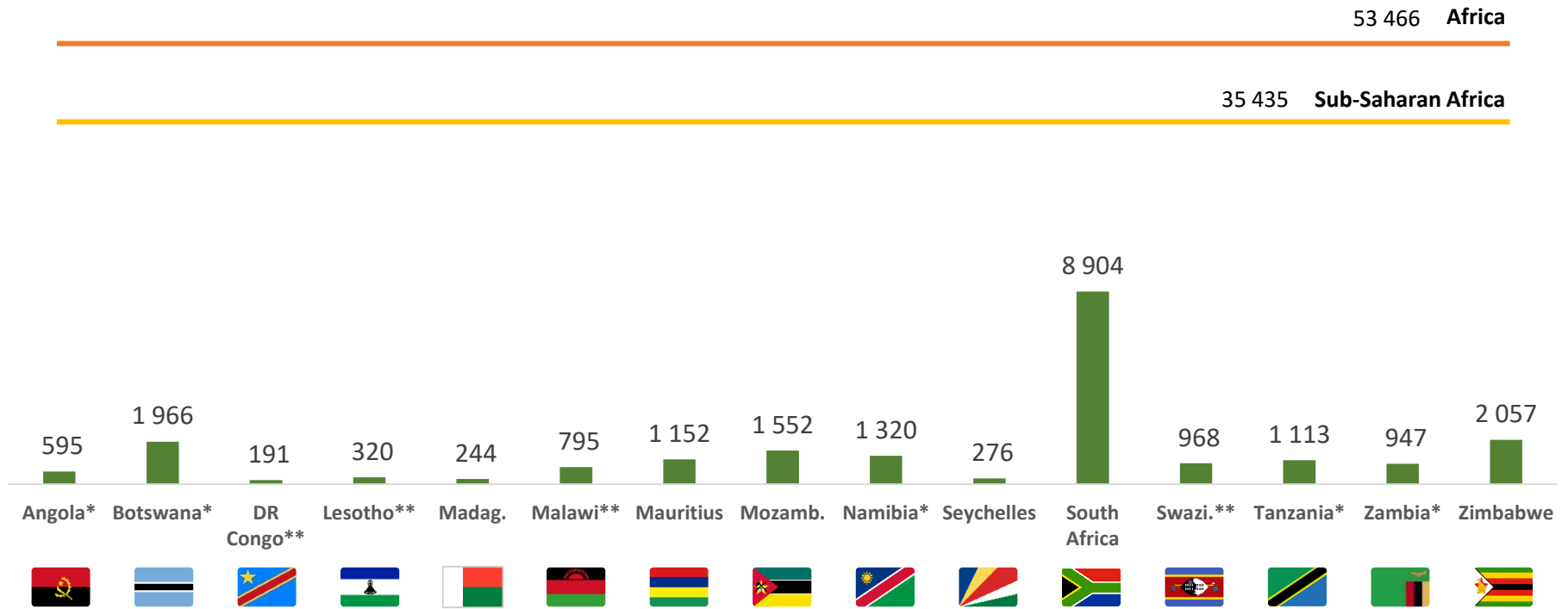
Source: UNWTO

International Tourist Arrivals

RETOSA members

Find transversal issues
Respect individuality

International tourist arrivals, per country, 2015 (million)



Source: UNWTO; * last data available 2014; ** last data available 2013


Future Trends in Tourism

Adapt or ...

DEMAND SIDE



SILVER HAIR
TOURISTS



GENERATION
Y & Z



GROWING
MIDDLE CLASS




EMERGING
DESTINATIONS



POLITICAL ISSUES
AND TERRORISM


SUPPLY SIDE



TECHNOLOGICAL
(R) EVOLUITON



DIGITAL
CHANNELS



LOYALTY
v.X.O.



HEALTHY
LIFESTYLE



SUSTAINABILITY

How Digital Marketing is Transforming Tourism Industry?

Is the sector ready?



