

Africa's time has come



2010 NATIONAL COMMUNICATION PARTNERSHIP CONFERENCE
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AFRICA'S TIME HAS COME

REPORT ON THE KEY OUTCOMES AND STRATEGIC PRIORITIES FOR THE ROAD AHEAD

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EXECUTIVE SUMMARY

The 2007 2010 National Communication Conference, with the theme "Africa's Time Has Come", which comprised five inspiring and thought-provoking presentations and three constructive Cluster Sessions, was characterized by a positive energy and a general desire among participants to contribute and collaborate. A common thread that ran through the conference was a commitment to optimize the potential legacies related to the successful hosting of the event, that could be achieved for South Africa and the entire African continent.

Some of the key messages that came out of the day's deliberation were:

- South Africa has been appointed as the **flag bearer** on behalf of the African continent.
- The 2010 Soccer World Cup provides a **communication opportunity of a lifetime** and Communicators throughout Africa have a challenge and a responsibility to ensure that the **positive messages are being sent** out into the world and that **wrong perceptions are responsibly countered**.
- A **shared vision** and **energetic and passionate leadership**, underpinned by **sound communication values and principles** is going to be a key success factor.
- The responsibility to make 2010 a truly "**African Showpiece**" is **everybody's** responsibility.
- There should be a strong focus on communicating the benefits and realistic opportunities for involvement to **local communities**, with a view to staging a "**Festival for All**" on the continent of Africa.
- **Alignment** (e.g. branding, themes, messages, etc.) and **partnerships** (e.g. with corporates, the media, government organisations, the arts, foreign missions, etc.) are going to be essential to optimally leverage the envisaged legacies.
- Developing a **cutting edge and user friendly website** is essential.
- Opportunities must be leveraged **before during and after the event** with the focus on leaving **lasting legacies**.

From the presentations, discussions and deliberations, some key communication and marketing issues were identified, as well as some key strategic priorities and actions, which in essence can be summarized as:

- Develop an **umbrella country and continental branding and marketing/communications framework (script) and campaign** (with specific objectives, strategic guidelines, responsibilities, timeframes, etc.) that are longer-term and separate, yet totally complementary to the 2010 campaign. A practical branding manual, toolkit and access to best-practice case studies should be an integral part of the initiative.
- Conduct comprehensive **research** on the **needs, expectations and experiences of the different target markets** as a base for the design of specific messages tailored to the respective target markets.
- Create **meaningful and innovative sub-themes** under the umbrella theme “**Africa’s time has come**”, that people can relate to and that can talk to the wider spectrum of target audiences, including the rural people in Africa.
- Launch a **concerted drive to spread the message and improve communication on tourism and the 2010 Soccer World cup**, through the various existing structures and organizations in Africa.
- Develop and communicate key “**tourism talking points**” that can be used to communicate the message in a co-ordinated and integrated manner.
- Identify **key public and private sector events, exhibitions, foreign missions and other platforms** that can be used to spread positive messages under the umbrella theme of “Africa’s time has come”.
- Approach **key corporates and multi-nationals who operate in Africa** and are not involved in the 2010 initiative, to become partners/sponsors of the nation/continental branding/marketing/ communication drive.
- Appoint key opinion leaders as “**Africa’s Time has Come**” **Ambassadors** to spread the positive message to their constituencies, both in Africa and abroad.
- Implement a **user-friendly and easily accessible “gateway” (website)** to all relevant, credible and positive stories, message and case studies, that could be relevant to the **media (as key strategic partners)** and other stakeholders.
- Pro-actively **engage communities** as a key to motivating and mobilizing the people and **facilitate partnerships/linkages** at all levels and throughout the continent.
- Develop appropriate **benchmarks and indicators to continuously monitor and evaluate** the status, progress and success of communicating/ marketing initiatives.

1. INTRODUCTION AND CONTEXT

The focus of this report is to articulate the key outcomes of the conference with particular reference to the key issues that need to be addressed and the proposed strategies and actions for the road ahead. The outcomes of the report will also serve as a frame of reference for the activities of the Cluster Working Groups during this planning period. It will also provide a foundation for the 2008 National Communication Partnership Conference.

The report will firstly focus on the presentations by the key speakers, whereafter the outcomes of the Cluster Working Sessions will be outlined. The report will conclude with the critical success factors for the road ahead.

