

Mpumalanga Province Convention Bureau

Activation Strategy and Business Plan

January 2015

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Mpumalanga Overview

The province has contributed 7% to South Africa's GDP, with manufacturing, mining, community services and agriculture sectors driving a large part of the province's economic activity



Economic Overview

- **GDP (2014):** ZAR 187,4 billion contributing 7% to South Africa's GDP
- **GDP Growth:** 1.7% (2013)
- **Key Cities:** Nelspruit

Demographics

- The **population** of Mpumalanga, at 4.1 MM in 2011, representing one of the lowest densities in South Africa
- With 76,500 km², Mpumalanga represents 6.5% of the South African land area
- **Demographic composition** of the province is predominantly African (90%) and white (10%). The dominant languages are Swati (27.7% of the population) and Zulu (24.1% of the population)

Key Industries and Composition of Provincial GDP

- **Key Industries** identified for provincial growth include manufacturing, mining and energy industry, community services, agriculture and forestry, tourism and cultural industries
- **Share of contribution by sectors**, to provincial GDP¹:
 - Manufacturing: 20.6%
 - Mining: 18.8%
 - Agriculture: 3%
 - Community services: 16%
 - Tourism and Hospitality : 7.3%

SWOT Analysis for Mpumalanga (1/2)

Mpumalanga is positioned to develop a business events industry that leverages its strengths in key economic sectors and offers a wide range of potential product offerings. However, it would need to overcome the existing constraints of limited support infrastructure in the province

Strengths

- Strategically positioned in the northeast of South Africa, Mpumalanga has two international borders, Mozambique and Swaziland, and touches 4 South African provinces.
- Mpumalanga is the home of the iconic Kruger National Park, which commands strong international recognition
- The convention facility in Skukusa, with plans to upgrade accommodation, should help to attract international events
- The province offers a range of meeting venues and accommodation in a variety of settings
- With the Kruger and a well-organized safari industry, Mpumalanga is an incentive destination of choice
- The province has Kruger Mpumalanga International Airport, and Skukuza Airport, with connections to major cities in ZA
- The province boast attractive climactic conditions on a year-round basis,
- Nelspruit (Mb) continues to be a focal point of economic development in South Africa
- Mpumalanga is home to a strong cultural heritage.
- The Highveld region boasts a strong heritage and tourism offering, which complements other provincial attractions

Weaknesses

- Despite possessing a number of airports across the province, access to Mpumalanga remains limited and relatively expensive
- Quality of roads off the main track is insufficient, and even dangerous in certain areas
- Good public transportation is lacking in the province; municipal services are insufficient across the province
- Limited accommodation options with few large hotels capable of handling big groups, even in key cities
- There are no PCOs or DMCs in Mpumalanga, and the number of service providers with the experience and capability to manage large groups is limited.
- Insufficient network access in some areas: WiFi and GSM
- The province lacks a purpose-built, state of the art convention centre that can accommodate large groups
- Entertainment options are limited : good restaurants are hard to find, and there is no nightlife

SWOT Analysis for Mpumalanga (2/2)

There are several opportunities that need to be capitalized on, to drive forward the business events industry in the province. Doing so successfully can also mitigate some of the perceived threats, which include limited government support for the sector, and accessibility challenges

Opportunities

- Opportunity to create new impetus and momentum from both provincial authorities and private industry around new strategy for business events development
- A higher demand for business events to the province will encourage airlines to increase airlift
- Size of venues and variety of pre and post tour offerings is an opportunity to create smaller scale, but more personal and memorable experiences
- Leveraging a strong positioning around Kruger National Park could contribute to the province's ability to attract more events
- Creation of a University in Mpumalanga will help source and secure more business events, particularly conventions
- Growing economic presence of Nelspruit in the national landscape will position it as base for meetings, incentives and post touring
- The Highveld region proposes a variety of touring opportunities, which can be promoted and developed

Threats

- Competition from other provinces within South Africa, particularly Limpopo and Kwa-Zulu Natal that are positioning themselves as provinces with great outdoors experiences
- Wrong perceptions about "health crises" could hinder development of new clients
- Perception of delegate safety and security is an ongoing challenge
- Lack on understanding of the business events industry could hinder its development across the province
- The ongoing financial crisis could have a negative impact on the growth of the number of meetings and events
- Service providers' lack of knowledge of client needs could discourage meeting and events planners from choosing Mpumalanga as a host destination

Internal Assessment : Kruger Lowveld

Strengths & Weaknesses, Capacity and Event Activity

Lowveld is the economic, cultural, sporting, commercial and touristic center of the province. It offers easy access to Johannesburg, and boasts a good range of venues and hotels for meetings and events.

Capacity Assessment¹

Strengths

- Nelspruit is the central hub of the province: economy, culture, shopping, sports
- High quality and diversity of hotels and venues: both large and small
- Wide variety of activities are within a one-hour radius
- Presence of provincial government in Nelspruit
- International airport with potential for development
- Attractive climate

Weaknesses

- Lack of integrated public transport system
- Nelspruit does not have a strong brand, positioning
- Air access is limited and expensive
- Communication among industry stakeholders is not strong
- Accommodation options are limited in size
- Limited number of suppliers for business events industry
- Limited nightlife available across the region

Current Activity in Business Events

- Key market : corporate and government meetings
- Regional and National Associations
- Incentives : activity largely focused on Kruger National Park

Hotel Rooms Available

Total	5 ★	4 ★	3 ★
6,300	600	2,500	3,200

MESE Facilities Available

Total MESE Facilities	Hotels with Conference Facilities
230	120

Note: ¹Only includes hotels and MESE venues/facilities graded by the TGCSA (where MESE facilities are graded either as part of a hotel, or separately)
Source:

Internal Assessment: Highveld

Strengths & Weaknesses, Capacity, and Event Activity

Highveld has good accessibility and allows for ease of travel to Johannesburg and Tshwane. It boasts a range of interesting and quality venues, and offer access to wilderness, sporting, heritage and cultural experiences. Good opportunities for pre- and post-touring for heritage buffs.

Capacity Assessment¹

Strengths

- With a strategic “crossroads” location in Mupumalanga, Highveld is a convenient destination for events
- Highveld boasts state of the art venues, and a well-organised local industry
- Attractive climate ,particularly in summer
- Presence of unique historical and heritage attractions

Weaknesses

- Highveld is a significant distance from big commerce and economic centers
- Highveld lacks image and awareness in the marketplace
- Secondary road infrastructure is lacking
- Service standards vary significantly
- Municipal services are insufficient
- Problem of restaurants, nightlife and entertainment

Current Activity in Business Events

- Key Market : corporate meetings and incentives
- Associations : national and regional
- Religious group meetings

Hotel Rooms Available

Total	5 ★	4 ★	3 ★
1,182	63	577	542

MESE Facilities Available

Total MESE Facilities	Hotels with Conference Facilities
49	16

Note: ¹Only includes hotels and MESE venues/facilities graded by the TGCSA (where MESE facilities are graded either as part of a hotel, or separately)
Source: South Africa Info; Stakeholder engagement, Mpumalanga Tourism Agency

Destination Assessment

Market Readiness

Mpumalanga's international convention market-readiness was evaluated based on the prerequisites that international congress organizers use when choosing destinations.

Key consideration

Explanation

Accessibility

From what cities is there non-stop and direct air service? How many flight connections will delegates from different parts of the world need? Are there frequent connections so that delegates avoid long waits in transit?

Hotel Stock

Are there enough rooms? How many properties would be required to support the necessary room block? What is the quality and value for money of the 4 and 5 star accommodations?

Facility Package

What are the group size capacities of the major convention venue? How conveniently located are the hotels in relation to the major convention venue?

Logistics

How fast and convenient are airport transfers? Will ground transportation be convenient? If delegates must move by motorcoach what kinds of distances are involved and how congested is traffic? How convenient is customs and freight transfer?

Members / Audience

Do we already have members there? Is it a place that offers potential for increasing the membership of the association? Are there large numbers of members and other people nearby who will likely attend?

Destination Appeal/ Image

Will the delegates know of the destination and consider it appealing? Will they like the destination? Are there sufficient options for evening entertainment and pre & post touring? Are amenities close by the venue and hotels? Is it safe?

