



*South African Tourism*

# Evaluation of Implementation Programmes: International Campaigns

March 2024

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## List of Abbreviations

<b>B2B</b>	Business to business
<b>DDC</b>	Deal driven campaign
<b>CTR</b>	Clickthrough rate
<b>DMC</b>	Destination management company
<b>MER</b>	Minimum entry requirement
<b>MoU</b>	Memorandum of understanding
<b>PR</b>	Public relations
<b>ROS</b>	Run of site
<b>SA Tourism</b>	South African Tourism
<b>SMMEs</b>	Small, micro, and medium enterprises
<b>UVMP</b>	Unique visitors per month
<b>WBGO</b>	W - Bob G. Ottenhoof Radio

## SECTION 1: INTRODUCTION

### 1.1 Background

South African Tourism (SA Tourism) has developed a framework for the evaluation of implementation programmes which includes a three-year roll-out plan for conducting implementation programme evaluations in SA Tourism. Two implementation programmes have been targeted per year for evaluation.

The framework for the evaluation of implementation programmes is informed by the National Evaluation Policy Framework and guidelines developed by the Department of Planning, Monitoring and Evaluation, as well as the best practices from international organisations that guide evaluation practice and theory including the Organisation for Economic Cooperation and Development. The framework and guidelines prescribe approaches for developing evaluation frameworks for public development programmes and assessing the design, effectiveness, and impact of such programmes.

In line with the framework for the evaluation of implementation programmes, three programmes have been identified for assessment. These are North Europe's Live Again Localisation, North America's Digital Brand Campaign, and India's Deal Driven Campaign. In this regard, the evaluation seeks to:

- assess whether the identified implementation programmes have successfully delivered their intended outcomes and impacts as reflected in the implementation programme plans;
- determine the benefits that have been derived from the identified implementation programmes and the link to the outcomes of SA Tourism; and
- provide recommendations for future planning to improve SA Tourism's implementation programmes and projects.

The evaluation of the implementation programmes should assist SA Tourism to:

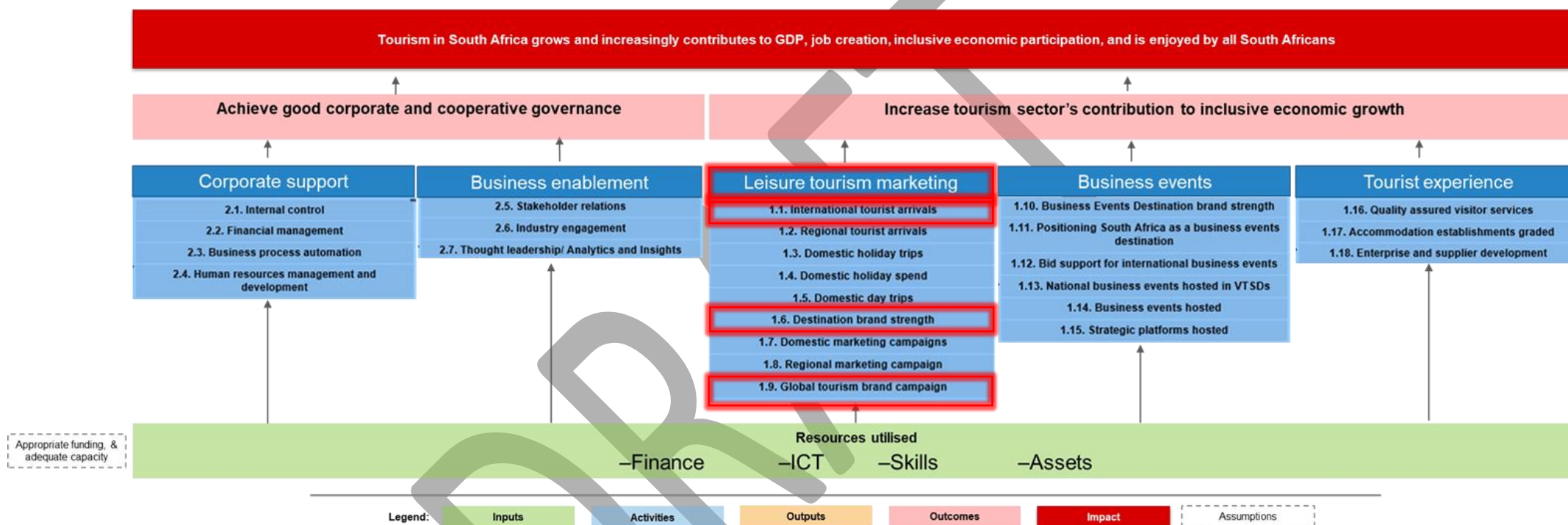
- strengthen its programme and project planning and execution;
- improve accountability;
- contribute to more effective decision-making; and
- realise or maximise its intended impacts.



## SA Tourism: Evaluation of Implementation Programmes – International Campaigns

The Theory of Change is outlined below, based on the programme overview (informed by the Annual Performance Plan for 2021/22 – 2022/23) and the SA Tourism Results-Based Plan. This will serve as a tool to guide the evaluation process of SA Tourism implementation programmes.

Figure 1: Theory of Change

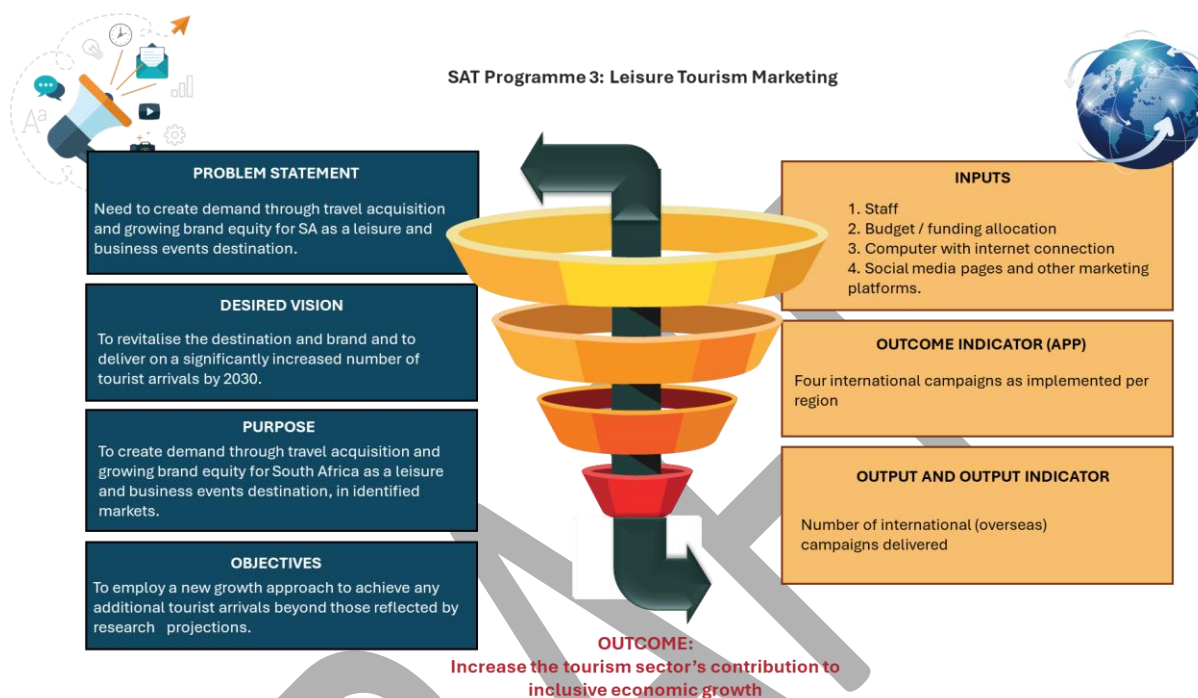


The implementation programmes being evaluated under International Campaigns aim to achieve the following intended outcomes by enhancing SA Tourism's destination brand strength, at a global level (global tourism brand campaign), ultimately increasing international tourist arrivals to South Africa.

## 1.2 Purpose

This document presents the evaluation process and outcome of the evaluation of the implementation programmes for 2022/2023 International Campaigns as represented under SA Tourism's Implementation Programme 3: Leisure Tourism Marketing.

Figure 2: Purpose of the Implementation Programme.



Marketing South Africa as the ultimate leisure tourism destination sits at the heart of South African Tourism's mandate. This makes Programme 3 unique as it seeks to aid SA Tourism in reaching this mandate.