2. KEY OUTCOMES OF THE PAPERS PRESENTED

Within the overall theme and focus of the conference, the following papers were presented:

- *Keynote Address* by Rev Dr Makhenkesi Stofile, Minister: Sport and Recreation South Africa.
- *2010 - The Communication Opportunity for Africa* by Mr Ben Egbuna: Director General of the Federal Radio Corporation of Nigeria and President of the African Union of Broadcasters.
- *South Africa is Ready* by Dr Danny Jordaan: CEO 2010 FIFA World Cup Organizing Committee South Africa.
- *The National Communication Partnership* by Mr Nkenke Kekana: Chairperson 2010 NCP.
- *2010 Positioning Opportunity for the Continent: How do we Leverage (Framework)* by Ms Yvonne Johnston: CEO International Marketing Council.

The key issues and strategic priorities highlighted in these papers are briefly outlined in the following section.

2.1 KEYNOTE ADDRESS BY REV DR MAKHENKESI STOFILÉ, MINISTER: SPORT AND RECREATION SOUTH AFRICA

In his introduction, Minister Stofile emphasized that May 2004 was an important milestone for FIFA, for South Africa and for the African Continent. The opportunity to host the 2010 Soccer World Cup reinforced the fact that "Africa's Time has Come", with South Africa being provided with the opportunity to be the torch bearer/flag bearer on behalf of the continent.

After providing perspectives on how soccer has evolved on the continent during the past century, he challenged the entire continent to work together and consolidate African solidarity around the 2010 project, which he termed the "African showpiece".

Positive building blocks that were already in place included the fact that many countries in Africa and throughout the soccer world have actively come out in strong support for South Africa and Africa's hosting of the event. Of particular significance is the fact that the 2007 Summit of the AU declared an unwavering support for this premier event being hosted by South Africa on behalf of Africa. They went on to declare 2007 as the International Year of African Football!

Minister Stofile highlighted some of the key benefits that sporting events such as the 2010 event could generate, which includes encouraging a healthy lifestyle in society at large; inculcating positive values of citizenship among young people; and building the economies of host destinations. He went on to argue that the 2010 event could be a useful tool to attain the Millennium Development Goals for Africa and also contribute to strengthening the New Partnership for Africa's Development (NEPAD) as Africa's blueprint. He emphasized that *"a correct and strategic approach to planning and preparing for staging the World Cup in 2010 could leave behind a legacy of undoing the historical marginalization of Africa from the mainstream of world soccer football and of the economic spin-offs that flow from it"*.

Referring to the challenges that lay ahead, Minister Stofile appealed to communicators from all corners of Africa to strive to speak with one integrated and coherent voice, which should be informed by our common goal of building a better Africa. He strongly suggested that implementing strategies for both the International Year of African Football, as well as the type of legacy that the 2010 World Cup must deliver to South Africa and the continent, must be properly and widely communicated.

In conclusion, Minister Stofile, emphasized the importance of an integrated, focussed and continuous communication strategy. In his own words *"Africa and the world must know. They must hear about our vision and our plans, of our progress and challenges for ourselves. For this reason, the forging of communication partnerships is very critical. Forward to a memorable World Cup in 2010! "Africa's Time Has Come"!*

**2.2 “2010 - THE COMMUNICATION OPPORTUNITY FOR AFRICA”
BY MR BEN EGBUNA: DIRECTOR GENERAL OF THE FEDERAL
RADIO CORPORATION OF NIGERIA AND PRESIDENT OF THE
AFRICAN UNION OF BROADCASTERS**

Mr Egbuna introduced his presentation with the statement “*I consider Africa as the host of the 2010 World Cup and South Africa as the stage*”. He emphasized that when FIFA decided that the 2010 World Cup would take place on the African continent, it awarded the hosting right to Africa and that South Africa won the right to stage the tournament on behalf of Africa.

With reference to the key challenges and opportunities that lay ahead, Mr Egbuna emphasized that:

- Much more effort is required to meet and even surpass the standards set by previous hosts.
- It is a challenge for Africa, and in particular the media in Africa, to use the opportunity of the 2010 World Cup to counter the wrong perceptions of Africa and importantly, to project the positive image and values of the continent.
- The World Cup is essentially a media event, as only a fraction of the followers of the game will be physically present. Of importance is that the largest majority of participants in this “*festival of festivals*” will depend on the media to bring them live actions on the field of play.

Mr Egbuna appealed to participants to mobilise media opportunities that emanated from the various platforms and conferences that were being hosted throughout Africa. So, for example, the **First African Broadcasters Conference** held in Johannesburg, in June 2007, created a platform for the various broadcasters on the continent to devise a common approach to making the 2010 Cup a truly African Cup, as well as define a lasting legacy for the continent. This **2010 National Partnership Conference** provided a platform to initiate, promote and sustain meaningful dialogue with communicators, while the **2010 World Cup Women in Communication Summit**, which will be held in October 2007, provided a further opportunity to harness the collective power of the media to contribute to the shared vision and envisaged legacies for the 2010 event.