Challenges for Southern Africa

Work with Constraints

1. Underdeveloped Tourism Infrastructure

- Natural and cultural resources protection
- Air transport system
- Quality of roads and ports
- Electricity access
- Digital communication

2. Poor Intra-African Air Connectivity

- Few flights connecting major cities in Africa
- Failing in meeting international quality standards

3. Absence of Strategically-Integrated Product Development and Marketing

- Need to develop tourism products that are marketable



Challenges for Southern Africa

4. Visa Restrictions

- Pan-African passport
- Ensure there's adequate supply of security

5. Poor Treasury Support to Tourism

- Budget restrictions
- Tourism sector often gets the lowest budget
- Need for a persuasive case for funding tourism



6. Brand Africa

- Urgent repair of bad representations (poverty, strife, hunger, war, starvation, diseases ...)
- Regional Communication
- Added value

Challenges for Southern Africa

7. Human Resources Weaknesses

- Lack of qualified human resources
- Lack of training

8. Regional Investment Promotion

- Lack of effective mechanisms to present investment opportunities
- Bureaucracy

9. Joint Policy Thinking

- Tourism is a cross-cutting sector and touches many different sector (economy, environment, defence, etc.)
- Need for an integrated approach for policy making



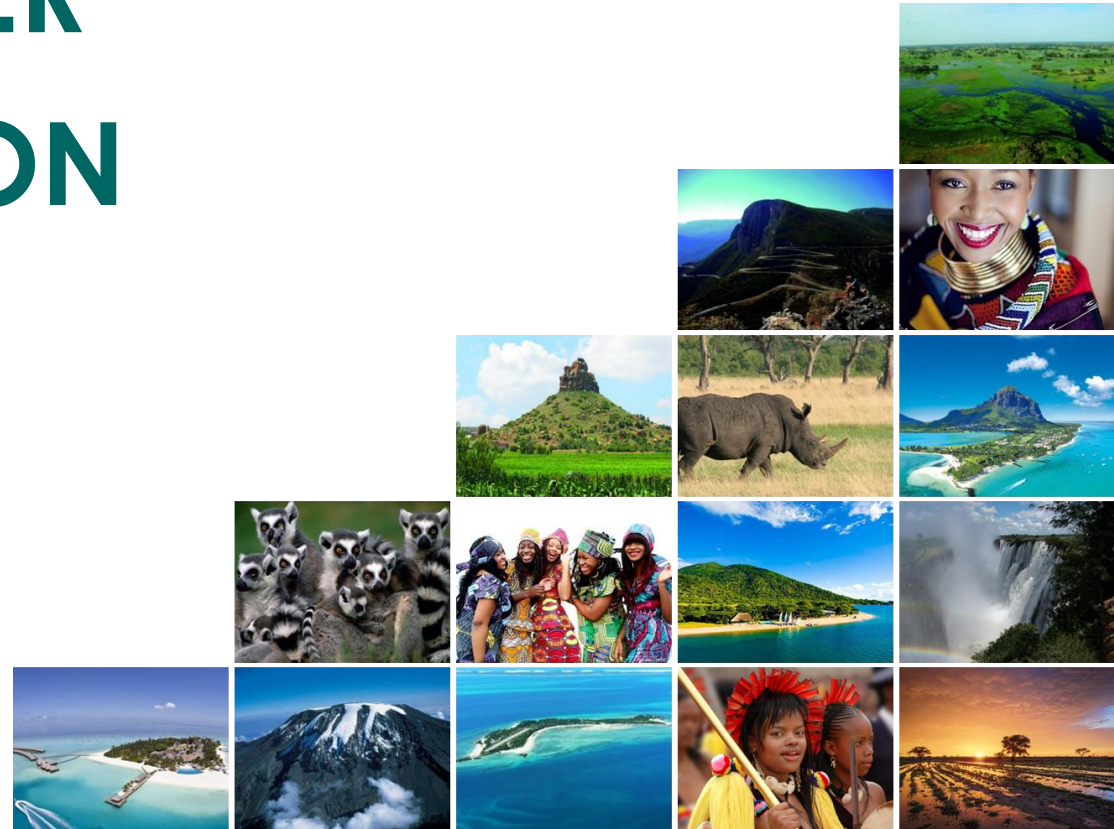
SUSTAINABLE TOURISM

CAROLINE UNGERSBOCK



TRANSFRONTIER CONSERVATION

MR. ROLAND VORWERK



Three Main Actions by Challenge

1. Increase Market Share

- i. Digital marketing
- ii. MICE Tourism
- iii. Tourism Visa

3. Build complementarity w/ Tourism Boards

- i. Share info/research / product develop.
- ii. Harmonization of Quality Standards
- iii. Collaborate on New Source markets