Currently, in support of SA Tourism's strategic focus on domestic, regional, and select global markets, the focus for 2022/23 and beyond is to stimulate:

- domestic demand by growing trips and diversifying supply (through increased geo-spread and reduced seasonality) to contribute to the sector growth and to support tourism recovery (impact metric based on jobs and direct/total spend);
- regional demand by growing trips and diversifying supply (through increased geo-spread and reduced seasonality) to contribute to the sector growth and to support tourism recovery (impact metric based on jobs and direct/total spend); and
- global demand in priority markets by growing trips and diversifying supply (through increased geo-spread and reduced seasonality) to contribute to sector growth and to support tourism recovery (impact metric based on jobs and direct/total spend).

## 1.3 Methodology

The data gathered in this report was sourced from both primary and secondary research methods as detailed below.

### 1.3.1 Evaluation

The framework for the evaluation of the implementation programmes, involved outcome- and impact-type of evaluations. These evaluation types may be summarised as follows:



- **Outcome** – This evaluation type determines whether the intended benefits of the implementation programmes have been achieved by considering the relevance and effectiveness of the implementation programmes.
- **Impact** – This evaluation type determines the results of the implementation programmes and the difference they have made to beneficiaries and the broader economy.

## 1.3.2 Primary data collection

- **Interviews with the project managers**, who provided background and relevant information on the implementation programme (including secondary information such as analysing and interpreting campaign and survey data).
- **Face-to-face and online interview sessions** with three Hub Heads for the international campaigns, who were appointed during the pilot phase of the programme.
- **A questionnaire/survey was distributed to key stakeholders** to identify challenges, solicit input on the impact of the implementation programme, and collect recommendations for future implementation and the overall sustainability of the implementation programme.

Overall, 17 of 34 external stakeholders responded to the International Campaign implementation programme evaluation. The table below represents the type of external and internal stakeholders who were engaged throughout the primary data collection. These stakeholders were identified as part of the evaluation of the implementation programme during its pilot phase. Additionally, the list below shows internal and external stakeholders selected to participate in SA Tourism's evaluation survey for both the Live Again Localisation and Digital Brand Campaign, with those highlighted in green indicating the respondents.

Table 1: List of North Europe's internal and external stakeholders

North Europe - Live Again Localisation	
<b>Acting Hub Head: North Europe</b>	Lebos Soweto Backpackers
GoAfrica.nl	Africa Ignite
Reisbrigade	Sani Lodge Backpackers
Live To Travel	Juma Art Tours
Travelnauts - Tenzing Travel	Kwalata Lodge
BMS-Travellers	
TravelMood	Seolo Africa
Gemsbok Reisarchitecten	Destination Garden Route
MW Media	Nelson Mandela Bay Tourism
TRAVelMedia	Tourism KwaZulu-Natal
De Jong Intra Vakanties	Cape St Francis Resort
Fox	Marine Dynamics
Op reis na Suid Afrika	Tsitsikamma Village Inn

Table 2: List of North America's internal and external stakeholders

North America - Digital Brand Campaign
<b>Head Marketing and Communications North America</b>
<b>President NA Hub</b>
<b>Head of North America Hub</b>
NY Times
Hugh Masekela Heritage Foundation
WBGO radio
Immersion Journeys
MMGY (local agency partner):
UM (local media agency partner)

### 1.3.3 Secondary data collection

Key documents were used to extract important data relating to the performance of the implementation programmes:

#### Region 1: North Europe - Live Again Localisation Campaign

- North Europe Live Again Localisation Campaign Summary: 2022/23
- Video outlining results and showcasing all creative content (which may be accessed using this link: [https://www.youtube.com/watch?v=3JYJwsjZmnk&ab\\_channel=TourismUpdateOnline](https://www.youtube.com/watch?v=3JYJwsjZmnk&ab_channel=TourismUpdateOnline))
- Full campaign close-out report

#### Region 2: North America - Digital Brand Campaign

- USA/Canada Hub (2023/24) Q3 Performance Recap / Portfolio of Evidence. Annual Performance Plan.

#### Region 3: India - Deal Driven Campaign (DDC)

- The India DDC could not be evaluated as planned due to the timing of the evaluation process and the planned schedule of the Hub Head.

### 1.3.4 Data limitations

The following challenges were encountered during the data collection processes:

#### North Europe Campaign

- Only eight of the 24 North Europe stakeholders could be reached to provide insight into the impact of the programme.
- Despite numerous follow-up emails, several stakeholders could not be reached and therefore did not participate in the evaluation process during the data collection phase.
- Based on the above challenge, the Hub Head identified an additional six stakeholders that could be engaged. Of these, only three were reached, bringing the total number of stakeholder responses to nine.
- There were fair responses as part of the feedback gathered during all the engagements for the Live Again Localisation Campaign but a general hesitation on the part of some

stakeholders to submit survey responses – as the external stakeholders stated that they were “not part of implementing the campaign but were merely part of the video production”.

**North America Campaign**

- Some stakeholders provided limited responses, despite numerous follow-ups to resubmit the survey.
- The limitation to stakeholders’ responses could be due to the stakeholders that were identified who possibly did not have sufficient detail of the campaign to engage on.

**Australasia – India Campaign**

- The evaluation would have included the India DDC. However, due to the timing of the evaluation process and the planned schedule of the Hub Head, it was not feasible to conclude the evaluation for this hub.
- Attempts were made to engage the two identified stakeholders who proved to be unresponsive.

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## SECTION 2: NORTH EUROPE REGION

### 2.1 Overview: Live Again Localisation Campaign

In the 2022/2023 fiscal year, the North Europe Hub at SA Tourism worked relentlessly to contribute to South Africa's recovery from the effects of COVID-19. A series of initiatives were created and brought to life by the localisation of the LIVE AGAIN global campaign, which was targeted at the Dutch, Belgian, and Swedish markets.

This campaign encouraged travellers to break out of the numbness caused by the pandemic and travel again as the world opened borders and lifted restrictions. Data and insights relevant to the Dutch, Belgian, and Swedish travellers were considered in creating the localisation of Live Again.<sup>1</sup>

#### 2.1.1 Key campaign insights

The main insight is that North European travellers want to have “insider knowledge” when they travel. In other words, they want to travel like a local would in the places that they visit, having a trip that is separate from the generic, guidebook experience.

The second insight is that familiarity with South Africa was experienced post-pandemic. Safety and security threats were, and are, a matter of ongoing concern when travelling to South Africa. To tackle these barriers, familiarity was introduced with a snapshot of what the domestic travel experience has been. Locals were used to re-create familiarity with what South Africa offers while subliminally dispelling safety and security concerns – this by showcasing various experiences that South Africans have enjoyed.

The use of the word “lekker” also created familiarity in that it was a language which connected the Dutch, Flemish, and Swedish audiences. As a result, the “Lekker Local Tips” was launched to the North Europe audience in March 2022. This localisation also ensured the campaign echoed the emotional needs of travellers and the global positioning of Live Again.

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<sup>1</sup> North Europe Live Again Localisation Campaign Summary: 2022/23

### 2.1.2 Campaign phases and results

The table below outlines the various campaign phases.

Table 3: Campaign Phases

Phase	Focus	Description	Results
1	Insights from locals and collaboration with two influencers	Ten locals provided their favourite tips and were positioned around key content themes important to the North Europe traveller.	Over 12 million people were reached across three markets, specifically 9.1 million Dutch wanderlusts, 1.9 million Swedish travellers, and almost 1 million Belgians. The videos gained three million complete video views, surpassing expected views by 145%. Finally, 132 000 visits to the map landing page were achieved.
2	LinkedIn and YouTube	<p>This was followed by a phase which included a partnership on the social channels of Bontle Modiselle (a South African celebrity in the video).</p> <p>The next phase of the campaign was a public relations (PR) layer of the Live Again campaign on LinkedIn and YouTube, targeting trade partners and South African consumers.</p> <p>This PR drive was then extended on Display to increase engagement. Display is an advertising platform which allows businesses to drive key performance metrics by combining text, images, and a URL that links to a website where a customer can learn more about the business or buy products.</p> <p>The target audience for this was South African locals, audiences interested in tourism, and retargeting audiences to gather as many tips from locals as the campaign could.</p>	The performance metrics for this phase were the number of tips that were added to the tips map.