Regarding the task that lies ahead, Mr Egbuna posed a challenge to all stakeholders to “*show our visitors that Africa is a beautiful continent with friendly, hospitable and industrious people*”. He made an appeal to everyone to deliver service and display attitudes that will earn the continent a good reputation, ensure present benefits and ensure future profit. He reinforced that building synergy among the various media organizations will be a critical success factor in the above regard.

Highlighting the extent of the opportunity posed by the hosting of the event, Mr Egbuna indicated that *“if only 50% of the 6.2 billion world population watch (live or on TV) and listen to radio commentaries on the fiesta, no amount of investment in advertising, marketing and sales can capture that magnitude of audience for Africa”*. He went on to argue that in the long run the event could, among others:

- influence the future pattern of development on the continent;
- contribute to a legacy of continental pride and unity;
- ensure a resurgence of the love of football; and
- foster and strengthen the inter-country competitive spirit in Africa.

In concluding his presentation, Mr Ngbuna emphasized that *“Regardless of our political complexion and national ideology, preparation for this tournament has to be ‘everybody’s undertaking’. Success of 2010 will provide impetus for Africa to demand more hosting rights and equity in number of participation. Then all the investment will be an investment in the future”*.

<p>2.3 “SOUTH AFRICA IS READY” BY DR DANNY JORDAAN: CEO 2010 FIFA WORLD CUP ORGANIZING COMMITTEE SOUTH AFRICA</p>
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In his introduction, Dr Jordaan, recognised the unique challenges that the 2010 event would pose to South Africa and Africa at large and emphasized the continent’s support to pursue positive economic, social and political objectives that could be achieved. He reminded the audience that South Africa would be tested at many levels, ranging from its technical ability and infrastructure; to its fiscal muscle; to the state’s capacity and ability to deliver on the promises that have been made.

Challenges that he highlighted to ensure lasting legacies, included:

- ensuring that the investment made in infrastructure is consistent with the sustainable economic growth objectives of the country and that it forms part of an integrated strategy for the future;
- strengthening the image of the country and the continent;
- promoting collaboration and new partnerships with the continent and the world; and
- staging a unique and memorable event with innovation, flair and precision by meeting timelines and staying within the allocated budget.

Dr Jordaan further shared the winning formula that was being pursued, which included:

- unqualified support and dedication from the Government;
- excellent corporate support, which reinforces the level of confidence corporate South Africa has in the event;
- development of appropriate and sustainable infrastructure;
- ensuring a sound and growing economy; and
- celebrating our people, history, culture and wildlife as a key element of the overall event offering.

In describing the 2010 project strategic framework, Dr Jordaan outlined that the project was now in the beginning phase of the operational plans. He went on to provide a status report and articulate some of aspects that have already been undertaken, which includes:

- The nine host cities (10 stadiums) have been finalised.
- Government Guarantees have been finalised.
- Stadium construction has been started.
- The 2010 FIFA World Cup emblem has been unveiled.
- The FIFA World Cup Match Schedule and the Confederations Cup Match Schedule has been finalized.
- 11 Commercial Affiliates have been secured.
- 95% of the broadcast rights have been sold.
- The 2010 mascot, slogan and posters have been finalized.
- 21 Business plans have been finalised.
- Senior management has been appointed.
- The project is being managed within budget.

The following points were, among others, raised to prove that Africa is indeed ready for 2010:

- The **preliminary draw**, which is the first official event in the run-up to the event, and which entails exceptionally complex planning and logistics, will take place in Durban in November 2007.
- **Accessibility and transportation** requirements are being addressed as a strategic priority. He emphasized that solutions to the transportation challenge must be addressed in the broader context of the future development needs of the country and add value to longer-term transportation needs and requirements. A transportation requirement and challenge that was highlighted related to the provision of sufficient luxury coaches to transport visitors across the country.

