



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

ANNEXURE 31

CAPE TOWN INTERNATIONAL CONVENTION CENTRE (MUNICIPAL ENTITY) – BUSINESS PLAN

2020/21 BUSINESS PLAN



we are a green conscious convention centre

Experience Extraordinary
Cape Town International Convention Centre

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SECTION ONE

Highlights



Section One | Highlights

For its 2020/21 financial year,
the CTICC will focus its operations around
achieving the following targets



SECTION TWO

Executive Summary



EXECUTIVE SUMMARY



Introduction

The Cape Town International Convention Centre (CTICC) was established in 2003 with the very clear purpose of contributing to economic growth and job creation in the city and province through the hosting of international and national conferences, meetings, exhibitions and events. Since then the centre has not only met but exceeded those expectations on every level.

Contribution to Economy

As it approaches its 17th year of operations, the CTICC has sustained more than 130 000 direct and indirect jobs since inception and contributed a considerable R47.7bn to South Africa's Gross Domestic Product (GDP), of which over R39.6bn was injected directly into the Western Cape's Gross Geographic Product (GGP) to support the centre's purpose.

As it enters its third year of operations in 2019/20, CTICC 2 continues to support its purpose and growth outlook, as well as the city's objective of establishing Cape Town as Africa's top business events destination. The increased capacity and flexibility of physical space allows for higher delegate numbers, as well as increasing the variety of events that can be held concurrently. This provides a significant boost to Cape Town's global standing as a premier world-class meetings and events destination.

R47.7bn
South Africa's Gross
Domestic Product (GDP)



R39.6bn
Western Cape's Gross
Geographic Product (GGP)



Section Two | Executive Summary



Centre for Knowledge Exchange and Service Excellence

In this highly competitive market, the CTICC has sought to differentiate its offering from those of its industry peers by focusing on high standards, service excellence and leadership in triple bottom line sustainability. There is a strong commitment to innovation, customer centricity and, importantly, financial sustainability. This, along with an active pursuit of events that support the 'knowledge economy', has bolstered the CTICC's importance as a significant contributor to the local and national economy.

There is no doubt that economic growth is increasingly dependent on intellectual capital and the CTICC believes that it has a significant role to play in providing a platform for knowledge exchange and rigorous debate, not only in South Africa but also the broader global economy.

To this end, many of the 560 events hosted by the CTICC in the 2018/19 financial year, especially the international conferences, supported the advancement of industries identified as key catalytic sectors by the City of Cape Town and Western Cape Government for trade, investment and growth. By attracting global associations and experts to the city for these events, the CTICC makes a vital contribution towards growing essential expertise, knowledge and skills.

This document represents the CTICC's Business Plan for the 2020/21 financial year, based on the CTICC's stated purpose: to create jobs by attracting events in key economic sectors and exceeding clients' expectations.

As a state-owned entity, this business plan is aligned with the City of Cape Town's Integrated Development Plan (IDP), as well as the Western Cape Government's Economic Growth Strategy, and is guided by their key principles.

For context, the 2020/21 plan includes an organisational overview of the CTICC and the core reasons for its formation. The CTICC operates in a challenging global context, and the market analysis section of this plan provides insight into the broader market environment. The business plan and budget also take into account the impact of the Covid-19 pandemic on the operations and finances of the company.

The company has continued to pay full salaries for all permanent employees since the state of disaster and lock down was instituted even though normal operations have ceased, but a majority of the staff were equipped to work remotely. The staff not able to work remotely will be rostered to work during the period that the temporary hospital is in the building.

Section Two | Executive Summary



Financial Management

Over the past number of years, the CTICC has managed to generate positive growth in revenue and operating profit before interest, taxation, depreciation and amortisation (EBITDA), despite various challenges facing the region and industry. The budget for the 2020/21 financial year has been compiled by management, taking into account the significant negative impact of the Covid-19 pandemic on the company's ability to host events in the near future.

As a consequence of the preventative Covid-19 measures put in place by the government, the National Treasury has issued guidance in the form of Circular 99. This enables the CTICC to submit a revised budget which takes into account the specific impact of the pandemic on the company's operations.

In light of the state of disaster and lockdown, the CTICC has been unable to host events since mid-March 2020, which has had a devastating impact on operations. During this time, no revenue could be earned, yet most operating costs remained in place, and it is anticipated that events will only be given the go-ahead in the early stages of 2021. A large percentage of the staff was provided with the tools to work from home and, while it proved challenging at times, this new system was largely successful.

Whereas the CTICC's previous budget estimated a R12.1 million profit, the net result of the current pandemic may result in a budgeted EBITDA loss of R50.0 million. However, the CTICC has been able to mitigate the total revenue loss by concluding agreements with the Western Cape Provincial Government (WPCG) to:

- Utilise the CTICC 1 as a temporary intermediate care hospital for 3 months (ending mid-September 2020); and
- Utilise the CTICC 2 for storage of medical supplies until 30 June 2020.