Phase	Focus	Description	Results
3	Two additional content series on travel trends	The hub reviewed other aspects that are important to travellers from the region and created two more content series for the North Europe Live Again localisation, leveraging insights on the need to travel with friends and family and the desire to experience the trip of a lifetime.	<p>This content series was live for three weeks and reached over 8.7 million North Europe travellers. The video content received a staggering 4.1 million views and the campaign's Clickthrough rate (CTR), which shows how many people clicked on the campaign's call to action to visit SAT's website for additional information, exceeded planned metrics by 248%.</p> <p>The 'orientation' targeted content series of the localised Live Again campaign uses affinity @scale (which is the gold standard for the personalisation of a system of grouping or classifying in a series of steps or degrees according to a standard at scale). This showcased various activities on offer to help friends find the ones that suit them best at moments when they feel triggered to travel.</p>
4	Responsible travel content series - a collaboration with bloggers	<p>The next content series focused on the untapped trend of responsible travel. As a hub, the key insight leveraged was that value-based decision-making leads to value-based choices, responsible tourism, sustainability, and the need to leave a place better than what a traveller has found, which is a craving for consumers to make choices that align with their values.</p> <p>The campaign therefore applied value-based marketing, showcasing South Africa's values of Ubuntu, inclusivity, diversity, and the empowerment of small tourism businesses. The stories of locals were used to inspire, ignite, and move visitors emotionally.</p>	<p>The 'Live Again' responsible tourism content series showcased magnificent content that highlights local businesses, and their emotional stories of how responsible tourism benefits their lives. This content was carried into the next financial year (2023/24) as a basis for the Live South Africa campaign for North Europe.</p> <p>The hub succeeded in acquiring Air Belgium to use as a data and insight-driven collaborator, resulting in the launching of a direct connection from Belgium to South Africa. This milestone was celebrated with the Air Belgium event that welcomed partners, trade, and journalists to South Africa.</p>



### **2.1.3 Support/Assistance provided**

Primary data revealed that the Live Again Campaign offered personal insights, authenticity, and personal recommendations rather than generic information - something which is unique within the tourism market. The stakeholders also mentioned that the main purpose and role of the campaign was to grow arrivals and revenue in South Africa while gaining market share relative to SA Tourism's global competitors. Furthermore, it was stated by stakeholders that the campaign provided additional assistance in showcasing South Africa's beauty and fostering inspiration among visitors.

The main challenges that stakeholders experienced during the campaign were due to post-pandemic reluctance to travelling and fears regarding crime in South Africa. It is further mentioned by stakeholders that they encountered difficulties in promoting most of the experiences because they were not associated with the larger inbound tour operators within the campaign, thus not being compliant with the legal requirements of North Europe. The stakeholders did not, however, mention ways to resolve or improve the legal constraints associated with North Europe.

The most common response from the internal stakeholders about the campaign concerned the lack of staff in SAT's Hub Office and the marketing coordination team. The difficulties that this caused were particularly apparent during the pre-and post-pandemic period, making the simplest tasks harder to complete and having adverse effects in terms of budget and how the budget was used. This not only contravened how resources were used in the campaign, but it also affected what SAT's North European marketing team could include in the campaign.

The campaign intended to motivate travellers to consider and travel to South Africa, to showcase the country's readiness to welcome tourists post-pandemic, to entice new travellers to visit South Africa and to generate and promote travel bookings (thereby fostering economic recovery). In addition, it sought to promote and support small, micro, and medium enterprises (SMMEs). More specifically, the encouragement of more bookings in lesser-known provinces contributed to sectoral economic growth.

In conclusion, the campaign provided a glimpse into South Africa's equivalent of TripAdvisor, leveraging social media groups or posts created by locals, and involving collaborations with local influencers, all of which significantly contributed to its success.

## **2.2 Relevance**

### **2.2.1 Issues addressed**

The primary issues that were addressed by the implementation programme are the following:

- South Africa's readiness to welcome travellers post-pandemic;
- promoting and exposing travel to lesser-known provinces; and
- economic recovery.

Other issues that the implementation programme successfully addressed are:

- lack of transformation - the campaign managed to transform marketing norms by using local faces and tips within the campaign;
- promoting and showcasing South Africa's unique art, crafts, culture, and activities; and
- poor linkages to lesser-known attractions around the country – the campaign addressed this challenge by strategically promoting and showcasing South Africa's hidden gems within the campaign.

### **2.2.2 Alignment with government objectives**

The campaign aligns with the Green Paper on the Development and Promotion of Tourism in South Africa (issued in 2023), the Tourism Act No. 3 of 2014, and the National Tourism Sector Strategy by optimising and promoting opportunities for SMMEs, generating balanced development within the tourism industry, contributing to the economy and the sustainability of the tourism sector, and marketing South Africa internationally. Therefore, the successful execution of a global marketing campaign should aim to drive the priorities outlined in the Tourism Recovery Plan and, ultimately, the Tourism Sector Master Plan (published in 2023), to safeguard and revitalise the supply chain while reigniting international demand.

### **2.2.3 Importance to the country**

The Live Again Localisation campaign proved to have a positive impact on economic recovery, creating awareness of South Africa's diversity and ultimately reaching a larger audience due to the campaign's uniqueness and authenticity. The campaign has the potential not only to leverage interest but also to enhance the tourism sector by creating greater brand awareness and improving geo-spread to less visited provinces. Ultimately, provincial spread results in inclusivity and widens the awareness of what South Africa offers.

Stakeholders believe that the continuation of this campaign is paramount and that taking further steps (e.g. including wider social media advertising and reach) would have led to the campaign having a much bigger impact than it did from 2022 to 2023. Seemingly, the world reaching post-pandemic recovery could be motivation enough to increase the overall budget for the campaign.

The campaign served as a good marketing tool for the SMMEs involved and managed to change travellers' general and negative perceptions of South Africa. This increased tourism demand, enabling new products to be developed and fostering responsible tourism within local communities.

Furthermore, stakeholders believe that if the campaign were to stop, there would be no market growth and no adequate economic growth. This would have detrimental effects on SMMEs and impact tourism employment. Hence, stakeholders believe it is imperative for the campaign to maintain momentum and that new/adjusted campaigns should be initiated regularly.

## **2.3 Effectiveness**

### **2.3.1 Objectives achieved**

The evaluation indicates that the Live Again Campaign achieved its objective of growing international arrivals in South Africa, at the same time achieving 19% growth above the 2022/23 recovery rate in arrivals. The campaign opened awareness for travelling by reigniting a spark in the minds of consumers that South Africa is an option for travelling.

The evidence, as illustrated below, indicates that the campaign kept South Africa as one of the largest markets in terms of bringing revenue and spending into the country. The campaign showcased new and different experiences through the eyes of locals, incorporating locals, incorporating South Africa's authenticity, and not what visitors want to see, but who South Africans are.

The evidence shows that this was achieved by attracting "mile-wide and mile-deep" tourists – that is, tourists who know exactly what they want.

Table 4: Campaign targets and achievements

Target area	Actual performance	% Achieved
<b>Arrivals from the Netherlands</b>	90 289 arrivals	19% above recovery target
<b>Arrivals from Belgium</b>	34 826 arrivals	49.3% above recovery target
<b>Arrivals from Sweden</b>	17 381 arrivals	15.3% above recovery target
<b>Total arrivals</b>	142 496 total arrivals	25% above hub recovery target
<b>Spend for the entire hub</b>	R3.29 billion	20% above hub recovery target

### 2.3.2 Contribution to the tourism sector and economic growth

The Live Again Localisation Campaign has had a multifaceted impact on the tourism sector and the broader economic landscape of South Africa. The campaign has yielded substantial benefits, contributing significantly to the growth and sustainability of the tourism industry and post-pandemic recovery. The responses received indicated that the campaign's effort to create brand awareness of South Africa being a prime holiday destination had succeeded. It encouraged a broader spread of tourism within the country, showcasing activities and experiences in lesser-known provinces. It aimed to boost provincial growth and promote SMME involvement in marketing South Africa and SMMEs.

Firstly, the campaign has played a pivotal role in fostering a sense of community engagement and pride among local businesses. The campaign highlighted an increased awareness and appreciation of the diverse offerings within South Africa, which has encouraged international tourists to explore and support a wide array of attractions and services. This heightened engagement has not only strengthened South Africa's tourism recovery but has also translated into tangible economic benefits for SMMEs and entrepreneurs operating in the tourism sector through increased bookings.

Moreover, the campaign has successfully attracted renewed interest from international tourists, despite the adverse effects of external factors such as global economic fluctuations and travel restrictions. The shift towards authentic travel has created a marketing gap, fostering resilience and adaptability in the tourism sector, reducing South Africa's vulnerability to external shocks like the pandemic, and enhancing overall economic stability in tourism.

## 2.4 Efficiency

### 2.4.1 Resources used

The Live Again Localisation Campaign involved strategic resource management, with a focus on internet-based tools, funding, and targeted communication channels.