- With regard to **stadium readiness**, Dr Jordaan indicated that ten stadiums will be used for the 2010 event, of which five new stadiums are being built. Four of the stadiums are already ready to host the event. More than 1,7 billion Euros will be invested in the building of new stadia and stadia upgrades.
- Initiatives related to the **International Broadcast Centre** are also being put into place. The final venue (Johannesburg, Durban or Cape Town) for the Broadcast Centre, which will have to communicate the message to an estimated 30 billion viewers in 2010, will be finalised towards the latter part of 2007.
- Regarding **business and revenue**, TV rights to the amount of R 14.7 billion have already been sold. The total TV rights for the 2006 event were R 10 billion.
- The **organization** related to the 2010 events is predicted to be extensive, when considering that more than 600 persons were employed full-time during the 2006 event, 150 000 temporary jobs were created; and 15 000 volunteers were involved.
- **Media opportunities** are going to be vast for South Africa and Africa at large. In the case of the 2006 event TV broadcasts took place to a cumulative TV audience of more than 26 billion in 214 countries on 376 channels with a total coverage of more than 73 000 hours. More than 18 000 media representatives were accredited. Regarding the future, the trend is towards ICT, with the 2010 FIFA World Cup also being broadcast on HDTV and full broadcasts on mobile phones. The trend is also towards electronic newspapers and multimedia reporting.

After presenting the facts on the potential media opportunities, Dr Jordaan posed the question: ***How will you as African Journalists be involved in the first African World Cup?***

Dr Jordan concluded his presentation by explaining the African Legacy programme and the approaches around which it is developing. He emphasized that the African teams performance will be a key element of the success of the African Legacy programme. In his own words *“Africa’s time has come to celebrate; to sing and dance; to entertain, but also to deliver excellence and efficiency; to be global players and not only look for charity, but also for challenges; we hope that Africa’s time has come for an African team to stand with the trophy”*.

2.4 “THE NATIONAL COMMUNICATION PARTNERSHIP” BY MR NKENKE KEKANA: CHAIRPERSON 2010 NCP

In his presentation, Mr Kekana provided a comprehensive overview of the National Communication Partnership. He emphasized that the NCP was born out of the realization that the hosting of the first African World Cup provided a communication opportunity of a lifetime for South Africa and Africa at large. Government and private sector communicators were also in agreement that co-ordinated communication would be critical to optimally leverage the opportunities, before, during and after the event.

The 2010 NCP is a voluntary association of public and private sector communicators across the many creative and communication disciplines, aimed at promoting co-ordinated local and international communication to maximize the benefit of hosting the World Cup for South Africa and the continent at large. The two terrains of 2010 communication centre on fulfilling the tournament obligations and promoting national and African interest.

The philosophy and approach of the 2010 NCP is that 2010 communication goes beyond showcasing soccer and must also optimize this unique opportunity to:

- express and promote unity;
- create a positive communication climate to promote development and expand opportunities;
- inspire the youth;
- market the country and continent within a common framework and messages; and
- foster African solidarity.

Mr Kekana outlined the specific objectives of the 2010 NCP, namely to:

- contribute to **nation building** by elaborating a vision for 2010 as a catalyst for change;
- work with the rest of Africa to promote a positive image of the continent and to ensure a true **African World Cup**;
- **leverage for marketing and accelerated development** by optimally leveraging domestic and global media platforms; and
- **mobilise the nation**, by engaging all South African hosts.

To achieve its envisaged objectives, the 2010 NCP was structured into a Core Group, Task Teams and Cluster Engagements. During his presentation, Mr Kekana emphasized that anyone who shares the vision and objectives of the Partnership can become a member.

The 2010 NCP was already embarking on various initiatives, which includes:

- ongoing work within the three clusters;
- key communications interventions, e.g. Good News SA;
- the 2010 NCP website;
- monthly newsletters to update members; and
- international and local research to track media and public perceptions on the 2010 World Cup.

Mr Kekana emphasized that the annual 2010 NCP conference was one of many processes to build partnerships with communicators across Africa. Other initiatives in this regard to date include engaging with the African Union of Broadcasters, the African Editors Forum and the FCB Africa Conference.

In conclusion, Mr Kekana referred to research that showed that South African public opinion shows strong support for an **African World Cup** and belief that 2010 will build African relations. Furthermore, the research shows confidence in South Africa's readiness to successfully host the event.

2.5 “2010 POSITIONING OPPORTUNITY FOR THE CONTINENT” BY MS YVONNE JOHNSTON: CEO INTERNATIONAL MARKETING COUNCIL

In a very inspiring and strategic presentation, Ms Yvonne Johnston firstly provided background on the International Marketing Council (IMC). In essence the IMC:

- is the brand custodian of Brand South Africa;
- is a Presidential Project formed to create a compelling brand image for South Africa; and to put South Africa in the consideration set for trade, investment and tourism;
- lays the foundation on which specific marketing initiatives by private and government entities are built; and
- facilitates nation branding to ensure positive differentiation of the country in the global marketplace.