Cost

Is there good price/value and relatively low cost facilities and services for the association? How expensive will it be for the delegates in terms of hotel, meal and transportation costs?

Service

Are there competent local PCOs and DMCs? Are the hotels experienced at providing services to international groups? What are the customer service standards in general – restaurants, taxis, shops, attractions.

Local Support

Is government supportive? Is there a local host that will extend the invitation and support the planning for the convention? Are there potential corporate sponsors of the event?

DMO

Is there a capable and experienced convention bureau that we can work with? What services do they offer? Are they putting forward a good bid and will there be good industry coordination while planning our event?

Destination Assessment

Improving competitiveness

The main focus areas for Mpumalanga's competitiveness enhancement in the near term would relate to increased focus on research, sales, local contacts and branding

Key consideration	Current Assessment	Explanation
Accessibility		Access through two airports makes Mpumalanga reasonably accessible. However, perception of access remains a challenge. Air lift could be an issue for larger events.
Hotel Stock		Mpumalanga has adequate hotel stock to service most national or international conventions. Capacity is limited on the high end, however. Hotel capacity expansion plans should alleviate this strain.
Facility Package		Facility package remains an issue, except for smaller meetings. In all scenarios, larger meetings need to arrange transportation, which is seen as an additional cost and logistical concern by meeting organisers
Logistics		Road network to and from Gauteng is good, however the secondary road infrastructure is often in need of work. Transfer times are within international norms.
Members / Audience		While Mpumalanga is "off the beaten track" in many respects, and lacks large universities, it should be able to leverage its economic strength and natural attractiveness to supply adequate audience for events.
Destination Appeal/ Image		This is an area where significant intervention could have a large impact. Mpumalanga is not a top-of-mind meetings destination nor does it enjoy the reputation it deserves. There has been excellent work done on branding and positioning, but it has not yet been communicated effectively to target markets, particularly for business events
Cost		Overall good quality for value. Good positioning with respect to the rest of ZA.
Experience		Certification, training, client review and recognition programs could improve service levels. Service is typically strong, however service providers are inexperienced in working with international meeting planners.
Local Contacts		Mpumalanga suffers from lack of large, prestigious universities. However, there are a number of international organisations and enterprises, who could be a source of local contacts. A strong ambassador program and local contact outreach could improve this significantly.
DMO		MTPA has not had a dedicated convention bureau, even though there are staff members who understand business events.
Overall		Mpumalanga could improve its competitiveness and improve its business prospects by focusing on sales, marketing and services enhancement. Provincial brand management needs to be more aggressive.

○ = poor = fair = average = good = excellent


 Opportunity for near term intervention and improvement.

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Global Trends

Corporate Meetings

The global meetings market is expected to continue on its path of muted but steady recovery in 2015, with continued focus on making a greater impact within current budgets

Global Trends in Meetings

Recovery in Corporate Meetings Continues, growth will increase steadily

- According to 'Industry Forecast 2015' by Advito, clients continue to focus on keeping their overall meeting costs low by spending less on guest speakers, travelling shorter distances, reducing the number of nights away, and combining their meetings and transient travel
- The same report also stated that global demand for corporate meetings grew in 2013, albeit at a slightly slower pace than in 2012. This is expected to continue as a steady growth in 2014

Marginal Change in Budgets and Lead Times

- At an individual meeting level, budgets were expected to marginally change across all regions
- Lead times for meetings are also expected to marginally decline in 2015, with a significant decline expected in the EMEA market

Scale and Duration of Meetings Hold Steady

- The same survey also found that the scale of meetings, in terms of number of attendees is likely to hold steady in 2015 even as the average duration of meetings declines marginally

Consequences for Mpumalanga

- Key trends in the industry, driven by efforts to reduce costs and to focus on objectives and ROI, should help Mpumalanga Province to position itself as a "convenient" alternative to meetings in JoBurg and Tshwane
- The quality of facilities, and good price/value across the province, will enable venues to position themselves effectively on this market that is controlling budgets tightly

Global Trends

Incentives

Companies are increasingly adopting cost-cutting measures, resulting in a decline in the per-person incentive expenditure, which is expected to result in more value-for-money offerings and a rise of emerging destinations. Mpumalanga needs to better package and position its products in this market

Global Trends in Incentives

No/Limited Growth in Incentive Expenditure

According to an annual survey, '2014 Incentive Trends Survey¹', conducted by IRF/Corporate Meetings and Incentives (CMI), 48% participants said that their budget for the incentive travel programmes for the year 2015 will remain the same as 2014, with 31% saying budgets will increase

Increasing Focus on Value for Money

The IRF/CMI 2014 survey reported that companies are adopting several measures to reduce per-person expenditure and fit more within their budgets. The key steps being taken by companies are – reducing onsite gifts, shorter trip lengths, offseason booking, shift to regional destinations

Increasing Preference for Smaller Group Size

- Companies increasingly prefer smaller-sized groups to provide a more personalised experience to the attendees
- Also, incentive organisers now prefer smaller groups, as it is easier to manage them

Increasing Demand for Unique Experience

Attendees of incentive programmes prefer to have an exotic experience, and want to experience unique culture during the travel
— President, an Association of Events and Exhibitions, Oct 2014

Consequences for Mpumalanga

- Mpumalanga possesses a rich array of incentive product, although there is a need to package it into marketable incentive packages
- Trends towards more value for money offerings work in the favour of Mpumalanga's destinations, which generally offer good price/value ratio
- There is a real opportunity in Mpumalanga to propose unique, cultural experiences in addition to "in the wild" products that could attract leading incentive houses to the province

Global Trends

Conventions

Associations are paying increasing attention to the returns from investments in conventions and other business events. There is also demand for shorter, more specialized events and an emerging demand for secondary and tertiary destinations

Global Trends in Conventions

Emerging Demand for Secondary and Tertiary destinations

- As per the Advito forecast, there is a growing demand in the conventions segment for secondary or tertiary destinations among meeting planners
- Advito reports an increase in demand for meetings in BRIC in 2015, as organisations are trying to expand their geographic spread in these emerging markets

ROI of Conventions are Becoming Important

- The IMEX Global Insights Survey¹ reveals that for senior management, detailed and comprehensible ROI has emerged as the third-most dominant factor influencing decisions regarding business events

Smaller, more-specialized and shorter events

- As per the Convention 2020 report, 79% respondents² believe that business events will increase in number, get smaller in size and have a highly specialised content

Increasing Focus on CSR

- According to Convention 2020 Survey, 70% participants believe that CSR will become a crucial factor for their decision of attending a meeting/convention or not

Consequences for Mpumalanga

- There is a growing demand for secondary and tertiary destinations that should help Mpumalanga to position itself as a convention destination
- Key trends in the industry, driven by efforts to reduce costs and to focus on objectives and ROI, should help Mpumalanga to position itself as a destination that can offer excellent value for money
- There are key CSR factors that Mpumalanga will need to build into its selling proposition

Note: ¹Survey respondents included 40–50 senior meetings industry professionals from America, Australia, Argentina and Europe; ²Survey included 1,125 participants from 76 countries, majority being from meetings and events industry

Source: '2015 Industry Forecast', Advito, 2014; 'IMEX Global Insights Report', IMEX Research, Sep 2014; 'American Express Meetings & Events Announces its Forecast Showing an Expected Increase in Number of Meetings Planned in 2014', American Express, Nov 2014

Global Trends

Exhibitions

The global exhibitions industry is expected to witness growth over the coming years. However, Mpumalanga does not offer adequate “access to market” to exhibition organizers, and lacks key infrastructure for organizing these kinds of events

Global Trends in Exhibitions

Limited Recovery of the Exhibitions Industry

- According to the ‘7th Global Barometer Survey¹’ conducted by UFI in June 2013, the growth rate of the exhibitions industry has increased during 2013-2014 and the industry has recovered from the economic recession
- According to the study² ‘The 2013 Changing Environment of Exhibitions Study’, 60% of the participants said that the number of exhibitions will remain at the current levels, while only 25% of the participants said that the number will increase in the coming years