The most noteworthy resources used in the campaign were the following:

- Internet tools
- Funding
- Business-to-business (B2B) newsletters
- Social media
- Local destination management company (DMC)
- Collaboration with a local marketing agency

Internet tools were used to promote and market the campaign on selected social media (e.g. YouTube). In contrast, B2B newsletters were used as a form of communication between the Hub Head and the campaign beneficiaries. Moreover, a DMC was utilised to assist with accommodation and activity bookings based on client preferences. Once again, human resources were constrained due to the lack of staff within the hub office, which led to the collaboration with a local marketing agency. The budget allocation of the campaign mostly prioritised renting equipment, the focus being on production and media.

### **2.4.2 Resource efficiency**

Stakeholders directly involved in integrating the campaign expressed satisfaction with its functionality. They highlighted the need for a standard media map containing videos and photos for use in various distribution channels, emphasising the utility of such a map for social media, newsletters, and presentations to travellers. Furthermore, the emphasis on embracing the value of limited funds and focusing on key areas demonstrates a commitment to maximising impact within budget constraints.

The strategy involved concentrating funds in key areas to achieve a more impactful outcome. While the efficiency of the system was praised, the internal stakeholder also noted that improvements were required regarding the following:

- **Staffing:**  
Staffing was identified as an area in need of improvement. North European Stakeholders acknowledged that operating with a lean staffing model can be stressful, implying that having more personnel would enhance efficiency.
- **Budget Size:**  
While stakeholders acknowledged the success achieved with limited budgets, it was also noted that a bigger budget would allow for a more positive impact on extensive media and production initiatives.
- **Trade Partners:**  
Collaboration with trade partners was seen as a potential avenue for improvement in overall media reach and increased campaign impact.

The above-mentioned aspects posed challenges within the campaign. However, internal stakeholders also highlighted the campaign's remarkable efficiency in reporting and monitoring. Furthermore, it is stated that the campaign process ensured that reports were prepared by the end of the quarter, aligning with the designated key performance indicators (KPIs). The timely delivery of reports reflected a thorough monitoring system, contributing to the overall success of the campaign. The campaign's efficiency was the result of proactive management practices that allowed for a swift response to the dynamic needs of the campaign.

Despite the successful implementation of the campaign, the following critical issues and challenges emerged during the campaign resourcing efforts:

- **Human Capital Constraints:**  
Challenges due to a lack of staff during the campaign roll-out emphasised the need for additional personnel.

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- **Budget Limitations:**  
Budget constraints stemming from the post-pandemic environment were identified as a significant challenge. These constraints affected the entire North Europe Hub, requiring innovative solutions.
- **Resource Challenges:**  
Difficulties in accessing resources, possibly linked to budget constraints, were mentioned as a challenge during the campaign.
- **Stakeholder Awareness and Communication:**  
Broader internal and external stakeholder involvement and communication were highlighted as areas requiring improvement, indicating a need for enhanced communication strategies with stakeholders.

Furthermore, the internal stakeholders made the following suggestions for improving campaign efficiency:

- **Lifting Moratoriums on Staffing:**  
The stakeholders emphasised the importance of lifting moratoriums on staffing to address human capital constraints and improve overall efficiency.
- **Organisational Stability:**  
Improving organisational stability was identified as crucial for enhanced output, emphasising the need for stability to avoid negative impacts on the campaign and its results.
- **Communication Strategies:**  
Enhancing stakeholder awareness and communication strategies can contribute to a more successful campaign, creating a more supportive environment for its execution.
- **Innovative Funding Approaches:**  
Given the funding difficulties, exploring innovative funding approaches, or seeking additional monetary support could contribute to overcoming financial challenges during future campaigns.

## 2.5 Impact

### 2.5.1 Intended impacts

The Live Again Localisation Campaign targeted lasting impacts, further exceeding its short-term objectives. It significantly contributed to the tourism sector's recovery post-pandemic, benefiting the economy through increased arrivals, and yielding the following intended impacts:

#### **Short-, Medium-, and Long-term Objectives:**

- Reach a minimum of 40% of the considerate universe.
- Influence arrivals and closure ratios for sustained effects.
- Align partners with diversity and inclusivity in product offerings.
- Ensure sustainable business growth for South African suppliers.
- Impact and positively change the lives of South Africans.

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### Sector and Beneficiary Impact:

- Significant contribution to the recovery and post-pandemic landscape of the tourism sector.
- Filled the marketing funnel with new travellers, leading to high demand and inquiries for trade partners.

### Economic Impact:

- The campaign had a substantial economic impact, realising an average of €23 000 (R47 1309.13) per traveller (resulting in nearly €6000 (R121 059,19) per traveller when multiplied by 180 000 arrivals). This influx of arrivals and tourism spending positively affected tourism businesses and the overall economy.

### 2.5.2 Unintended impacts

While the Live Again Localisation Campaign had intended positive impacts, there were also unintended consequences. The following unintended adverse impacts were noted:

- **Overflow of Tourists:**  
External stakeholders acknowledged the potential unintended impact of an overflow of tourists visiting destinations. The external stakeholders further noted the potential of destinations having insufficient availability to accommodate the overflow of visitors.
- **Trade Partner Perception:**  
Initial unintended consequences included trade partners feeling excluded from the production and participation in the campaign.

Positive Unintended Impacts:

- **Positive Resonance with the Locals:**  
The campaign resonated positively with locals, which aided inclusivity for local SMMEs and entrepreneurs.
- **Celebration of Small Businesses:**  
Unintentionally, the campaign evolved into a celebration of South African small businesses, amplifying experiences aligned with campaign objectives.

The campaign brought about substantial benefits, contributing to the growth of arrivals, increased tourism spending, and recovery of the tourism industry. The primary beneficiaries were SMMEs and local entrepreneurs. The campaign positively impacted the economy and tourism market with an increase of over 200 000 travellers in 2022/2023 and provided visitors with life-changing experiences in South Africa. The increased awareness of and demand for tourism was advantageous for both traders and consumers. The overall hope is that these positive effects extend to the broader South African economy and individuals employed within the tourism sector.

### 2.5.3 Sustainability

The stakeholders collectively advocate for the continuation of the campaign's message to keep South Africa in the public consciousness consistently. The material used in the campaign is regarded as valuable, with the requirement that it remains current for at least a year. Moreover, there is optimism and a desire for its continuation, particularly among suppliers seeking to explore new markets. The anticipated impact of the campaign can extend beyond the campaign's completion. Additionally, subsequent follow-up campaign posters, building on the same concept and incorporating more local



faces, have already yielded improved results, thus strengthening the campaign's principles and positioning it as a potential case study for sustainable destination marketing.

Several factors influenced the sustainability of the impacts and benefits of the Live Again Localisation Campaign. Key considerations include the continuity of the campaign, the absence of visa difficulties, economic stability, and addressing safety issues, including factors like crime and potential social unrest. The stability of South Africa and a feeling of safety on the part of travellers are crucial components. Additionally, maintaining reasonable rates for accommodation and transport is essential to preventing the destination from becoming too expensive for domestic and international tourism.

Drawing international markets to lesser-known provinces is highlighted for the benefit of smaller communities. Factors such as politics, crime, and the exchange rate also play a role in the sustainability of the campaign. Likewise, the authenticity and professionalism showcased in the campaign, particularly through the involvement of locals, contribute to building trust and need to be maintained or improved. Lastly, the campaign's influence in showcasing every province and diverse experiences beyond known destinations is a crucial factor in opening mindsets and encouraging exploration.

## 2.6 Overall impact

Based on the information presented in this section under each theme and taking into consideration all the implementation programme's benefits and pitfalls, the overall impact can be described as follows:

- **Relevance:**

The Live Again Localisation campaign addressed critical issues in South Africa's post-pandemic tourism sector, showcasing readiness for travellers, promoting lesser-known provinces, and supporting economic recovery. It also tackled challenges like transforming marketing norms and improving linkages to lesser-known attractions. Aligned with government objectives, the campaign aimed to optimise SMME opportunities and promote sustainable tourism. Its impact on economic recovery and cultural awareness underscores its significance, with stakeholders emphasising the need for continued campaigns to drive economic growth, SMME support, and employment in the tourism industry. Increased advertising budgets and regular campaign initiatives were recommended to maintain momentum and promote responsible tourism practices within local communities.