She then explained the relationship between the IMC, FIFA and the LOC, by comparing the South African situation to that of Germany. In the case of Germany, the FIFA campaign, which was very successful was “*Time to make friends*”. Next to that they ran a nation branding campaign entitled “*Germany – Land of Ideas*”. Of significance is that this equally successful German nation branding campaign was only conceptualized 16 months before the 2006 event. South Africa is seven years ahead of Germany in this regard as it already has a very successful and entrenched nation brand, namely “*Alive with Possibilities*”. South Africa's nation brand is already

becoming part of people's language and behaviour. Corporates are increasingly also taking the brand on board.

In the case of Germany, the "Land of Ideas" campaign had 22 major corporate sponsors prior to the 2006 event. Subsequently many more sponsors have come on board because of the success of the event. In South Africa we are now at the point of finding corporate partners to create a mutually beneficial public-private sector partnership to optimally build the nation brand up to, during and long after the 2010 event.

Regarding the "how" Ms Johnson went on to explain that the marketing around the event, will largely be managed by the LOC and FIFA. Then there is the marketing of the host cities; the provinces; South Africa and Africa at large. She emphasized that South Africa's nation branding "Alive with Possibilities" was already in place. The next challenge, which was currently being addressed, was to ensure alignment with the provinces and co-ordinated provincial branding, which will then form the base for ensuring aligned and seamless host city branding. The professional and seamless way in which the integrated German branding campaign was consistently rolled out could serve as an excellent frame of reference for South Africa. She made an appeal to provincial stakeholders to collaborate with the IMC in unfolding their provincial and host city branding, as the IMC already had a lot of intellectual capital and expertise in this sphere, which they would gladly share with the provinces and the host cities.

Ms Johnson then articulated some of the key benefits that could accrue to Africa as a result of the successful hosting of the event. The 2010 event could:

- facilitate growth in the economy as is the case in Germany;
- grow investment and tourism, both of which are huge employment drivers;
- give us global airtime in people's headspace over a concentrated period of time;
- provide the platform for positive perception change; and
- provide an opportunity to mobilize our people behind a common cause as South Africans and towards achieving a shared vision.

She reinforced the fact that the key benefits of alignment are professionalism. As an African country our challenge is to be better than our competition; set the bar high; and be uncompromising in our demand for excellence and professionalism. The 2010 event provides us with an opportunity to demonstrate that. Ms Johnston emphasized that as brand builders we must appreciate that it is consistency that builds brands. A further challenge is to ensure cost efficiency by pooling our resources and investing in a targeted, integrated and seamless branding and marketing strategy.

The African World Cup provides us with an opportunity to change the perceptions of the entire continent. She argued that there will be a halo effect if we host a successful tournament, which will reach throughout Africa. Our challenge is to share all benefits and expertise with other countries in Africa in the spirit of NEPAD, ASGISA, etc. On a practical level the IMC is already sharing their nation branding expertise with various countries in Africa in the belief that “a rising tide raises all boats”.

She posed a challenge to African communicators to create a word that is Afro-optimism and start providing new mind-blowing messages. Our collective challenge is to consistently and positively change the imagery, the messaging and the language.

Ms Johnson appealed to the media to tell the world about Africa's successes and constructive initiatives. A key challenge is to ensure stakeholder alignment and consistency of messaging at all levels.

The IMC has launched a Brand South Africa Media Club, which will be a one-stop shop (including a photo and video library) for media stories. Depending on the nature of corporate sponsorship, which can be mobilized for this initiative, these stories will also be translated into all the languages that will be necessary for the World Cup.

Our challenge is to get positive talking points on Africa and consistently and continuously communicate them. Key talking points could include:

- a country “Alive with Possibility”, on a continent of Boundless Opportunities;
- we will deliver a magnificent World Cup;
- “Africa’s Time has Come”;
- our competitive positioning could centre around:
 - ‘Can Do’ spirit;
 - resilience and tenacity;
 - memorable experiences; and
 - we can teach the world a new way of doing things.

What could we learn from Germany? Prior to 2006 Germany was seen as cold, efficient, depressed, unfriendly and self-sufficient. Within 63 days they changed the perceptions of Germany to that of fun, flexible, friendly, welcoming, booming and united. Currently South Africa is seen as fun, flexible, friendly, colourful, welcoming and booming. South Africa's challenge is therefore exactly the opposite of that of Germany. Post World Cup we want to be seen as professional, efficient, good infrastructure, influential, booming and united. Our communication challenge is to show the world that we are professional, efficient and that Africa can match any event anywhere in the world.