Increased Specialization of Exhibitions

- In the Convention 2020 study, 79% participants³ said that they expect a greater choice of smaller and highly specialised exhibitions in the market by 2020

Reduced Duration of Exhibitions

- The duration of exhibitions are getting shorter to suit the time requirements of the exhibition attendees

Consequences for Mpumalanga

- Exhibition Management Companies look to create events in large, thriving business destinations. As a result, Mpumalanga cannot effectively position itself as competitive exhibition staging destination compared to other major urban centers such as Johannesburg, CapeTown or Nairobi
- In addition, the province lacks the infrastructure necessary for staging these kinds of events

Note: ¹The survey was conducted among 194 companies in 54 countries; ²The study was obtained from an online survey of 298 marketing executives across industry sectors who were involved in marketing and promotions decisions, including deciding whether to exhibit at exhibitions; ³The study included 1,125 respondents from 76 countries

Source: ‘UFI Survey Confirms Global Exhibition Industry Growth’, UFI, Jul 2014; ‘Trade Show Executive Research Roundup’, Trade Show Executive, April 2014; ‘Use of Exhibitions Projected to Grow Modestly in Near Term Exhibitions Highly Valued to Help Meet High Priority Marketing and Sales Objectives’, International Association of Exhibitions and Events, Nov 2012; ‘Phase 1 Survey Findings, Convention 2020 – The Future of Exhibitions, Meetings and Events’, IMEX – Frankfurt, Mar 2014; Primary Research and analysis

Key Industries for Mpumalanga

Mpumalanga's key industries are mining, agriculture and forestry, followed by manufacturing and tourism. There is a strong commitment to develop these industries, and related sectors. Business events will have a positive influence in promoting the province's economic agenda

Mining

- Mining is one of the important sectors in the province
- Mpumalanga is endowed with precious metals, precious stones, non-ferrous and base metals, energy minerals and various industrial minerals
- The diversity of resources contributed to the establishment of heavy industrial activities
- The energy industry is also experiencing increased development

Agriculture

- The agricultural sector plays an essential role in the fight against poverty and securing food security
- The province produces summer cereals and legumes as well as fruit farming
- Mpumalanga is also well known for its intensive and extensive beef production and of other animal produce
- There is increasing potential for agro-processing in the province, but this is constrained by access to water resources

Forestry

- Mpumalanga is the country's major forestry production area, and has the ideal climate and topography for forests
- The province has extensive commercial forests and sophisticated processing plants
- The forestry sector presents opportunities that have the potential for economic growth and job creation

Manufacturing

- The manufacturing sector is one of the largest contributors to the economy. With more focus on beneficiation and agro-processing, investment in manufacturing could contribute to economic growth and job creation

Tourism

- With its rich offering of outdoor and adventure activities, Mpumalanga is a thriving tourist industry, that will certainly continue to grow
- The business events and events sectors, with government support, will also contribute to economic development in the province

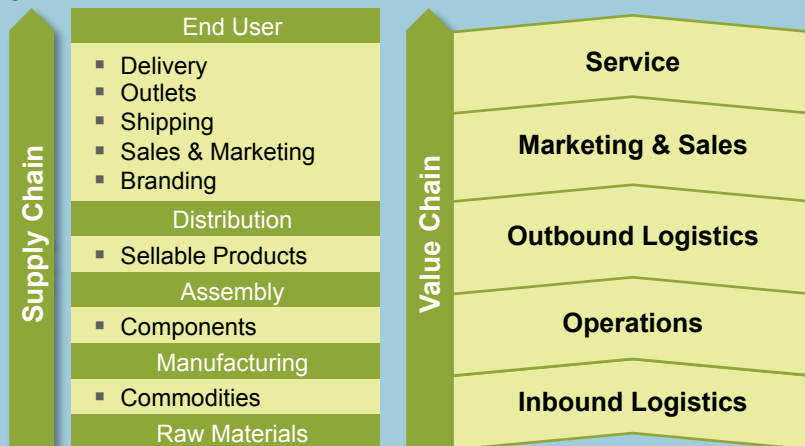
Market Priorities (1/2)

Corporate meetings and conventions both provide a moderate to high potential for Mpumalanga, however these should be explored with a focus on the domestic and regional markets, while the international market is viewed more opportunistically

Corporate Meetings

**Moderate
Potential**

- **External Meetings**, help manage relationships and tend to be held where companies have supply sources/ demand centres, with end user reach a key for destination selling
- **Internal Meetings**, help with corporate support activities and are usually held close to corporate installations (regional / global offices)



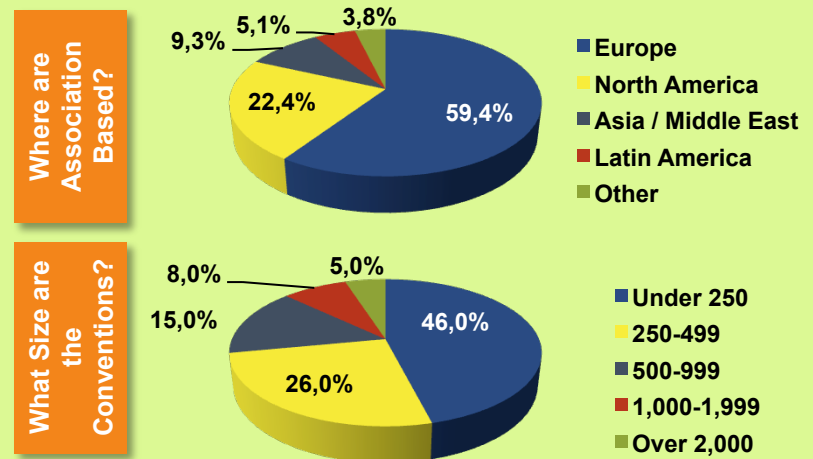
Recommended Priorities:

- Focus on government meetings, as well as domestic and regional (southern African) corporate meetings
- Engage with global mining and auto firms operating in the province, to capture their meeting requirements

Conventions

**Moderate/high
Potential**

Most associations are based in Europe, with nearly half the international conventions attracting less than 250 delegates



Recommended Priorities:

- Focus on conventions with 200 – 300 delegates, although there is potential to cater up to 500 delegates. Geographic focus should be on South African, SADC and African associations
- Opportunistically target international conventions attracting 300-500 delegates that align with the province's priority sectors

Market Priorities (2/2)

Mpumalanga has a strong potential to develop its unique offering into an incentive product. However, its potential as an exhibition destination is very limited due to lack of infrastructure and issues related to access to markets

Incentives

**Strong
Potential**

- **The incentive market is positively impacted by:**
 - The nascent economic recovery, which is enhancing demand for incentives
 - An overall improvement in the corporate travel budgets
 - Emergence of new markets, such as Brazil, India and China
 - Presence of strong potential offerings in the incentive space, in Mpumalanga
 - There is a value for money offering that the province can deliver in the space
- However, the market also faces the challenges of
 - Shortening itineraries that have a significant negative impact on long-haul destinations
 - Lack of connectivity across the province

Recommended Priorities:

- The province has a strong potential for incentive offering, given its extensive offering of outdoor, wildlife, adventure and sports positioning.
- Mpumalanga offers the ultimate South African experience of the Big-5, in addition to its rich cultural heritage

Exhibitions

**Low
Potential**

- Exhibitions are driven by macro-economic factors for a country or region. Given the limited potential of reaching target audience for B2B/ B2C segments, the province does not offer a strong offering to exhibition title holders
- Thus, even as the exhibition market is driven by:
 - A gradual economic recovery underway
 - Emergence of smaller highly specialized titles
 - Ability to position South Africa as Africa's staging place

– this is not something that Mpumalanga can effectively leverage to emerge as a strong exhibitions destination

Recommended Priorities:

- The province should not focus on the Exhibitions market, given its limited potential to capitalize on it

Sales and Distribution Channels

Meetings

Global Corporations

Regional Headquarters

Corporate Agencies

National Headquarters

Provincial Headquarters

The most efficient path to market is through corporate travel agencies

Conventions

European Associations

AMCs

Core PCOs

Regional Associations

National Associations

Mpumalanga Contacts

National PCOs

Provincial Venues

Contacts from Mpumalanga are often essential, and AMCs and Core PCOs are potential intermediaries