5. Innovation in Tourism

- i. Cross boarder tourism product develop.
- ii. Multi-country offering and promotion (guidelines)
- iii. Symposiums on marketing innovation

2. Engage Private Sector

- i. Demonstrate outcomes
- ii. Tourism Ethics
- iii. Broker for Multi-destination

4. Digital Marketing

- i. Define Digital Strategy w/all countries (shared objectives)
- ii. Capacity building in digital marketing (integrated platform)

6. Increase Funding

- i. Mapping of Funding sources (list /country)
- ii. Meet needs/ interests of stakeholders
- iii. Generate interest

Added by Chairperson

Increase Retosa Impact

- i. Define and prioritise small projects w/ significant impact
- ii. Adopt a strong communication strategy (PR)
- iii. Focus on needs of private sector
- iv. Become champion advocate for Coordination Unit



Nature of RETOSA

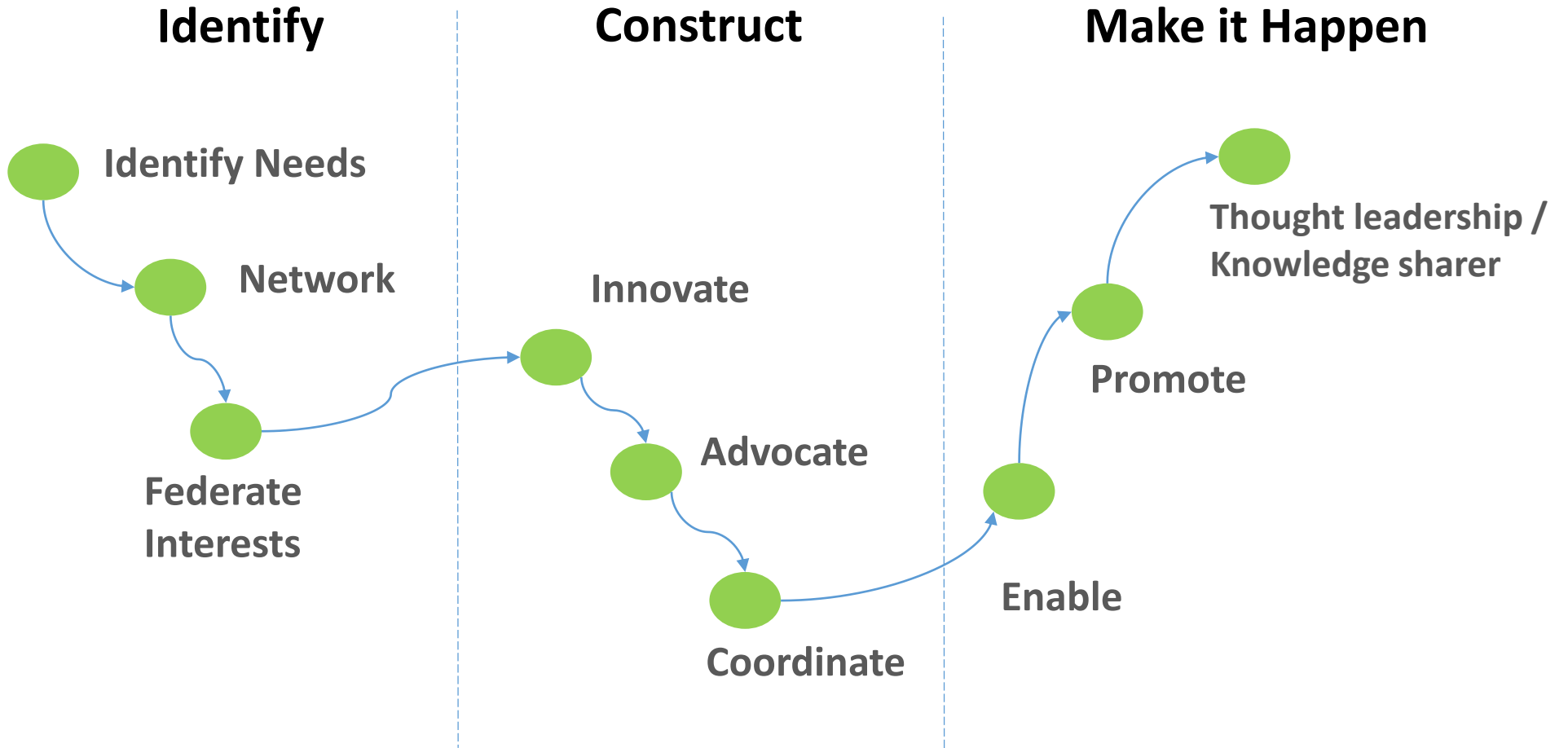
YES

- **Need / Opportunity Identifier**
- **Marketeer**
- **Advocate**
- **Thought leadership / Knowledge sharer**
- **Offering innovator**
- **Networker**
- **Enabler**
- **Coordinator**

NO

- **Policy maker**
- **Political actor**
- **Investor /Entrepreneur**
- **Financier**
- **Seller**
- **Arbiter**

Nature of RETOSA



Role & Main Actions of RETOSA – Summary of Contributions by Groups

- ❑ **Main Role: Regional coordination of tourism development; Digital Marketing**
 - 1. Create a platform for the private sector (collaboration with the private sector)
 - 2. Promote Regional Integration
 - 3. Digital Marketing