A key question is how all stakeholders should align? We need to take the essence of “Alive with Possibility” and then looking at the “Who we are”, “What we have” and “How we do things?”. Then we need to interpret it in terms of the particular province, host city or private sector stakeholders, specific goals and situational factors. The IMC is currently putting together a DIY kit for stakeholders across the spectrum that can be used for branding and brand alignment. Ms Johnson emphasized that, in rolling out an integrated and seamless branding framework, the IMC did not want to be prescriptive. Although it will be great if all stakeholders use the “Alive with Possibility” slogan, on a practical level the essence can be articulated in many ways, namely:

- **live** the **Promise**;
- **live** the **Brand**; and
- **deliver** the **Brand** in whatever format you choose as long as the end result is the same.

3. KEY OUTCOMES OF THE CLUSTER WORKING SESSIONS

In order to ensure a participative and collaborative approach and to tap into the collective knowledge and expertise of conference delegates, three Cluster Working sessions were facilitated around three key themes, namely:

- **Marketing and Advertising** – facilitated by the Cluster Champion, Mr Nkwenkwe Nkomo.
- **Media and Communications** – facilitated by the Cluster Champion, Mr Thabo Masebe.
- **Tourism** – facilitated by the Cluster Champion, Mr Sugan Pillay.

In this section the key outcomes of the respective cluster working sessions will be outlined.

3.1 MARKETING AND ADVERTISING – FACILITATED BY MR NKWENKWE NKOMO

A considerable number of issues, challenges and opportunities were raised in this session, which can be synthesized into the following key considerations and proposed strategies and actions:

a. Key considerations

- As was the case with Germany, it is **essential to clearly distinguish the nation/continental branding and communication strategy from that of**

the specific 2010 event to avoid conflict of interests in terms of sponsors, merchandising, etc. In this regard it is essential to get clarity on FIFA's legal requirements with regard to the marketing and advertising of the 2010 World Cup.

- Building on current positive initiatives, **a key challenge will be to creatively ensure alignment within the broad theme of “Africa’s Time has Come”**. So, for example, South Africa's “Alive with Possibilities on a continent of Boundless Opportunities” comfortably fits into the theme.
- Develop a **clear, yet practical framework to outline the roles and focuses of the respective stakeholders in the overall communication strategy** (e.g. IMC's core focus is nation branding for South Africa, while the 2010 NCP has a broader responsibility in Africa).
- Messages that are developed should be **adapted to the specific target audiences** (e.g. rural versus sophisticated urban audiences) and be sensitive to nuances of the different countries.
- **Guiding values and principles** should be put in place and adhered to by participating communicators to ensure consistency, believability and credibility of the branding and communication strategy
- When developing key messages, a challenge will be to **capitalize on the diversity and heterogeneity of the continent**, which can be built around a core message.
- As a base for the **pooling of resources**, key stakeholders should develop a **co-ordinated and integrated strategic communications plan** that addresses the shared communication and marketing objectives, yet allows enough flexibility for the specific initiatives of the respective organizations.

b. Possible strategies/actions

- Develop an **umbrella country and continent branding and marketing framework and campaign** (with responsibilities, timeframes, etc.) along the lines of the “Germany – Land of Ideas” campaign that is longer-term and separate, yet totally complementary to the 2010 campaign. In this regard it is important to ensure an appropriate framework, guidelines, etc, e.g. in the form of a brief branding manual, toolkit, best-practice case studies, etc.
- Within the umbrella theme of “Africa's Time has Come” **develop sub-themes, messages and images** that can make the theme recognizable and that can be easily accessed and utilized by stakeholders throughout Africa.

- Develop appropriate **benchmarks and indicators to monitor and evaluate** the status and success of communicating the message.
- Approach **key corporates and multi-nationals who operate in Africa** and are not involved in the 2010 initiative, to become partners/sponsors of the nation/continental branding/marketing/communication drive. The German experience can once again be a useful frame of reference in this regard.
- A key element of the envisaged communication strategy should be to **evaluate and prioritize target audiences**. One important audience that should be considered is the **African Diaspora**, who could have a major influence in the countries and communities in which they operate.
- A key challenge is going to be to **pro-actively develop relationships with local and international media and to continuously supply them with credible stories with positive angles**. The focus should be on communicating sound success stories. South African Good News can effectively be leveraged in this regard.
- Consider **innovative initiatives and competitions** to generate further interest and ideas e.g. launch a competition among universities in Africa to come up with gadgets to illustrate "Africa's Time has Come".
- A strategic priority should be to ensure an appropriate **cutting-edge website** as an information gateway and an information tool, **along the lines of Wikipedia** to enable everyone to contribute and to create a movement that will connect the people and harness the collective energy towards a shared vision. Soccer enthusiasts across the globe can be invited to add their own content to the webpage.
- Identify key **global events and exhibitions** (e.g. World Travel Market and ITB) that can be used as platforms to project a positive image of Africa
- Engage with the **arts community to be a partner** and communicate the message. Consider a major event along the lines of the Live-Aid Concert.
- Once an **appropriate logo and strap line has been finalised, all public and private sector stakeholders should be encouraged to carry this message** on their marketing and communication material (e.g. on corporate letterheads).