Incentives

European Corporations

Incentive Houses

Corporate Agencies

Regional Headquarters

National Headquarters

Provincial Headquarters

Provincial DMCs

The most efficient path to market is through Incentive houses and corporate travel agencies

Key Competitors

Key competitors for Mpumalanga are other destinations in Africa, particularly Kenya and Namibia. Secondary cities in South Africa, such as Rustenberg (Sun City) offer stiff competition. Other provinces that offer similar outdoor or “extreme” experiences, such as Limpopo and KZN compete with Mpumalanga in the incentive space

Key Competitors for Meetings

Key cities in South Africa and Southern Africa :

- Johannesburg / Tshwane
- Bloemfontein
- Rustenberg (Sun City)
- Harare / Victoria Falls
- Gaborone
- Maputo

Key Competitors for Conventions

Other secondary destinations in Southern Africa:

- Harare
- Winhoek /
- Gaborone
- Maputo

Destinations in South Africa:

- Tshwane
- Bloemfontein
- Kimberley
- Sun City

Key Competitors for Incentives

Other countries in Africa:

- Kenya
- Namibia
- Mozambique
- Zimbabwe
- Tanzania

Other provinces in South Africa

- Northwest
- Limpopo
- KZN

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Coordination and Partnership

Mpumalanga Province Convention Bureau will set-up an advisory committee made up of representatives of the provincial meetings industry. Monthly meetings will enable effective communication and coordination of activities. To encourage active participation, Mpumalanga Province CB will also develop a non-paying partnership model for members of the industry

Recommended Approach

	Advisory Committee	Partners
Participants	<ul style="list-style-type: none"> Mpumalanga Province Convention Bureau 8 members from across the province 	Representatives of Industry Suppliers (venues, hotels, and suppliers)
Roles	<ul style="list-style-type: none"> Coordination of Marketing and Sales Activities Policies on lead distribution, shared marketing activities 	<ul style="list-style-type: none"> Feedback and advisory Communication with industry stakeholders, who are not partners
Meetings	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> Once a quarter All partners
Activities	<ul style="list-style-type: none"> Capacity building Communication/ coordination Oversee service standards programme 	<ul style="list-style-type: none"> Review progress Workshops Education component (Opportunity to include clients)

Recommended Requirements

Advisory Committee

Members would sign an agreement including protocols relating to:

- Activity Levels
- Lead Sharing
- Information Sharing
- Roles and Responsibilities

Partners

Partners would sign a partnership agreement to acknowledge their responsibilities, including:

- Activity Levels
- In-kind commitments
- Responding to surveys
- Programme Support

Mpumalanga CB Partners Programme

Mpumalanga Province Convention Bureau will create a partners programme in order to facilitate on-going working relationships with stakeholders. Partners will not be required to pay for membership, however they will need to meet certain criteria and will sign MOUs that outline mutual commitments and responsibilities

Recommended Approach

Advisory Committee

- Advisory Committee will consist of appointed stakeholder representatives from Mpumalanga
- Geographic spread among representatives will be assured

Criteria for Participation in Partners' Programme

To be eligible to join the partnership program, the following criteria must be met by the entity:

- Show that it has a significant experience in the business events sector
- Must maintain a minimum level of participation in Mpumalanga Province CB cooperative programs
- Must participate in MPCB service standards programme, including in education and training programmes
- Sign MOUs outlining mutual commitments with Mpumalanga Province CB, including responding to surveys and sending required activity reports

Activities

The advisory committee will take on coordination and communication responsibilities between Mpumalanga CB and the stakeholder community

Benefits of Entering Partners Programme

Marketing Opportunities

- Trade shows
- Sales missions
- Cooperative Advertising
- Co-branding

Product Listings

- Website
- Meeting Planners Guide
- Incentive Planning Guide
- Bid documents

Industry Programmes

- Networking functions
- Education programmes
- Product development workshops

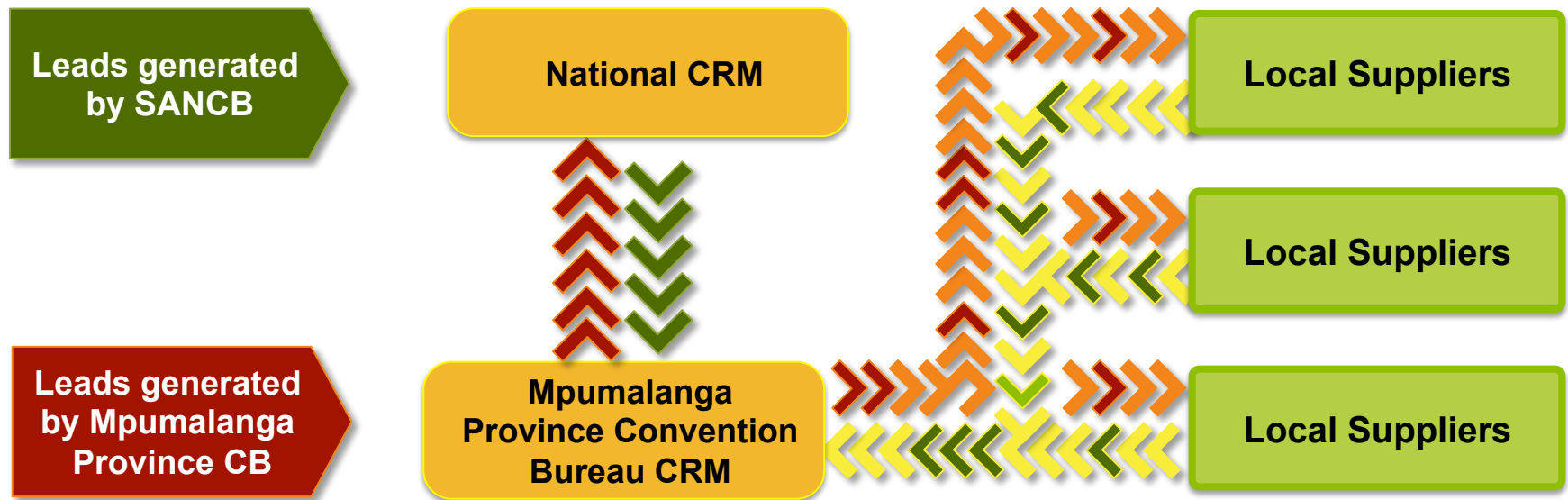
Market Intelligence

- Business leads
- Statistical reports
- Market research and analysis

Lead Distribution

Through its sales team and marketing activities, Mpumalanga Province Convention Bureau will generate leads for the province. Leads developed by the sales team will be distributed according to the protocol shown below. Business leads received from SANCB will also be distributed according to protocols agreed on, at a national level.

Recommended Approach



Lead Distribution Protocols

- Mpumalanga will generate leads and distribute them to partners/suppliers based on client need
- SANCB will distribute a lead to Mpumalanga if the capacity requirements are met in the destination
- If a bid process is required, Mpumalanga CB will take the lead, with support from local suppliers. For some bids, national support could be requested from SANCB
- Local suppliers will receive leads according to client needs. Distribution protocols will need to be developed to assure equitable treatment among suppliers
- Leads originated by Mpumalanga will only be sent upstream to the national CRM if proprietary status is being sought or if a secured booking is being reported.