- ❑ **Main Role: Coordination (of ideas, of good practice, of advocacy, of lobbying)**
 - 1. Intra-Africa Tourism (Robust economy needs strong domestic and regional tourism activity)
 - 2. Sustainability (e.g. charging client profiles and expectations; advising on legislation and taxes)
 - 3. Advocacy (accessibility; strategically champion key member issues)

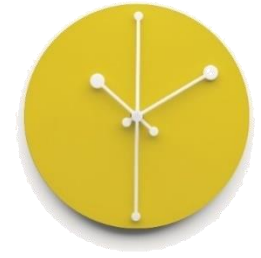
- ❑ **Main Role: Advocate; Facilitator; Coordinator**
 - 1. Harmonization of Quality Standards
 - 2. Developing of Digital Marketing; Strategies shared with member states
 - 3. Developing new source markets

- ❑ **Main Role: Coordinator of the Regional Tourism through product development ideas**
 - 1. Coordinate development (e.g. International Conferences; Mega-events)
 - 2. Coordinate development of Health Tourism
 - 3. Digital Marketing development (e.g. Regional Statistical Data Dank)

- ❑ **Main Role: Coordinate and implement Regional Collaboration around Marketing (Tourism) in SADC**
 - 1. Coordinate, accurate, timeous Regional Statistics
 - 2. Develop and implement a Cost Effective Campaign; Marketing Strategy Campaign
 - 3. Monitoring of evaluation of the Marketing Strategy; Building of Partnerships with ICP, WTO, NGOs

- ❑ **Main Role: RETOSA is a needs and opportunities identifier; Identifying the needs and satisfying those needs to raise funds from potential funders**
 - 1. Analysts to increase Tourism
 - 2. Product Development; Increase Product Variety/Quantity
 - 3. Create Opportunities for tourist to spend (length of stay and expenditures)