3.2 MEDIA AND COMMUNICATIONS – FACILITATED BY MR THABO MASEBE

A considerable number of issues and critical success factors were identified in this session, which can be synthesized into the following key considerations and proposed strategies and actions.

a. Key considerations

- A key challenge will be to **continuously communicate the initiatives and progress with the projects and other initiatives related to the 2010 event**. Emphasize Africa and South Africa's readiness to host the event.
- On a practical level it will be necessary to create **separate messages for different audiences** within the common theme. Creativity will be important in this regard.
- The **commitment and support of key media organizations such as the Southern African Broadcasting Association and the African Union of Broadcasters should be leveraged** in a pro-active, mutually beneficial and responsible manner.
- From a broadcasting perspective it is important to **create a “big idea”** that can generate excitement and involvement and that can evoke the feelings of the continent (N.B. a challenge is to get people emotionally attached to the initiative).
- In terms of the focus and the message, it is important to **also focus on women, young people and teenagers and adopt a “Festival for All” approach**, as was the case in South Korea.
- Consider utilising **musical productions around the theme “Africa’s Time has Come”** to help educate and mobilise the people around the theme and the event.
- Use **key event and exhibition platforms in Africa and overseas** to communicate the positive message of Africa.
- A continuous communication challenge will be to **communicate the benefits and positive impact of the 2010 event to local people**, to ensure that they buy into the event and **play their role as good hosts and positive marketers for Africa**.
- Particularly in the rural areas, **community radio stations can be key partners** in spreading the positive message of the benefits and opportunities relating to the event.

- Positive initiatives such as **Africa – the Good News** should be encouraged and supported.
- When developing an integrated communications strategy, it is important to **broaden the base of participants** and include municipalities, communities, NGO's, schools, etc.
- It is important to **avoid vagueness and adopt a practical implementation focus**, as we roll-out the communications strategy into 2010 and beyond.
- Current **websites such as www.sa2010.gov.za and the FIFA website**, all **provide important communication platforms** to spread the positive messages around the theme of "Africa's Time has Come".
- **Creatively use the current and future media forms** (ranging from traditional community radio stations. to the internet, to mobile phones to blogs, etc.) to ensure that the message reaches everyone.

b. Possible strategies/actions

- Develop a **practical and integrated framework and communications programme/master plan** that should address the communication objectives, target audiences, communication tools, roles, responsibilities, budgets, monitoring measures, etc.
- Create **meaningful and innovative sub-themes** under the umbrella theme "Africa's Time has Come", that people can relate to and that can talk to the wider spectrum of target audiences, including the rural people in Africa.
- Implement a **user-friendly and easily accessible "gateway"** to all relevant, credible and positive stories, message and case studies, that could be relevant to the media. A dedicated 2010 website and news wire should be implemented as soon as possible and communicated to all relevant stakeholders.
- Actively **pursue partnerships** with key corporates, as was the case in Germany.
- Create a **dedicated portal for the media** to get daily updates on events, happenings, etc.
- Identify **key public and private sector events and platforms** that can be used to spread positive messages under the umbrella theme of "Africa's Time has Come".

- Appoint key opinion leaders as “**Africa’s Time Has Come**” **Ambassadors** to spread the positive message to their constituencies, both in Africa and abroad.
- Consider a “**Good News Day**” every year where the media are requested and encouraged to only publish good news stories.

c. Critical success factors

- Ensuring **sustainability** beyond 2010.
- **Celebrating the small successes** on a continuous basis.
- **Engaging communities** as a key to motivating and mobilising the people at large.
- Ensuring strong **partnerships and linkages** at all levels and throughout the continent.
- Creating access to information and knowledge and promoting a **culture of information sharing** among all communicators.