Account Management

In coordination with SANCB, Mpumalanga Province Convention Bureau will have a key role in developing and distributing leads to different suppliers across the province. CRM protocols will be developed to allow the system to be managed effectively

Recommended Approach

Leads generated by SANCB sales activities

- All leads generated by SANCB will go into the database.
- If they have the capacity to handle an event, leads will be accessible by Mpumalanga Province CB,
- Mpumalanga Province CB will be able to access detailed information on the lead
- If Mpumalanga is already working actively on the account, and can document it, then it would request that lead be treated as a proprietary account
- Some accounts will become multi-proprietary

SANCB
National
CRM/
Sales
Database

Mpumalanga
CB CRM/Sales
Database

Database Interface

Database management protocols will be defined to allow for interfacing and communication between systems

Leads Generated by Mpumalanga CB sales activities

- If Mpumalanga is at the origin of a lead, it becomes a Mpumalanga Province proprietary account
- Mpumalanga will handle distribution of leads to approved suppliers in the province
- In addition to distributing leads, Mpumalanga CB will manage the bid process for larger events

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Mission

Mpumalanga, through its Convention Bureau, will significantly increase the number of events held in the province by securing conventions, meetings, and incentive events, in order to

- **Create positive economic impact for the province**
- **Support economic development priorities, and**
- **Strengthen the province's positioning around its unique product offering which includes wilderness and outdoor adventure, and culturally-rich experiences**

Vision

**Mpumalanga will be recognized as the most
iconic and exciting business events province
in South Africa**

Goals for 2020

Goal 1

By 2020, Mpumalanga will have increased the number of attendees at business events held in the province by a factor of three

Goal 2

By 2020, Mpumalanga will host more than 8,000 delegates annually at national, regional and international conventions

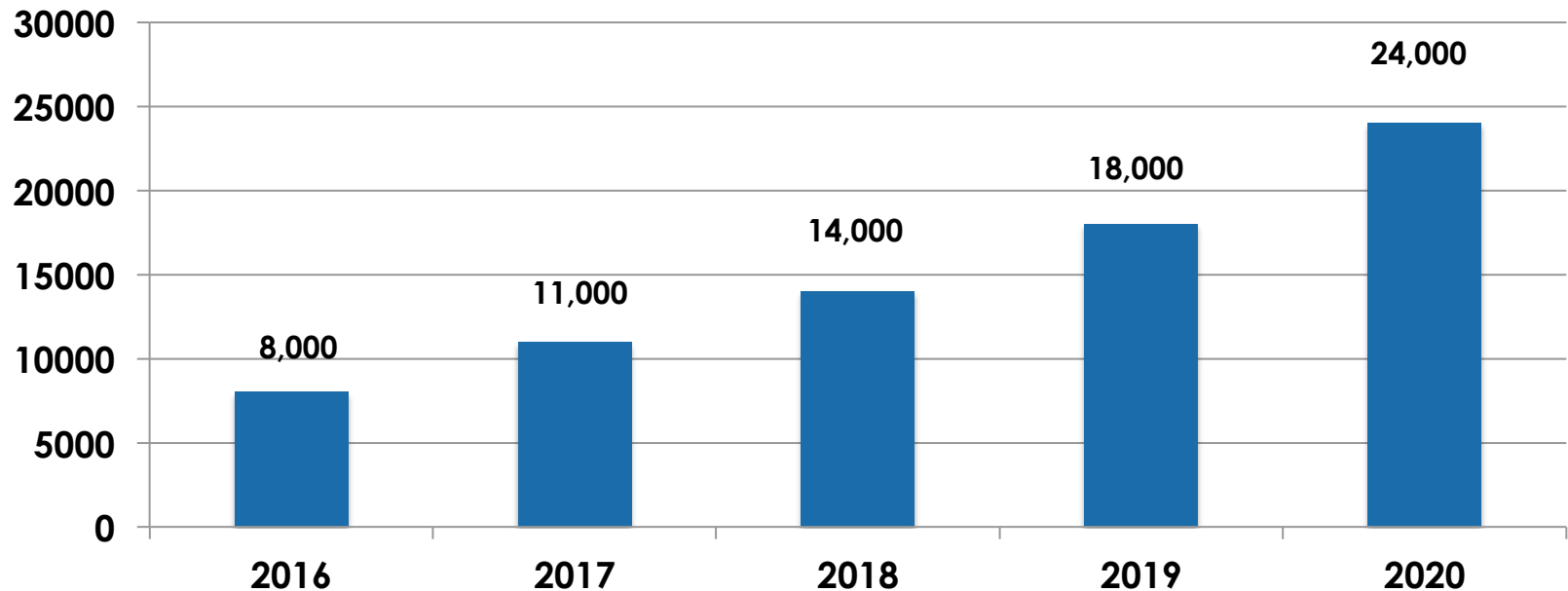
Goal 3

Mpumalanga Province Convention Bureau's Business Partners will consider it to be a major contributor to their success

Key Performance Indicators (1/3)

Goal 1: By 2020, Mpumalanga will increase the number of attendees at business events* held in the province by a factor of three

Number of Attendees at Business Events

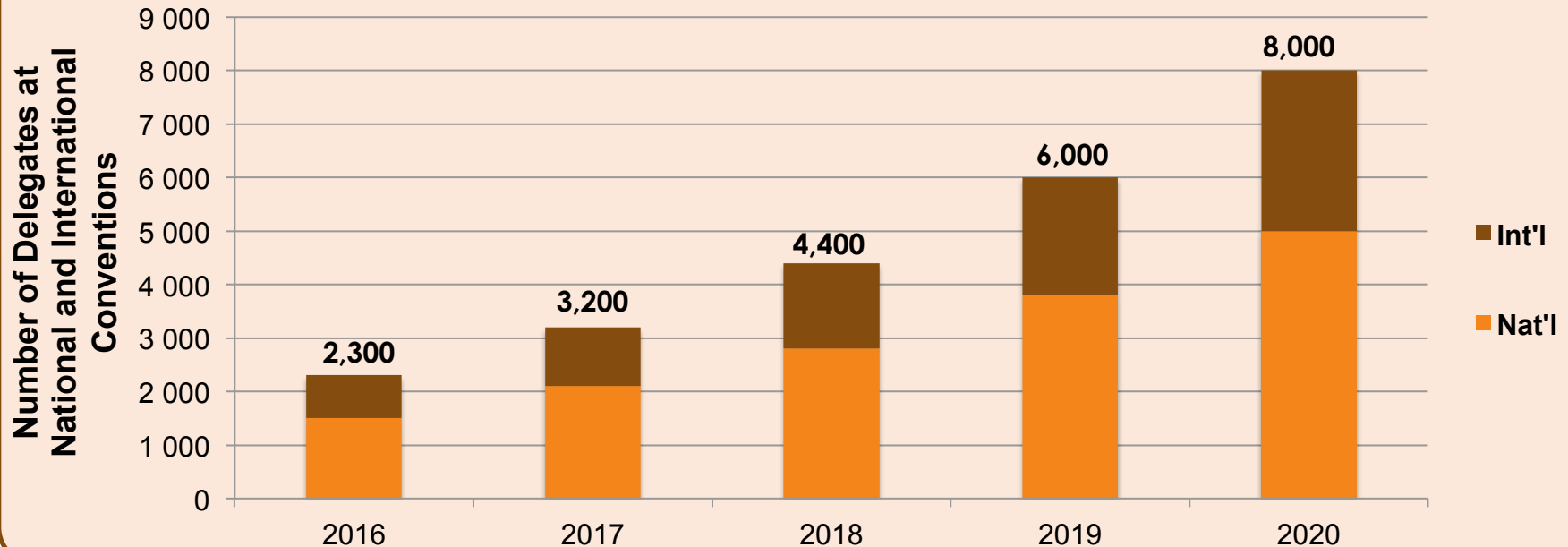


Pace Goals for Increased Number of Conventions, Meetings and Incentives for Mpumalanga Province

*does not include exhibitions. Estimations based on projections from SANCB study by Grail and GainingEdge (2012), and assumes a 2.7% market share of national business for Mpumalanga Province

Key Performance Indicators (2/3)

Goal 2: By 2020, Mpumalanga will host more than 8,000 delegates at national and international conventions



Pace Goals for Hosting Convention Delegates in Mpumalanga Province

Estimations based on projections from SANCB study by Grail and GainingEdge (2012), and assumes a 2.7% market share of national business for Mpumalanga Province

Key Performance Indicators (3/3)

Goal 3: Mpumalanga Province Convention Bureau's business partners will consider the bureau as a major contributor to their success in the business events sector

	2016	2017	2018	2019	2020
Perceived level of importance	2.0	2.4	2.8	3.4	4.0

Pace Goals in Relation to Business Events Industry Recognition

Note: ¹Baseline: On score of 1 – 5, with 1 = “very low”, 2 = “low”, 3 = “medium”, 4 = “high” and 5 = “very high” – average response to survey of policy maker perceptions of the importance of South Africa's business events industry as an economic driver.