Agenda

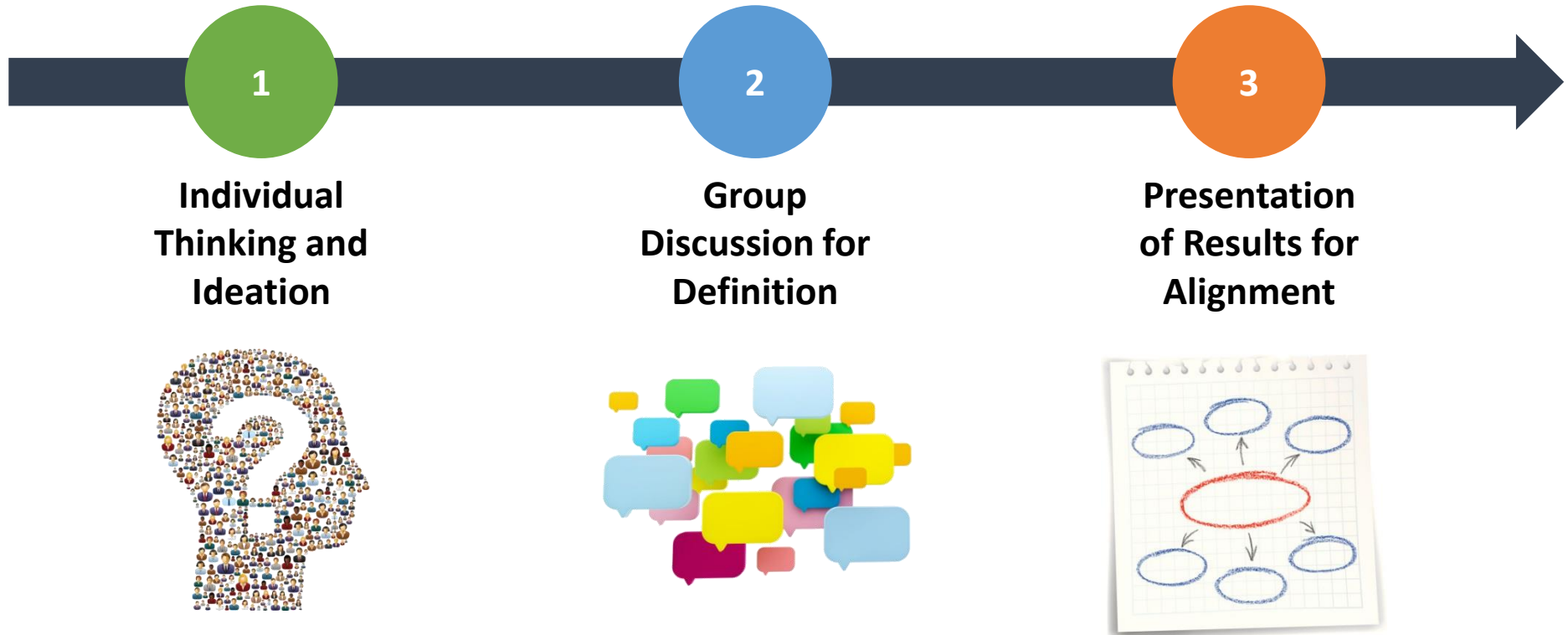


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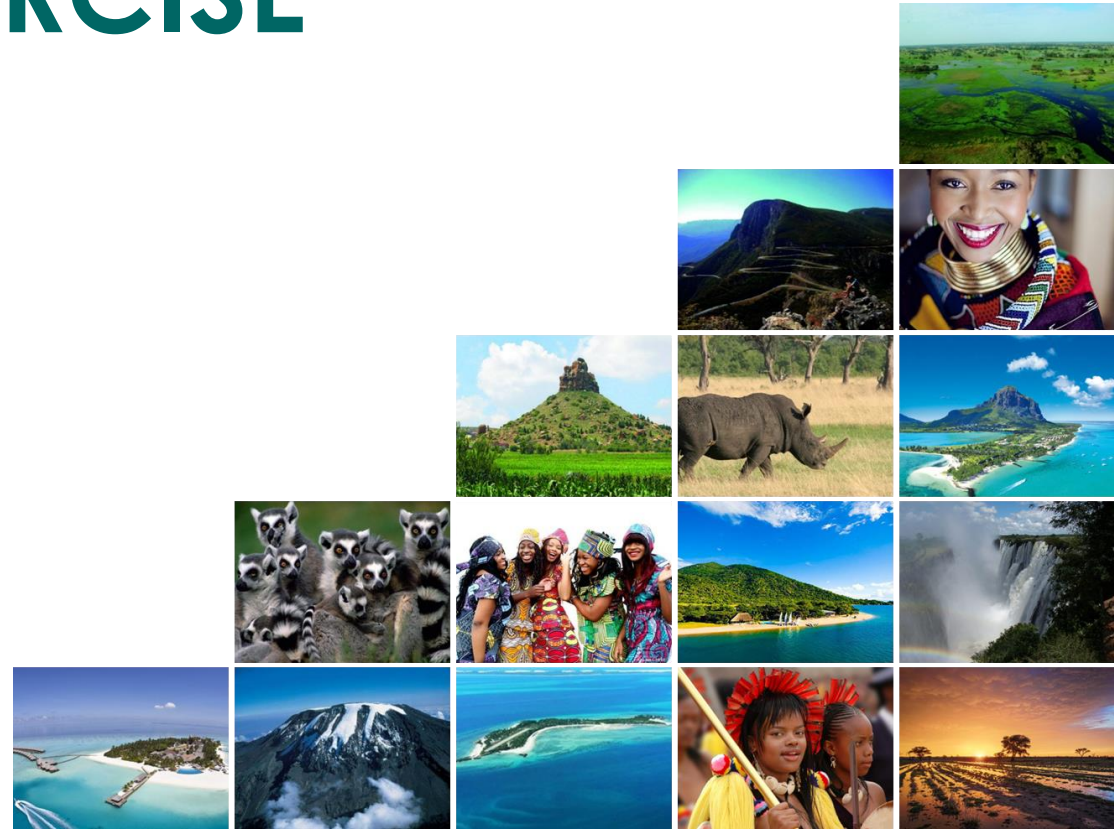
Dynamics of the Session – Day 2

(fits with the agenda for day 2 – internal discussion and definition)



3.

IDEATION EXERCISE



IDEO's 7 rules of brainstorming

Defer judgment

There are no bad ideas at this point. There will be plenty of time to judge ideas later.

Encourage wild ideas

It's the wild ideas that often create real innovation. It is always easy to bring ideas down to earth later!

Build on the ideas of others

Think in terms of 'and' instead of 'but.' If you dislike an idea, challenge yourself to build on it and make it better.

Stay focused on the topic

You will get better output if everyone is disciplined.

Be visual

Try to engage the logical and the creative sides of the brain. A quick sketch can help make your idea more understandable to someone else.