3.3 TOURISM – FACILITATED BY MR SUGEN PILLAY

Various issues, challenges and opportunities were identified in this session, which can be synthesized into the following key considerations and proposed strategies and actions.

a. Developing the message theme

- As there was only one representative from Africa, the panel felt that an appropriate message could not be developed for the whole of Africa without consulting with African counterparts.
- The Cluster agreed on a central theme, namely that “**Africa’s time has come to experience our people, our culture, our natural environment and our scenic beauty**”. The underlying message in experiencing all of this should be about **having fun in Africa**.
- With the envisaged theme as point of departure, **comprehensive research** needs to be undertaken to **determine the needs and expectations of the different target markets**. Based on the outcomes of the research specific messages can be designed and communicated to the respective target markets.
- The message needs to be **translated into the different languages** of the markets that will be targeted.

- The message needs to be **aligned with the IMC brand** for SA.
- **Other African countries** should also **be encouraged to** align the tourism message with their respective country brands.
- In order to contribute to African unity, the **“Spirit of African Unity” should also be embedded in the theme.**

b. Communicating the message

- The **potential benefits and impacts** of hosting the World Cup should be **communicated to the people of Africa in a responsible and realistic manner.** It is important to emphasize what the opportunities related to the event are, without creating unrealistic expectations.
- Various **key communication mechanisms and platforms** were identified that will be **used to communicate positive tourism messages of the 2010 World Cup and to promote South Africa and Africa at large,** including:
 - all foreign trade missions;
 - tourism shows, such as the Annual Tourism Indaba;
 - international tourism exhibitions such as IBT and World Travel Market; and
 - other relevant national, continental and international events.
- The **Transfrontier Conservation Area project provides an ideal opportunity for communication and co-ordination,** as partnerships that can be leveraged, are already in existence in the SADC region. This is an important element as it also diversifies the kind of products and experiences that can be offered to tourists.
- In terms of **alignment and co-ordination,** various structures are already in place that can be utilised. These include the **UNWTO Commission for Africa,** who together with FIFA has set up a dedicated 2010 Steering Committee. This Commission should be the continental vehicle to drive the proposed programmes.
- Within the **respective regions of Africa, various structures are in place** (e.g. RETOSA for Southern Africa). A challenge will be to use these structures as points of co-ordination, as mechanisms to spread the message and as a base from which to implement some of the envisaged programmes.
- It is proposed that the **Tourism Cluster within the 2010 NCP should be expanded to include some of our African counterparts.**

c. Leveraging the opportunities

- **Leverage national, continental and international events** as a platform to promote South Africa and Africa as a destination that is ready to host the 2010 Soccer World Cup and to welcome the world to experience the specialness of Africa.
- Build **relationships and partnerships with foreign missions**.
- Facilitate a week-long **tourism campaign within Africa to promote positive messages of the continent and to create awareness of and interest in the 2010 Soccer World Cup**. This week can fall over the period of and include Africa Day, which is held in May of every year.

d. Key envisaged strategies and actions for the next planning period

- Develop and communicate key **“tourism talking points”** in the next 12 months.
- Conduct comprehensive **research** on the **needs and expectations of the different target markets** as a base for the design of specific messages tailored to the respective target markets.
- Launch a **tourism awareness campaign** within and throughout the whole of Africa. Also involve the various existing structures and mechanisms in Africa.
- Create a **business plan for SMME's**. Identify how businesses can benefit and outline what is possible and what is not possible.
- Launch a **concerted drive to improve communication on tourism and the 2010 Soccer World cup**, through the various existing structures in Africa.

4. CONCLUDING CHAIRPERSON PARTNERSHIP	COMMENTS 2010	-	MR NATIONAL	MR NKENKE COMMUNICATION	KEKANA:
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At the conclusion of the conference, Mr Kekana thanked the Programme Director, Mr Tim Modise, for a job well done, as well as all the speakers and Cluster Session participants, for contributing to a very successful Conference. He appealed to everyone to take ownership of the challenge and concluded with the following “**big-six**” critical success factors that emanated from the conference:

- We need to **embrace a positive shared vision** and adhere to **sound communication values and principles**.
- We need to ensure an integrated, innovative and pro-active strategic **communication framework (script)** and **information gateway** to ensure a consistent message, to focus on our key objectives and optimally leverage the legacies for Africa.
- We need to avoid a “few-week wonder” and adopt a **longer-term sustainable approach** (before, during and beyond strategies).
- We need to **mobilize all our people** at large and facilitate a “**Festival for All**”.
- We need to adopt a “**Can Do**” and **implementation focus; build on today’s momentum and** deliver a magnificent World Cup – reinforcing that “**Africa’s Time has Come**”.

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