Economic Benefits

Implementation of the strategy would yield substantial benefits in terms of economic impact, new employment, knowledge transfer and transformation. The Provincial Government would generate a significant ROI on funds invested

Forecast Economic Benefits to be Derived from the Successful Implementation of this Strategy

Summary of Projected Growth	2016	2020	Increase
Attendance at National and International Conventions in Mpumalanga	2,300	8,000	5,700
Attendance at all Business Events in Mpumalanga	8,000	24,000	16,000
Direct Spend from Business Events (Millions ZAR)	156	527	371
GDP Impact from Business Events (Millions ZAR)	382	1,291	909
Business Events related Job Creation for Mpumalanga Province	611	1,883	1,272

ROI Forecast

Projected Return on Government Investment 2014 - 2018	Investment	Return	ROI
In Relation to Total Business Events Related Spend (Millions ZAR)	49	761	16 to 1
In Relation to Business Events Related GDP (Millions ZAR)	49	1,935	38 to 1

Note: These figures assume that MPCB will succeed in implementing its strategy successfully, and will achieve productivity goals set out on a national level. The economic benefits detailed on this slide are based on the assumption that the Mpumalanga Province Convention Bureau can implement the strategy outlined in this document completely and comprehensively. The associated requirements for these are detailed in the subsequent slides. ROI figures take into account the fact that MPCB will take advantage of increased investment on a national level, and magnify them by its own efforts to gain its fair share of the international and domestic market.

Source: GrainingEdge research and analysis; SAT Sector Study

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Lead Development

One of Mpumalanga's key challenges is to develop leads for business events through an aggressive and coordinated approach. Leads that are identified and qualified should feed into Mpumalanga Province CB's database, which will also dovetail with Team South Africa's Sales

Recommended Approach

Mpumalanga CB Roles and Responsibilities

- **Market Research** : Mpumalanga CB research staff will identify potential events and contacts for follow-up by the sales team.
- **National Association Contacts**: CB will source potential events through networking with key contacts, who will also provide access to international decision makers
- **Networking with Mpumalanga Province Government Authorities**: Close working relationships will focus on priority potential events in priority economic sectors
- **Trade Shows and Sales Missions**: Prospects developed through these activities will be qualified by the CB and distributed based on agreed protocols
- **Ambassador Programme**: The bureau manage an ambassador programme, whose members will source leads from within their professional area of expertise
- **Online RFP**: This should be an integral part of the new website and leads coming through this channel will be communicated to all members

Partner Roles and Responsibilities

- **Sales and Marketing** : The sales and marketing activities of members will be a key source of leads that will be captured in the Mpumalanga CB's database, where certain leads will become proprietary and others will be public
- **Information Sharing**: Partners agree to share data with Mpumalanga CB, in order to track evolution of business events

All leads will feed into the Mpumalanga CB database, which will dovetail with Team South Africa's database

Ambassador Programme

By setting up an Ambassador Program, Mpumalanga Province Convention Bureau will be able to identify and secure an important share of regularly occurring association meetings, both national and international, which call for competitive bids from a local chapter of the association. Working with the local university, the MPCB should be able to develop a strong ambassador programme

Recommended Approach

Goals for the Ambassador Programme

- Establish partnerships and relationships with large associations
- Reinforce bid effectiveness for targeted events
- Establish an engagement within the Mpumalanga Provincial government around the business events sector
- Support and promote economic priority economic development sectors for Mpumalanga

Ambassador Credentials

- Sits on executive committees of national / international associations
- Well-known in field
- Future leader « in-coming chair »
- Involved in winning or staging events
- Leaders of key economic sectors

Commitment by Ambassadors

- Peer to peer communication at top level academic and professional circles
- Encourage colleagues to bid and host events
- Presentations to peers – potential hosts
- Identify opportunities for Bureau to meet potential hosts

Programme Management

- Ownership: MPCB, industry committee, group of associations
- Clear objectives/expected outcomes
- Term of ambassadors
- Programme management thru CRM system
- Resources to maintain and motivate ambassadors

Programme Activities

- Bid support : bid documents, strategies, financial analysis, Peer to peer presentations
- Newsletters
- Training : presentations and media
- Awards
- Advisory groups
- Civic receptions

It is the role of the provincial CB to drive the bidding process for the destination. This is one of the key roles of the Mpumalanga Province CB, which needs to prepare the adequate tools and resources in order to be successful in securing convention bids. Mpumalanga Province Convention Bureau will coordinate with the SANCB, to successfully manage the bidding process

Recommended Approach

Driving the bidding process

- **Bid Materials:** Mpumalanga Province CB will develop standard packages of materials that will include collateral, photos, videos, and site inspection templates
- **Letters of Support from Government:** Mpumalanga Province CB will leverage its network to gain rapid access to these important letters from a city, and provincial level
- **Lobbying and Promotional Support:** To help convince site-selection decision-makers to choose Mpumalanga as their preferred venue
- **Presentations to show Government Support:** Mpumalanga can arrange for government officials to make presentations, or request for presentations by SANCB
- **Local Contacts:** Mpumalanga Province CB will use its network to gain support from local associations
- **Site inspection support:** Successful site inspections require close coordination and support from airlines, hotels and government protocol offices. Mpumalanga CB will manage this process

Managing event support

- **Subvention:** Mpumalanga will coordinate requests for funding, mostly from the SANCB subvention fund. In some cases, larger requests from government funding sources will be managed by SANCB
- **Delegate Boosting:** The Mpumalanga Province CB will work with SANCB to maximize delegate numbers
- **Airport meet and greets / hospitality suites:** CB will coordinate with MTPA for key events
- **Coordination of tour desks and visitor information centres:** This will be geared towards fostering a longer length of stay for delegates and will be staffed by volunteers, or MTPA staff
- **Welcome ceremonies:** These are essential services that get the event off to a good start. Often they need to take place in government sponsored locations. The Mpumalanga Province CB will coordinate these efforts

Subvention

Mpumalanga needs to develop a collaborative approach to subventions, coordinating its efforts with SANCB.

Subvention Recommendation

- **National Subvention Programme** – South Africa National Convention Bureau will dispose of a subvention fund aimed at securing international events for South Africa.
- **Mpumalanga Province Convention Bureau** will have a role of actively requesting the use of subvention funds from SANCB. In addition, MPCB will work to develop “in-kind” subventions

Key Criteria

- Priority will be given to international events, particularly in sectors that have been identified as priorities for economic development
- Demonstration of support from local institutions within these sectors
- Qualification: International events, rotational, with > 20% international delegates
- More than 500 delegate days

Requirements

- Commitment to promote Mpumalanga or its industrial, academic, research capabilities as part of event marketing program
- Provision of business and event marketing plan, or equivalent
- Signing of Memorandum of Understanding outlining:
 - Mutual obligations
 - Support schedule
 - Agreed performance outcomes
 - Support documentation required for payments

Subvention Distribution

- Preference to be given to supporting activities that increase ROI of events, promote efforts to maximize yields and event success
- Preference and payment given to local suppliers (wherever applicable)
- Priority given to support that is non-financial, although some commitment may be financial in nature

Commitments

- Access to event statistics
- Event details for inclusion in ICCA and UIA rankings
- Access to data to conduct on-site and post-event surveys
 - Testimonials, images, video footage and case study information to be made available to LP CB staff
- Agreement to work closely with MP CB staff in order to maximize promotional impact of event for Mpumalanga

Educational Tours / Site Inspections

Mpumalanga Province CB will invite decision makers to the destination to showcase the province's capabilities and potential for future events. Organizing these high-impact visits is crucial, and a necessary step in booking and finalizing deals. MPCB will need to coordinate this activity with SANCB in order to obtain full support.

Key Issues

Mpumalanga Province CB Coordination

These visits are high profile, and require a rigorous approach to planning and execution according to the highest standards. Mpumalanga Province CB needs to take a "front-line" approach to visits that focus on the province

Education and Training

In addition to media and client development, these visits need to include a strong training and educational component. Mpumalanga Province CB needs to coordinate with SANCB in order to leverage these events

Incorporating a strong educational component into familiarization tours attracts buyers and decision makers

Recommended Approach

Site Inspections

- Site Inspections target individuals or teams specifically representing an event, and who are well advanced in their decision making process.
- In cases where MPCB has partnered with a specific destination in preparing a bid, the inspection trip will be co-organised and co-financed by the two parties.
- In cases where the destination has prepared the bid alone, it will be solely responsible for the site inspection, with providing minimal logistical backup (collateral, support for meeting officials, etc.)