One conversation at a time

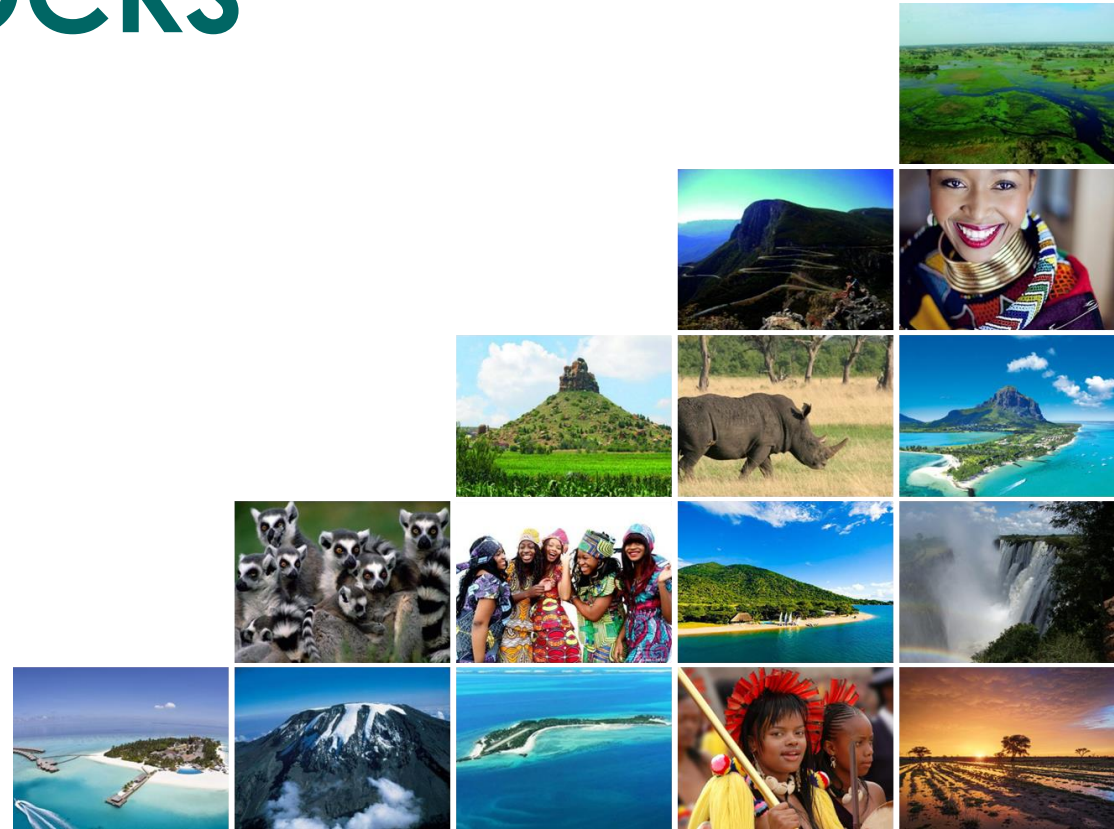
Allow ideas to be heard and built upon.

Go for quantity

Set a big goal for number of ideas and surpass it! Remember there is no need to make a lengthy case for your idea since no one is judging. Ideas should flow quickly.

4.

BUILDING BLOCKS



Exercise

Please think, define and reply to the following questions (considering RETOSA mandate) :



Building Blocks

What are the strategic drivers for RETOSA development?



Strategic Initiatives / Projects

What are the necessary actions / projects to pursue the defined goals?



Low Hanging Fruit

What projects are easy to implement and have a high impact?

Use the templates provided next to support the discussion.

Building Blocks for the Strategy

For each goal of RETOSA, identify the strategic driver / building block to be considered in strategy development:

1.

4.

2.

5.

3.

6.

Building Blocks

Please describe the building blocks defined previously:

1.

2.

3.

Strategic Initiatives

What are the key actions / projects to pursue the building blocks?

1A.

1B.

1C.

2A.

2B.

2C.

3A.

3B.

3C.

Building Blocks

Please describe the building blocks defined previously:

4.

5.

6.

Strategic Initiatives

What are the key actions / projects to pursue the building blocks?

4A.

4B.

4C.

5A.