- **Effectiveness:**

The campaign proved highly effective in achieving its objectives and making significant contributions to South Africa's tourism sector and economic growth. By igniting a renewed interest in travelling to South Africa and showcasing the country's authenticity through local perspectives, the campaign successfully increased international arrivals by 19% above the recovery rate. It played a crucial role in creating brand awareness and encouraging broader tourism spread within the country, particularly emphasising provincial growth and SMME participation. The campaign fostered community engagement, pride among local businesses, and appreciation for South Africa's diverse offerings. This led to increased bookings and economic benefits for SMMEs. Additionally, by attracting renewed interest from international tourists, the campaign helped mitigate vulnerabilities to external shocks, contributing to the improved stability of South Africa's tourism sector.

- **Efficiency:**

The campaign demonstrated strategic resource management, utilising internet tools, funding, and targeted communication channels effectively. Despite human resource constraints, collaboration with a local marketing agency ensured campaign functionality. Budget allocation prioritised production and media and maximising impact within limited resources. The campaign's efficiency was commended, particularly in reporting and monitoring – and ensuring timely delivery of reports aligned with KPIs. Overall, proactive management practices and a focus on efficiency contributed to the campaign's success amidst resource challenges.

- **Impacts:**

The campaign achieved its objectives, surpassing its targets and yielding significant impacts within the tourism sector and economy. It aimed to influence arrivals, align partners with diversity, and ensure sustainable business growth. Economically, it generated substantial revenue, positively affecting tourism businesses and the economy. Overall, the campaign's impact on arrivals, tourism spending, and the broader economy demonstrates its significance in driving post-pandemic recovery and fostering inclusivity within the tourism sector.

- **Sustainability:**

The campaign's sustainability relied on key factors and recommendations. Stakeholders stressed continuity to keep South Africa prominent, valuing current material and advocating for ongoing messaging (subsequent efforts yielded promising results). Factors such as addressing challenges within the campaign (e.g. exploring new markets) are crucial. However, attracting international markets, alongside addressing factors like politics and crime, is essential. Active trader participation and a global perspective are encouraged, with an increased media buy budget suggested for broader impact. These steps can enhance the campaign's long-term sustainability and success.

The Live Again Localisation Campaign's importance and success were significant. It positively impacted economic recovery, created awareness of South Africa's diversity and authenticity, and reached a large audience. Continuation of the campaign is recommended and would be crucial for extensive economic growth, improved market access for SMMEs, and increased employment in the tourism industry. However, to build on the current success, there is a need for an increased advertising budget. Regular initiation of new or adjusted campaigns would help sustain momentum and foster responsible tourism within SMMEs and local entrepreneurs.

## SECTION 3: NORTH AMERICA REGION

### 3.1 Overview: Digital Brand Campaign

The following localised brand campaigns were implemented in support of the Global Tourism Brand Campaign:

#### 3.1.1 Approved localisation Live Again 2.0<sup>2</sup>

As part of localising the global brand campaign, SA Tourism North America worked with The New York Times to deliver a robust digital brand campaign that ran from the 14<sup>th</sup> of February to the 31<sup>st</sup> of March 2023. This initiative was anchored by a paid post showcasing the family and friends of Hugh Masekela telling the stories of their time travelling around South Africa with the jazz legend. The campaign also included Live Again! themed Travel & Art Section Takeovers, social posts, and run of site (ROS) High Impact 'FlexXL' units which is the New York Times' proprietary suite of native advert format designed to be beautiful, engaging, performative and is used to drive significant reach across the US and Canadian markets which amounted to 11.3 million media impressions for this campaign.

High-level KPI	✓ Impressions: 11.3 million
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The digital brand campaign was expanded through a media release and collaboration with Jazz at Lincoln Centre and the Hugh Masekela Heritage Foundation which launched on the 16 April 2023 to induct Bra Hugh into the Ertegun Jazz Hall of Fame. The North American hub delivered a pre-induction reception attended by 50 media organisations and stakeholders in the Hall of Fame. This was followed by the induction ceremony and a musical celebration at Dizzy's Club, where an additional 70 consumers joined in the festivities. The media release was picked up in full by 652 outlets with a collective reach of 3.7 billion and 11.1 billion impressions.

High-level KPI	<ul style="list-style-type: none"> <li>✓ 50 media organisations and stakeholders engaged</li> <li>✓ 70 consumers engaged</li> <li>✓ Press release was picked up in full by 652 outlets with a collective reach of 3.7 billion</li> <li>✓ 11.1 billion impressions</li> <li>✓ Global advocacy</li> </ul>
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#### 3.1.2 Digital Live Again 2.0<sup>3</sup>

SA Tourism North America launched a media programme with W - Bob G. Ottenhoof (WBGO) radio to drive conversion for a February 2024 trip to South Africa hosted by WBGO and local tour operator Immersion Journeys. The trip focused on immersing travellers in the music, history, and culture of South Africa with the campaign launching on the 14 August 2023 and running through to the 17<sup>th</sup> of January 2024. It included ongoing audio spots, features in the station's Jazz E-Newsletter, and display and social ads impacting their jazz-loving audience of college-educated adults whose average

<sup>2</sup> USA/Canada Hub (2023/24) Q3 Performance Recap / Portfolio of Evidence. Annual Performance Plan.

<sup>3</sup> USA/Canada Hub (2023/24) Q3 Performance Recap / Portfolio of Evidence. Annual Performance Plan.

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household income is \$100,000+ (R1 891 155.00+). Impressions and bookings were reported at the end of the campaign, in late January 2024.

High-level KPI	✓ Ran 728: 30-sec audio spots
	✓ 8 818 890 radio impressions
	✓ 23 E-Newsletters distributed to 42 000 subscribers
	✓ 373 276 digital banner impressions
	✓ 55 trips booked to SA

The campaign was honoured with a 2023 GOLD Travel Weekly Magellan Award in the Destinations - Overall-Cultural/Arts for Destinations category. The print and online coverage for the Travel Weekly Magellan Awards ran throughout October 2023. The North America Hub leveraged from the media coverage announcement in Travel Weekly where the unique visitors per month (UVP) were 683 313 and media print circulation amounted to 37 005 copies.

High-level KPI	✓ Travel Weekly: UVP: 683,313 8,818,890 radio impressions
	✓ Print circulation: 37,005373,276

### 3.1.3 Support/Assistance provided

The North America Digital Brand Campaign positively impacted South Africa's tourism sector, surpassed expectations, and provided exceptional targeting and reach concerning WBGO's audience in the New York Tri-state area and beyond. The campaign exceeded contracted deliverables, delivering 728 underwriting spots instead of the agreed-upon 500. In addition to radio impressions, streaming pre-roll advertising reached a significant audience of 40 000 to 50 000 weekly listeners across the United States and globally.

Furthermore, digital banner impressions on WBGO.org and promotions in the Jazz E-Newsletter, with over 42 000 subscribers, contributed to the campaign's success. The main objective of the campaign was to effectively generate interest in American tourists visiting South Africa, which resulted in the campaign achieving 40 sign-ups for the trip facilitated by SA Tourism to experience South Africa's diverse arts and culture. Each trip participant contributed upwards of \$8 000 (R151 292.40), with 80% of revenue directed towards executing the trip in South Africa. This was in addition to personal expenditures on shopping and dining. The trip featured exclusive jazz concerts with renowned musicians, including Stefon Harris and Nduduzo Makhathini, showcasing South Africa's top talent.

Overall, the campaign provided a unique perspective on South Africa's attractions and destinations, offering rich storytelling, media impressions, PR value, and support for entities involved in, trip planning, booking, and facilitating travel arrangements for interested individuals. Media impressions and PR value helped raise awareness and promoted South Africa as a desirable travel destination. Attendees also gained insight into South Africa's cultural heritage and talent through experiences with iconic musicians like Hugh Masekela.

Additionally, the campaign encountered several challenges during its execution:

#### Postponement of Cape Town Jazz Festival:

- The Cape Town Jazz Festival, traditionally the concluding event for WBGO's trip to South Africa, faced cancellations or postponements due to the pandemic and "unforeseen challenges" faced by the event coordinator for five consecutive years, including the 2024 edition.
- The postponement of the festival resulted in a drop in trip sales and some cancellations.

- To mitigate this challenge, the North American Hub organised specially curated jazz performances and events with South African musicians, including Stefon Harris (WBGO's Artist in Residence).

## Organising Alternative Concerts:

- In response to the cancellation of the Cape Town Jazz Festival, the North American Hub organised concerts to fulfil the trip's original purpose of providing access to the festival. This required notifying guests of a major change, potentially risking cancellations – although this was avoided.
- Despite these challenges, the North American Hub managed to maintain the trip's integrity by providing unique musical experiences featuring renowned artists.