Educational Tours

- Target audience is meeting planners and media
- Focus is to secure future business
- These educational tours to include industry educational programs. Coordination with Mpumalanga Province CB and SANCB will be essential. Meeting planners and journalists will participate actively in training sessions, for example: Incentive Product Development/Services for Associations
- 2 events per year

Mpumalanga Province CB and its partners need to develop an aggressive approach to event marketing including activities such as pre-events attendance promotion, research for sponsors and assistance in exhibition sales. These efforts are key in maximizing yield from events held in the province and also provide additional sales arguments during the bid process. Coordination with SANCB is key in successful event marketing.

Recommended Approach

Program Announcements

- Promote Keynote speakers
- Program developments that will build interest
- Highlights
- Satellite events and special interest meetings that can be held across the province
- Pre & post touring
- Social programmes
- Destination profile
- Online discussion forums with delegates and specialized media
- Social media

Networking

- Develop communication strategies using association database, key affiliates
- Assistance in organization of ancillary meetings
- Involve key contacts within academic and research institutions – coordinate with PR teams
- Leverage provincial government contacts to generate support
- Identify key opinion leaders, sponsorship sources etc.

Promotions

- Lead-up events
- Newsletters
- Industry publications
- Online discussion forums
- Media program – both prior and during events
- Speakers circuit
- E-marketing
 - Teasers
 - Postcards
 - Surveys
 - YouTube
 - Twitter

Up-selling Leisure

- Develop attractive accompanying persons programs
- CRM module for attendance promotion
- Pre & Post touring promotion
- Coordination to be developed with on-line travel companies with presence in key markets

Capacity Building

Mpumalanga needs to develop its product offering if it wants to increase market share in the business events sector. It has a number attractive destinations that are not positioned effectively. There exist an array of incentive products that need to be better packaged. In addition, Mpumalanga Province CB needs to coordinate with SANCB to develop professional training

Recommended Approach

Product Development

Destination Positioning

- Destinations are not positioned effectively on the convention & meetings markets
- MPCB will need to conduct a full product inventory of facility packages by destination, including capacity, amenities, attributes and identify priorities by market segment

Regional Positioning

Regions outside of “urban zones” propose quality venues and attractions, but need to be packaged in order to be segmented and marketed effectively

Incentive Product

- Incentive offering is wide-ranging and deep in scope. It needs to be structured effectively and packaged for key markets
- Local suppliers need to improve their market knowledge and the quality of their service

CSR Product

- CSR products are in demand in all segments of business events
- Different CSR offerings need to be developed in all regions of the province

Infrastructure

Mpumalanga Province CB will need to do a needs assessment (venue needs, transportation, signage, attraction, etc.) for different regions of the province, and make recommendations to policy makers about priorities

Training

Training

In coordination with SANCB, Mpumalanga Province CB should organize regular training seminars for business events practitioners to enhance knowledge, help them understand customer trends, and improve their sales and services skills.

Professional Certification

Mpumalanga Province CB should implement a wide-ranging program that encourages suppliers across the province to obtain professional certification, such as CMP, SITE, CMM

Trade Shows and Sales Missions

Mpumalanga Province Convention Bureau should work closely with SANCB to assure that it can take advantage of opportunities to be present at European trade shows. MPCB should attend some of the big European shows each year, and use these opportunities to get access to international buyers, and to showcase the province's capabilities. While it is not recommended that Mpumalanga participate in sales missions at this time, MPCB should make sure that SANCB sales reps are fully briefed on prospects across Europe.

Recommended Approach for Trade Shows

IMEX

- Annual Event in May held in Frankfurt, Germany
- International Buyers from Association, Corporate & Incentives

EIBTM

- Annual event in November in Barcelona, Spain
- International Buyers, Associations

Mpumalanga Province Convention Bureau needs to coordinate with SANCB, to leverage its presence at one show per year. Ancillary promotional activities, hosted buyer presence etc would be factors in making the choice.

Recommendations for Sales Missions

Associations

- While it will not have the resources to participate, Mpumalanga Province CB should be made aware of sales missions in order to target individuals or teams specifically representing events that have been identified as potentials
- When possible, Mpumalanga Province CB should ensure that overseas sales reps are aware of key prospects and hot leads, so that they can effectively liaise with the contacts

Incentives

- Target audience is corporate meeting planners and corporate incentive houses in key markets in Europe
- Mpumalanga will fully brief sales reps who will propose packaged incentive products from the province
- Presentations with experiential support (videos, collateral, gifts)

Media and Public Relations

Mpumalanga Province Convention Bureau has a key role to play in increasing awareness of the province as a business events destination through the use of media, social networking and promotional event planning.

Recommended Approach

Media Relations

- Mpumalanga Province CB, working with SANCB, will develop strong relationships with media contacts, both locally and internationally.
- A media database will be included in the CRM system that will include a tracking function.
- Mpumalanga Province CB will create a “social media newsroom” for journalists who are looking for online interaction and content.
- News releases will be systematic and focus on the leading social media sites and blogs.
- Mpumalanga Province CB will participate in media familiarization tours in order to showcase the destination and build relationships.

Social Media

- Social media strategies will be developed, coordinated and monitored by Mpumalanga Province CB
- Communication will target specific segments of audiences in order to promote the Mpumalanga brand, increase interaction and develop relationships.
- Identify creative opportunities to extend website content to social media.
- Facilitate “conversations” with media and opinion leaders – promote development of user generated content.

Promotional Activities

- Mpumalanga Province CB will look for cooperative advertising opportunities with SANCB or other business events partners
- Mpumalanga Province CB will leverage media coverage of large business events in order to build reputation among opinion leaders.
- Monthly E-newsletter to inform key target audiences of developments
- Mpumalanga will work to sponsor special events during trade shows or sales missions

Industry relations

- Mpumalanga Province CB will work with SANCB to organize educational/training workshops with members regarding effective use of media relations and social media.
- Key messages and media strategies will be developed by Mpumalanga Province CB and communicated to members.
- Members will be the target of a specific communication strategy using events and social media techniques.
- Mpumalanga Province CB will assume leadership role in defining communication strategies, particularly in new media.

Mpumalanga Province Convention Bureau needs to develop a business events web site that is both customer and stakeholder-facing. Based on a flexible content management system, it should integrate access from anywhere. Consistency with Mpumalanga Tourism Authority positioning and branding is essential.

Recommended Approach

Key characteristics of Mpumalanga Province Convention Bureau Website and CMS

Engaging

Mpumalanga Province Convention Bureau website needs to be engaging, attractive and user-friendly for all audiences including meeting planners, events organizers, delegates, partners and stakeholders, media, etc.

Accessible

- It needs to be accessible from anywhere in the world and propose a variety of applications for use with mobile devices
- Allow for varying permission among partners and stakeholders (i.e. content updates, read-only ,etc.)

Online RFP

Include on-line RFP functionality that should be fully integrated into CRM system in order to eliminate duplicate data entry.

Content Marketing

- Articles, blogs, listings, virtual tours and other forms of content promoting destinations, venues, activities, services, etc.
- Experiential content with photos, videos

Decentralized

- Content management will be handled by partners directly according to previously defined content management protocols
- View and click-through to partner sites tracked and reported regularly

SEO & online Marketing

System and site to be structured to maximize Search Engine Optimisation and enhance Pay per Click campaigns in order to ensure content is optimally marketed

Integrated

Allow for full integration into Mpumalanga Province Convention Bureau CRM system and database

A Customer Relationship Management system that allows for a comprehensive approach to sales enablement, online marketing and data base management will have to be an integral part of Mpumalanga Province CB's operating tools and procedures. A national technology platform will be developed by SANCB, and Mpumalanga Province CB needs to use the same platform, or coordinate its systems in a manner that will allow for effective integration and interface.