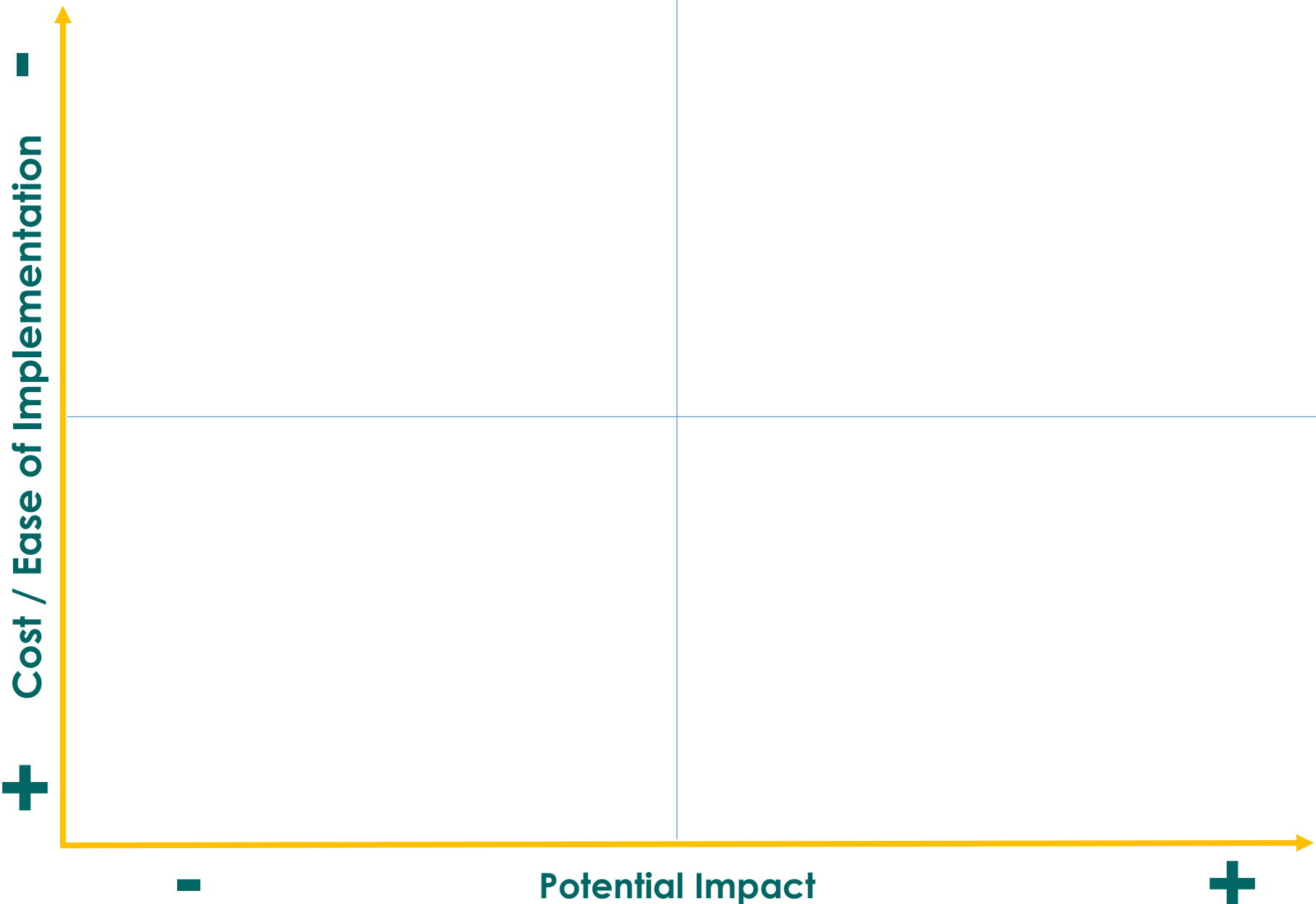
5B.

5C.

6A.

6B.

6C.



EXERCISE 2

OPERATIONAL PLAN



Exercise

Please define, for **each strategic initiative** and according to the strategic framework, the following:



Critical Success Factors

Which factors should be verified in order to achieve the success of the initiative?



Calendar

When the initiative should take place – beginning and end date?



Responsible

Who should be responsible and accountable for the implementation of the initiative?



Partners

Who should be the partners engaged in the implementation of the initiative?



High-Level Costs

What will be the costs for the implementation of the initiative (initial budget)?

Use the template provided to support discussion. Please **repeat the template as many time as needed.**

Building Block	1.
-----------------------	----

Strategic Initiative	1A.
-----------------------------	-----

Brief Description (be specific)		Critical Success Factors	
--	--	---------------------------------	--

Responsible	
--------------------	--

Partners	
-----------------	--

Calendar	
-----------------	--

High Level Costs	
-------------------------	--

EXERCISE 3

RESOURCE STRATEGY: BUDGETING, FUNDING AND PARTNERS



Exercise

Please define the key resources needed and the budgeting and financing model for **the strategy of RETOSA:**

- **How can RETOSA be sustainable?**
- **What will be the funding mechanisms?**
- **What might be the potential sources of revenue for RETOSA?**
- **What will be the contribution of member states' and other stakeholders for the strategy implementation?**
- **Which partners should be considered and how can they contribute for the implementation of the defined strategy?**