## Collaboration Challenges:

- Working with the Hugh Masekela Foundation presented difficulties due to differing agendas between the foundation and SA Tourism.
- Internal stakeholders noted that coordination and alignment between both stakeholders were crucial for efficient project implementation and collaboration.
- Collaboration with various partners and stakeholders required careful coordination and obtaining approvals, which added complexity to the campaign execution.

## Constraints of Partner Agreements:

- The campaign had to adhere to specific parameters set by Jazz at Lincoln Centre, limiting the availability of tickets for certain events.
- This constraint necessitated strategic planning and management of resources to ensure the success of the campaign despite limitations imposed by partner agreements.

Overall, navigating through these challenges required flexibility, adaptability, and effective communication. These approaches ensured the campaign's objectives were met despite unforeseen circumstances and organisational difficulties experienced between SA Tourism and the Hugh Masekela Foundation.

Similarly, the campaign aimed to have a profound effect on both its target groups and the tourism sector:

- **Target Group Impact:**

According to the stakeholders the campaign targeted discerning music and art lovers with a specific interest in Africa and South Africa. The individuals were highly educated travellers seeking unique cultural experiences. By curating a custom trip with a focus on showcasing South Africa's people, culture, art, music, wine, food, natural beauty, and historical significance, the campaign resonated deeply with WBGO's audience. The stories of South Africa, including its history of apartheid and figures like Nelson Mandela, were particularly compelling for travellers.

Stakeholders further mentioned that upon returning home, WBGO's travellers shared their memorable experiences and stories within their communities, further amplifying the campaign's impact through word-of-mouth and social media sharing. This not only fostered a sense of community among travellers but also extended the reach of branding and messaging by SA Tourism and the campaign.

- **Tourism Sector Impact:**

The campaign attracted 40 highly educated travellers, each investing \$8,000 (R151 232.80) or more along with their local expenses. This contributed significantly to the tourism sector. Stakeholders stated that by presenting South Africa as a must-visit destination through various media channels, including WBGO's platforms, the campaign effectively raised the profile of the country and showcased locations to be considered for travel.

Moreover, through an integrated approach encompassing media, PR, events, and travel trade packaging, the campaign localised the global brand campaign, inspiring US travellers to consider South Africa for their next holiday. The campaign also aimed to promote South African culture to key media and consumers, achieving its intended impact through extensive media coverage in both the US and South Africa.

Overall, the North America Digital Brand Campaign facilitated by WBGO provided comprehensive support and assistance to SA Tourism. It significantly exceeded expectations and effectively promoted South Africa as a premier travel destination. Moreover, navigating through the main challenges required flexibility, adaptability, and effective communication to ensure the campaign's objectives were met despite unforeseen circumstances and organisational complexities. In conclusion, the campaign successfully targeted discerning music and art lovers while also contributing to the tourism sector, promoting South Africa as a desirable destination through immersive experiences and impactful storytelling.

## **3.2 Relevance**

### **3.2.1 Issues addressed**

The stakeholders highlighted the following issues experienced and addressed within the campaign:

- **Trust and Engagement:**

Stakeholders further stated that the messaging from SA Tourism was trusted by WBGO's listeners, resulting in actionable responses. WBGO's status as a public radio station supported by its listeners signified a high level of engagement and credibility.

- **Campaign Focus:**

The campaign addressed various aspects of South Africa, including arts, music, safari, history, and urban living, highlighting the unique and diverse opportunities available to travellers while also emphasising the friendly nature of the South African people.

- **Sector Support:**

The campaign provided support for the tourism sector's ongoing commitment to growing international tourist arrivals from an important market, who traditionally stay longer and spend more. This suggests a strategic alignment with sectoral objectives and priorities.

### **3.2.2 Alignment with government objectives**

The campaign effectively aligns with the Green Paper Act (formerly known as the White Paper Act) for the Development and Promotion of Tourism in South Africa of 2023, the Tourism Act No. 3 of 2014, and the National Tourism Sector Strategy by optimising and promoting opportunities for SMMEs, creating balanced development, contributing to the economy and the sustainability of the tourism sector, and marketing South Africa internationally.



Some stakeholders indicated that the multi-year relationship between WBGO and SA Tourism effectively served the campaign objectives. Moreover, the act of targeting predominantly black and multicultural audiences through WBGO aligned with the campaign objectives, although specifics were not provided.

### 3.2.3 Importance to the country

With the campaign's strategic importance, its strength lay in its media presence and messaging, which motivated action among its audience. In addition, it helped to highlight the strategic significance of leveraging WBGO's platform to promote SA Tourism. In the post-pandemic world, stimulating travel is essential. The campaign offered a trip featuring top-end artists, which not only encouraged travel but also provided a unique and memorable experience for participants.

The stakeholders believe that it is crucial to keep the SA Tourism brand at the forefront and to educate readers about the diverse attractions the country has to offer, both traditional and new. This continuous exposure could help to maintain brand visibility and awareness among potential travellers. Furthermore, the campaign supported the tourism sector's commitment to increasing international tourist arrivals from key markets, particularly those known for longer stays and higher spending. This indicated the campaign's strategic alignment with sectoral goals and objectives.

The stakeholders further mentioned that by positioning South Africa as a cultural tourism destination, the campaign can create opportunities for the tourism sector to expand its product offerings to the US market. This would drive growth and diversification within the sector.

Furthermore, stakeholders emphasised the importance of continuing the campaign, noting that failure in this regard could have several consequences:

- **Cultural Exchange and Relations:**  
The campaign facilitated cultural exchange and relations by bringing WBGO's audience to South Africa, fostering connections and the sharing of stories between the two countries. The exchange helped build and strengthen the SA Tourism brand and narrative while promoting understanding and appreciation of shared history and culture.
- **Showcasing Vibrant Arts and Music Scene:**  
The stakeholders consider South Africa's array of vibrant arts and music scenes to reflect its status as a "rainbow nation." The campaign provided travellers with firsthand exposure to the country's talent, offering a unique and enriching experience. They also believe that without the campaign, tourists would miss out on essential aspects of their South African journey.
- **Competitive Advantage:**  
The absence of the campaign would create opportunities for competitors to steal market share from South Africa, potentially diverting tourists to alternative destinations. This led to a reduction in visitors from key markets and hurt South Africa's tourism industry.
- **Diversification of Destination Image:**  
Stakeholders further stated the campaign helps diversify South Africa's destination image, enabling the country to be viewed as something other than a safari destination. It showcases the country's multifaceted offerings in arts, culture, music, and more. Without the campaign, South Africa risks being perceived as one-dimensional, limiting its appeal in the US market.

### **3.3 Effectiveness**

#### **3.3.1 Objectives achieved**

Despite challenges such as the postponement of the Cape Town Jazz Festival, the campaign still managed to meet and exceed its objectives. Moreover, the 2023 trip exceeded trip sales objectives by over 20%, demonstrating the effectiveness of the campaign in driving interest and bookings. In addition, the campaign successfully reached its target audience, with a high level of local talent eager to participate. This indicates that the messaging and content resonated with the intended demographic, resulting in positive engagement and participation.

#### **3.3.2 Contribution to the tourism sector and economic growth**

The campaign effectively presented South Africa as a unique vacation destination, with the inclusion of Hugh Masekela's inauguration enhancing the message's appeal and informativeness. This contributed to capturing the interest of readers and showcasing the country's cultural richness. Remarkable media coverage and engagement across various platforms, including The New York Times, Jazz at Lincoln Center, and WBGO radio was also achieved. These efforts resulted in millions of impressions, extensive press coverage, and significant audience engagement.

Moreover, the campaign successfully reached an audience interested in cultural tourism experiences, generating substantial media coverage that would not have been possible without the campaign's efforts. This indicates that the campaign effectively promoted South Africa's cultural offerings and attracted attention from relevant audiences. To conclude, the stakeholders indicate that the campaign fulfilled – indeed, exceeded – its objectives.

Beneficiaries found the process of participating in the campaign to be highly effective and seamless, mentioning that the process was smooth and easy for all involved parties. Constant communication ensured that those interested in travelling were well-informed and engaged throughout. This response highlights the effectiveness of the partnership between the stakeholders, including SA Tourism and Immersion Journeys, in delivering a memorable experience for travellers.

Immersion Journeys, being one of the key partners, benefited from the campaign by successfully executing the trip. The collaboration between partners proved fruitful and contributed to the overall success of the campaign. Furthermore, the stakeholders mentioned that the significant amount of time spent engaging with the campaign content suggests that readers appreciated the presented content. Furthermore, this demonstrates the effectiveness of the campaign in capturing and maintaining the interest of the target audience.

Similarly, stakeholders involved in the campaign, including media participants, provided positive feedback, stating that the campaign was well received and had had a favourable impact on them, which further reinforced its effectiveness. This collective satisfaction underscores the campaign's success in achieving its objectives and delivering a memorable experience for all involved.