Recommended Approach

- Mpumalanga Province CB needs to develop a full understanding of the SANCB CRM platform and define its own system characteristics and specifications in order to effectively coordinate and integrate with a national platform

Key characteristics of Mpumalanga CRM system

Integration with Website

- Integrated with Mpumalanga Tourism Agency website
- Data capture and feeds to and from website

Accessibility

- Web-based to allow for easy updates and access from anywhere in the world
- Accessible through mobile devices

Management

- Media management functionality – media contacts, distribute leads, track mentions
- Dashboards for instant access to strategic information and metrics

Communication and Reporting

- Create reports that are available using filters and access codes
- Event management module – enable organisation of site inspections, stakeholder events, tradeshow, familiarisation tours

Partners

- Modules to manage relations with partners – bureaux, DMCS, PCOs, venues, hotels and other vendors
- Online Stakeholder/member/partner extranet, to allow for excellent communication with stakeholders on

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Collateral Material

Mpumalanga Province CB needs to develop a series of brochures and guides, electronic and paper, that will motivate and inform buyers about the province as a business events destination.

External Focused Content

Destination/ Motivation Guide

- Informational and motivational introduction to Mpumalanga :«What is possible »
- High quality photos and graphics

Meeting Planner's Guide

- Presents technical information about the province's meeting possibilities
- Will define product component of the Mpumalanga Province CB website

Incentive Guide

- Targeting the corporate incentive market, highlighting unique opportunities available
- Sample incentive programs to be included

Convention Bid Books

- Official tender documents for Mpumalanga Province – requires innovation and high quality
- An adaptable « bid book system » needs to be implemented

Image Library

- Working with MTPA and SAT, MPCB needs to develop video clips that can be adapted to individual destinations to support their bids
- MPCB will also create a library of video footage and photos

Internal Focused Content

Industry Partner Brochure

Explains the advantages of participating in Mpumalanga Province Convention Bureau's partner program

Ambassador Program Brochure

Aimed at attracting leaders who can help obtain events for Mpumalanga

Brochures will inform internal stakeholders about the organisation of the business events sector.

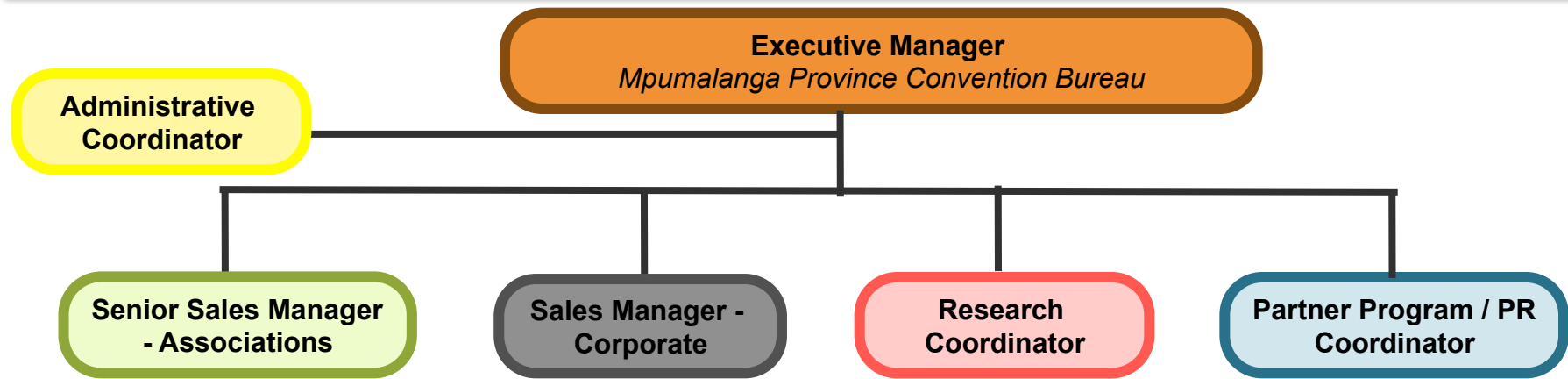
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Staffing

Mpumalanga Province Convention Bureau should implement the organizational chart shown below, which will allow it to cover the most essential job functions. Strong coordination and cooperation between sales and research functions is a critical success factor for the bureau. In a phase-in model, the association sales (senior position) and research roles should be the priority.

Recommended Approach



Description of Key Functions



Recommended Budget

In order to achieve the goals set within this strategy, Mpumalanga Province Convention Bureau would need to receive adequate funding. Expenses are particularly important in the first year of operations in order to cover start-up cost related to collateral production, contract services, website and CRM development, etc.

Recommended 5-Year Operational Budget for Mpumalanga Province CB

Expenses (ZAR)	Year 1	Year 2	Year 3	Year 4	Year 5
Trade Shows and Sales Missions	240 160	249 766	259 757	270 147	280 953
Familiarisation Tours/Site Inspections	805 000	837 200	870 688	905 516	941 736
Event Marketing and Services	200 000	208 000	216 320	224 973	233 972
Bidding	800 000	848 000	898 880	952 813	1 009 982
Print Design and Production	928 000	965 120	1 003 725	1 043 874	1 085 629
Other Sales Tools Production	650 000	212 000	224 720	238 200	252 000
Meeting Planners Guide	120 000	124 800	129 792	134 984	140 383
Web Support and CRM	586 000	300 440	312 458	324 956	337 954
Consultation and Contract Services	960 000	684 000	711 360	739 814	769 407
Subvention	200 000	208 000	216 320	224 973	233 972
Industry Training	322 000	334 880	348 275	362 206	376 694
Other Program Activities	988 310	1 027 842	1 068 956	1 111 714	1 156 183
SubTotal Programme Activities	6 799 470	6 000 049	6 261 251	6 534 170	6 818 865
Meetings Africa	300 000	312 000	324 480	337 459	350 958
Personnel	2 650 000	2 809 000	2 977 540	3 156 192	3 345 564
TOTAL	9 749 470	9 121 049	9 563 271	10 027 821	10 515 386

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Work Plan: Overview

Time line (April 2015 – September 2016)

Activity	2015										2016							
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	sep
Establishment Activities																		
Hiring Staff																		
Printing and Production																		
Promotional Calendar																		
Professional Development																		

Activity Timeline

Work Plan: Detailed (1/5)

Time line (April 2015 – September 2016)

Activity	2015									2016								
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	sep
MPCB Activation and Business Planning																		
MPCB Plan Launch																		
Establish Advisory Committee																		
Approval of Partner Program																		
Secure Partner commitments																		
CRM / Database Development																		
Sales Database Installation																		
CRM / Database Configuration																		
Sales Database Training																		
Systems / Process Engineering																		

Activity Underway

Due Date

Work Plan: Detailed (2/5)

Time line (April 2015 – September 2016)

Activity	2015									2016								
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Join industry organizations (ICCA etc.)																		
Organization identity (Logo, templates)																		
Mpumalanga Business Event Brand Strategy																		
Bid Policy & Subvention Policy																		
Database Structure Plan																		
Planners' Guide																		
Approval of Rates																		
Advertising Sales																		
Production																		
Distribution																		

Activity Underway

Due Date

Work Plan: Detailed (3/5)

Time line (April 2015 – September 2016)

Activity	2015									2016								
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Shell Brochure (electronic)																		
Destination Motivation Guide																		
Partner's Programme Brochure																		
Ambassador Program Brochure																		
Incentives Brochure																		
Convention calendar (on-line)																		
E Newsletter																		
Video																		
Image Library																		

Activity Underway

Due Date

Work Plan: Detailed (4/5)

Time line (April 2015 – September 2016)

Activity	2015										2016								
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Bid book																			
Design & Production																			
Web Development																			
Product inventory																			
Design																			
Production																			
Display Materials																			
IMEX / EIBTM																			

Activity Underway

Due Date

Work Plan: Detailed (5/5)

Time line (April 2015 – September 2016)

Activity	2015									2016								
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Ambassador Program																		
Recruitment																		
Ambassador functions																		
Fam Tour x3																		
Industry Training x4																		
Functions & Events																		
Advisory Board Meetings																		
Partner Meetings																		
Annual Meeting																		

Activity Underway

Due Date