### **3.4 Efficiency**

#### **3.4.1 Resources used**

According to the internal stakeholders, the campaign primarily relied on the following resources:

- marketing budget from SA Tourism;
- collaborative efforts within WBGO (providing content, programming, creating promotions, and collecting information);
- partnership with Immersion Journeys (creating and managing the trip to South Africa);

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- collaboration with UM (US advertising agency);
- local sourcing for the trip itinerary (including transport, guides, restaurants, hotels, and lodges to ensure an authentic and immersive experience for travellers);
- contribution of T Brand Studio and the Hugh Masekela Heritage Foundation (constructing Hugh's story and adding to the narrative of the campaign); and
- stakeholder relationships, agency capabilities, and the involvement of local and international talent.

### 3.4.2 Resource efficiency

Both external and internal stakeholders suggested that while the resources used allowed for the efficient execution of duties in some respects, there were nonetheless points that could be improved upon:

- **Timely Payment Issues:**  
Several external stakeholders indicated that one of the most significant challenges was the delay in payment for the campaign by UM and SA Tourism. Furthermore, it is stated that this delay in payment affected the efficiency of operations, as WBGO did not receive payment until seven months after the campaign started. Such delays create financial strain and disrupt the billing and invoicing process, impacting the overall efficiency of the campaign. Addressing the matter could involve streamlining payment processes or establishing clearer communication channels between stakeholders to expedite payments.
- **Efficient Resource Utilisation:**  
Despite the payment challenges, it was noted that there was efficient utilisation of resources, particularly in terms of minimising waste. Although the campaign staff did not have to travel to South Africa to create content and use supplied photography, resources were used effectively without unnecessary expenditure.
- **Collaboration with SA Tourism:**  
Collaboration with SA Tourism's North America Hub was described as efficient, implying effective teamwork and coordination in executing campaign activities.
- **Improvement Suggestions:**  
Regarding the reporting and monitoring processes for the campaign, external stakeholders mentioned that despite limited involvement, the external stakeholders checked the campaign's performance every week. External stakeholders further mentioned that reporting was finalised in an efficient manner post-event, indicating that the reporting process was conducted smoothly and effectively. Furthermore, this solidifies that despite limited involvement, reporting tasks were carried out efficiently.

Additionally, both external and internal stakeholders indicated the following critical issues experienced within the campaign:

- challenges with the Hugh Masekela Heritage Foundation; and
- time constraints on project delivery.

In conclusion, while resources were used efficiently there is room for improvement, particularly in addressing payment delays. Doing so would ensure smoother operations and financial stability for all parties involved in future.

Regular monitoring and efficient reporting post-event contributed to the effective management and evaluation of the campaign's performance. While there were some critical issues such as payment delays and challenges with partner organisations, the campaign largely operated without significant problems. The efficient use of resources and teamwork mitigated potential challenges and ensured the successful execution of project deliverables.

## 3.5 Impact

### 3.5.1 Intended impacts

Based on stakeholder responses, the intended impacts of the campaign were primarily related to generating positive outcomes for the beneficiaries, the tourism sector, and the economy:

- **Economic Benefit:**  
The campaign aimed to bring a significant economic benefit, particularly by attracting high-paying clients to South Africa. The campaign focused on boosting tourism revenue and economic growth within the sector.
- **Audience Engagement and Consideration:**  
The campaign successfully produced the intended impact on the audience by encouraging readers to consider South Africa for future vacations. This had a positive impact on the travel sector by increasing visitation, which, in turn, contributed to economic growth.
- **Short-, Medium-, and Long-Term Impacts:**  
In the short to medium term, the campaign resulted in tangible impacts such as increased arrivals, media impressions, and improved stakeholder relations. These outcomes contributed to heightened awareness of and positivity towards South Africa as a tourism destination.

Both external and internal stakeholders did mention, however, that longer-term impacts are still being determined. This suggests that ongoing evaluation and assessment of the campaign's effectiveness in driving sustained consideration of and visits to South Africa would be pertinent.

### 3.5.2 Unintended impacts

The following unintended impacts were noted:

- **Educational Impact:**  
The campaign provided educational value by introducing readers to the life of Hugh Masekela, a renowned jazz musician known for his strong morals and character. While the primary objective was to promote South Africa as a travel destination, the campaign also served to enlighten readers about a notable humanitarian figure they may not have been familiar with previously.
- **Lack of Negative Impacts:**  
There were no negative impacts reported or identified by stakeholders, suggesting that the campaign achieved its objectives without any adverse consequences or unintended side effects.

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Moreover, based on the responses, the overall benefits of the campaign were manifold and extended to the following stakeholders:

- **New York Times Audience:**  
The campaign provided benefits to the audience of The New York Times by offering valuable information about South Africa as a travel destination. This increased awareness is likely to lead to more travellers visiting the country, benefiting both the audience and South Africa's tourism sector.
- **South Africa as a Destination:**  
The ultimate beneficiary of the campaign was South Africa. Increased awareness and interest generated by the campaign resulted in more travellers visiting the country, contributing to its tourism industry and economy.
- **US Consumers:**  
US consumers benefited from the campaign by gaining access to more information about cultural tourism experiences in South Africa. This increased awareness will ideally lead to higher visitation rates and longer stays in the country, again benefiting both travellers and the South African tourism sector.

### 3.6 Sustainability

According to stakeholders, although the campaign's active duration was limited to its runtime, the content remains accessible on relevant platforms. Therefore, this indicates the potential for continued visibility and engagement with the campaign's messaging even after its conclusion. They further mentioned that the groundwork laid by the campaign can set the stage for ongoing success. By establishing a foundation of awareness and interest in South Africa as a cultural tourism destination, the basis has been laid for future initiatives seeking to promote the country. Moreover, the continued promotion of cultural tourism experiences by SA Tourism can perpetuate the benefits generated by the campaign. By consistently highlighting South Africa's cultural richness, the door is opened for future efforts to attract more visitors and reinforce the tourism sector.

Stakeholders noted that several factors had influenced the sustainability of the campaign's impacts and benefits. These are as follows:

- **Continued Partnership and Support:**  
The sustainability of the campaign impacts would depend on the continuation of the relationship between SA Tourism, WBGO, and other stakeholders. Continued support for a like-minded annual trip to South Africa and the trip contest would strengthen this partnership, further contributing to the effectiveness of SA Tourism's US branding and marketing objectives.
- **Article Visibility and Engagement:**  
While the article from the campaign remains accessible, its visibility and reach have diminished compared to when the campaign was live. Ongoing efforts to drive traffic to the new content would be necessary to sustain the impact and benefits of the campaign.

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- Financial Support and Leadership:**  
 The campaign's sustainability was influenced by continued funding from the National Treasury and ongoing support from the National Department of Tourism and SA Tourism. Financial stability can ensure the continuity of marketing efforts and initiatives aimed at promoting South Africa as a tourism destination.
- Accessible Media Coverage:**  
 The sustainability of the campaign's benefits was also influenced by the accessibility of media coverage to consumers. The continued availability of media coverage can ensure that the campaign's messaging remains visible and accessible, contributing to sustained awareness and interest in South Africa as a travel destination.

Lastly, the stakeholders provided recommendations to improve the sustainability of the campaign. These are as follows:

- Additional Paid Media Support:**  
 Continuing to support the campaign with additional paid media was recommended. Investing in ongoing promotional efforts can enhance the sustainability of the campaign's impact and reach.
- Implementing Follow-up Campaigns:**  
 Several stakeholders suggested that implementing a follow-up campaign(s) is a way to improve sustainability. Launching subsequent initiatives can build upon the momentum generated by the initial campaign, ensuring continued visibility and engagement with the messaging.

### 3.7 Overall impact

Based on the information presented in this section under each theme and taking into consideration all the programme's benefits and pitfalls, the overall impact can be described as follows:

- Relevance:**  
 The campaign significantly addressed key issues in South Africa's tourism sector by effectively targeting a diverse audience through WBGO, enhancing inclusivity, trust, and engagement. By highlighting various aspects of South Africa, including arts, music, and urban living, the campaign showcased the country's unique offerings and supported the sector's goal of attracting longer-staying, high-spending international tourists. Its strategic media presence and messaging underscored the importance of promoting South African tourism, particularly in the post-pandemic landscape, where travel stimulation is vital. Moreover, the campaign facilitated cultural exchange and diversified the destination's image. Overall, the campaign's relevance lies in its ability to promote South Africa as a diverse and enticing destination while aligning with sector objectives and fostering cultural understanding.
- Effectiveness:**  
 The campaign demonstrated remarkable effectiveness in achieving its objectives and contributing to South Africa's tourism sector and economic growth. Despite challenges like the postponement of the Cape Town Jazz Festival, the campaign exceeded expectations, with the 2023 trip surpassing sales objectives by over 20%. The campaign presented South Africa as a unique vacation destination, particularly emphasising cultural richness with the inclusion of Hugh Masekela's inauguration. This resulted in extensive media coverage, millions of impressions, and significant audience engagement, including 55 trips booked to South Africa.



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The campaign successfully attracted an audience interested in cultural tourism experiences, showcasing South Africa's offerings, and capturing attention from relevant demographics.

- **Efficiency:**

The campaign demonstrated overall efficiency in resource utilisation, despite encountering several challenges. The campaign effectively utilised various resources. However, significant payment delays impacted operational efficiency, creating financial strain and disruption in billing processes. Despite this challenge, resources were efficiently utilised, minimising waste and ensuring effective content creation without unnecessary expenditure. Collaboration with SA Tourism's North America Hub was described as efficient, indicating effective teamwork and coordination. Additionally, regular monitoring and efficient reporting post-event contributed to effective management and evaluation of campaign performance.

- **Impacts:**

The campaign had a significant impact on various stakeholders, primarily focusing on generating positive outcomes for the tourism sector and the economy. It aimed to boost tourism revenue and economic growth by attracting high-paying clients to South Africa, encouraging audience engagement and consideration for future vacations. In the short to medium term, the campaign resulted in increased arrivals, media impressions, and improved stakeholder relations, fostering heightened awareness and positivity towards South Africa as a tourism destination. While longer-term impacts are still being assessed, the campaign provided educational value by introducing readers to the life of Hugh Masekela and enriching their understanding of South Africa's cultural heritage. Importantly, the campaign achieved its objectives without any negative impacts, benefiting stakeholders such as The New York Times audience, South Africa as a destination, and US consumers seeking cultural tourism experiences.

- **Sustainability:**

The sustainability of the campaign is underscored by its lasting impact and the potential for continued engagement with its messaging post-conclusion. While the campaign's active duration was finite, the accessible content on relevant platforms can ensure ongoing visibility and engagement. The groundwork laid by the campaign establishes a foundation for future success, allowing for sustained momentum in promoting South Africa as a cultural tourism destination. Key factors that would influence the campaign's sustainability include continued partnership and support among stakeholders, ongoing efforts to drive traffic to new campaign content, financial stability for marketing initiatives, and accessible media coverage. Stakeholders' top recommendations include additional paid media support and implementing follow-up campaign(s) to enhance sustainability, emphasising the importance of continued promotion and engagement to extend the campaign's benefits.

Overall, the Digital Brand Campaign was an exceptional success. Its relevance lies in its ability to promote South Africa as a diverse and enticing destination while aligning with sector objectives and fostering cultural understanding. Despite some problems and challenges with partner organisations, the campaign largely operated without significant difficulties. Furthermore, the campaign achieved its objectives, delivered a memorable experience for all involved, contributed to South Africa's tourism industry and economy, and – most importantly – maintained visibility and interest in South Africa as a cultural tourism destination.

## SECTION 4: RECOMMENDATIONS AND CONCLUSION

### 4.1 Recommendations

Tabulated below is a summary of the recommendations for the Live Again Localisation and Digital Brand Campaigns.

Table 5: Recommendations

Region and Campaign	Recommendations
General	<p><b>Improved timing and approval structures:</b></p> <ul style="list-style-type: none"> <li>External and internal stakeholders highlighted limitations encountered in strategy approvals, contextual understanding, and necessary resources. This impacts the time available for executing production and media campaigns.</li> <li>Extending the duration of campaigns will also enable broader outreach and increased return on investment.</li> </ul> <p><b>Expansion of media options and supplements:</b></p> <ul style="list-style-type: none"> <li>Investing more resources in broadening media choices and associated supplements has the potential to enhance the level of engagement and interaction in the campaigns.</li> <li>It is advisable to contemplate augmenting budgets or directly allocating resources to the international sphere, encompassing human resources, equipment, and access to digital platforms.</li> </ul>
North Europe - Live Again Localisation Campaign	<p><b>Continuous Efforts:</b></p> <ul style="list-style-type: none"> <li>The emphasis is placed on the continuity of the campaign to ensure its ongoing success.</li> </ul> <p><b>Addressing Challenges:</b></p> <ul style="list-style-type: none"> <li>There is a need to address challenges such as visa difficulties, economic disasters, safety issues, and load shedding to enhance the sustainability of the campaign.</li> </ul> <p><b>Honest Communication:</b></p> <ul style="list-style-type: none"> <li>Acknowledging the importance of honest communication, even if it entails sharing fewer positive aspects, as transparency can lead to a better understanding.</li> </ul> <p><b>Active Supplier Participation:</b></p> <ul style="list-style-type: none"> <li>The initiative encourages more suppliers to actively market the campaign to achieve increased impact and effectiveness.</li> </ul>

Region and Campaign	Recommendations
	<p><b>Global Perspective:</b></p> <ul style="list-style-type: none"> <li>The recommendation is to adopt a global perspective for the campaign's application, potentially increasing its success on a broader scale.</li> </ul> <p><b>Increased Budget for Media Buy:</b></p> <ul style="list-style-type: none"> <li>Suggest an increase in the budget for media buying to reach a larger audience and have a more significant impact on additional reach.</li> </ul>
North America - Digital Brand Campaign	<p><b>Additional Paid Media Support:</b></p> <ul style="list-style-type: none"> <li>Continuing to support the campaign with additional paid media was recommended. Investing in ongoing promotional efforts can enhance the sustainability of the campaign's impact and reach.</li> </ul> <p><b>Implement Follow-up Campaigns:</b></p> <ul style="list-style-type: none"> <li>Several stakeholders suggested that implementing a follow-up campaign(s) is a way to improve sustainability. Launching subsequent initiatives can build upon the momentum generated by the initial campaign, ensuring continued visibility and engagement with the messaging.</li> </ul>

## 4.2 Conclusion

The evaluation of the SA Tourism implementation programme outlined in this report was based on information obtained from both primary and secondary research methods. It is worth noting that marginal data gaps were identified, which slightly impacted the quality of the results presented. It is therefore suggested that communication be improved in future evaluations so that the primary data collection phase is more successful.

This would facilitate the gathering of comprehensive information regarding the implementation programme's success and contribute to enhancing the evaluation processes, ultimately leading to more refined recommendations in the future. Despite the minor challenges mentioned, it is also worth noting that this international evaluation received thorough responses from stakeholders, project managers, and Hub Heads alike. This resulted in adequate data evaluation for both implementation programmes.

Both Live Again Localisation and the Digital Brand Campaign for 2022/23 have been integral in addressing critical challenges within South Africa's tourism sector and driving the post-pandemic recovery. The Live Again Localisation campaign has been pivotal in promoting lesser-known provinces, facilitating economic growth, and encouraging balanced tourism development. Its impact on economic recovery, brand awareness, and market access for SMMEs underscores its significance for South Africa's tourism industry.

Similarly, the Digital Brand Campaign has effectively diversified South Africa's destination image, promoted inclusivity, and fostered cultural exchange and understanding. By targeting diverse audiences and showcasing the country's rich culture and attractions, the campaign bolstered tourism

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and stimulated economic growth. Despite the challenges encountered, such as payment delays, both campaigns have demonstrated efficiency in resource management and effectiveness in achieving objectives.

Moving forward, the sustainability of these campaigns hinges on factors such as continuity, effective addressing of challenges, and maintenance of authenticity. Recommendations for enhancing sustainability include continuous efforts to ensure ongoing success, active participation by stakeholders, and increased budget allocation for media buying. With strategic planning and continued dedication, these campaigns have the potential to leave a legacy, further positioning South Africa as a sustainable and compelling tourism destination on the global stage.

In essence, the Live Again Localisation campaign and the Digital Brand Campaign complement each other in addressing critical issues within South Africa's tourism sector and driving sustainable tourism development. Their collective impact underscores the importance of strategic initiatives and collaboration in navigating challenges and seizing opportunities for tourism growth, particularly in the post-pandemic era. As South Africa continues to position itself as a diverse and vibrant travel destination, these campaigns served as catalysts for economic recovery, inclusivity, and long-term sustainability in the tourism industry. SA Tourism is therefore advised to continue with the two campaigns, introduce new campaign programmes, and enact the above-mentioned recommendations to their fullest extent.

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