Both these contracts may be extended on a month to month basis, as required.

The CTICC has always been in the enviable position of generating its own financial resources, which fund its growth through re-investing for the future, the only exception being the major expansion of CTICC 2. This trend is not likely to persist in the 2020/21 financial year, however, as a result of the loss in business and the use of available cash resources to fund operational and critical capital expenditure.

The CTICC's overall impact is not judged solely on its own financial results but the overall benefit to the citizens of Cape Town, the Western Cape and South Africa, which is best reflected in the contribution to the GDP, as mentioned previously.

Each business unit has an implementation framework and a detailed action plan for the next year, which supports overall business objectives. These unit strategies support the core business strategy and explain how key performance indicators will be achieved and how each unit will contribute to the sustainability of the organisation.

Given the company's economic mandate, the CTICC continues to focus on expanding its international reach. Now more than ever, it is important to ensure that the CTICC plans for the future and adapts in a way that allows the CTICC to achieve success in the post-pandemic environment. Sales, client relations and marketing strategies are in place to, firstly, keep the CTICC top of mind with key role-players and decision-makers and, secondly, position the CTICC as a venue that has the staff, skills, track-record and vision to deliver and exceed clients' expectations. The CTICC has several client engagements planned, nationally and particularly internationally, to support this strategy.

Section Two | Executive Summary



Reinvestment in the Business

A high quality, contemporary food and beverage offering plays an essential role in the success of the CTICC. It is through this major touchpoint that most of the CTICC's clients and visitors experience its world-class service.

The CTICC focuses on producing an exceptional culinary experience with quality food and personalised service, while maintaining strict food safety and hygiene standards. In 2019/20, the centre maintained its ISO 22000 certification (food safety management), ensuring its food and beverage offering meets exacting international standards. The CTICC is committed to remaining competitively priced and aligned to the latest trends to ensure a competitive advantage.

From an IT perspective, the CTICC will continue to place significant focus on support services and infrastructure projects, to enhance service delivery. A number of upgrades are in the pipeline which will enhance the initial system integration between the buildings (CTICC 1 and CTICC 2), with a focus on driving standardisation and support of a common platform for the complex.

The CTICC recognises the associated benefits of moving towards cloud platforms. In 2018, this technology was successfully trialled through the implementation of a cashless system for the Cape Town International Jazz Festival. This method of computing will be further enhanced during the course of the coming year for an expanded level of cashless payment systems. Cyber security also remains top of the company's ICT agenda, supported by continual advancement of disaster recovery programmes.

ISO 22000
Achieved for Food
Safety Management



Section Two | Executive Summary



Staff Engagement

The CTICC is committed to creating a culture of employee engagement by providing information, resources and services to staff that promote collaboration, connection and a commitment to their work, colleagues and the objectives of the centre. The focus will be on championing employee wellness, work- life balance and employee incentive options as cost-effective workforce strategies.

Audit Outcome

The CTICC has achieved an unqualified or clean audit report with no findings for the past seven consecutive years and it remains committed to managing and regulating processes throughout the organisation to maintain this record. Procurement from BBBEE companies is a priority and the CTICC has not only met but exceeded targets set. Moving into the 2020/21 financial year, the CTICC will continue to strive to increase procurement from BBBEE and women owned enterprises.



Ethical Business Culture and Governance

The CTICC is committed to upholding and building an ethical business culture. As a sign of this ongoing commitment, the CTICC subscribes to the United Nations Global Compact (UNGC) and adheres to the ten guiding principles in support of a principled approach to doing business.

The CTICC is privileged to have an experienced and stable Board of Directors that directs and governs the centre based on its mandate to be self-sustaining and contribute to economic growth and job creation.

The CTICC and its Board of Directors are committed to upholding good ethical standards and the application of corporate governance principles in accordance with the King IV Report on Corporate Governance for South Africa, 2016. As an adopter of 'King IV™', the Board ensures that governance structure in the centre cultivates good governance outcomes in relation to ethical culture, performance, effective control and legitimacy.



United Nations
Global Compact

Section Two | Executive Summary

Cautionary Note

The 2020/21 Business Plan and Budget has been drafted giving due consideration to all factors that could impact on the CTICC's ability to achieve the objectives set out herein. These objectives include the financial information relating to the budget and non-financial targets as detailed in Section 3.5 (Table 3 – CTICC Key Performance Indicators (KPI's)).

The achievement of the targets set out in the 2020/21 Business Plan is based on various assumptions made in relation to uncertainties for the future period, one of them being the Coronavirus pandemic.

Coronavirus Pandemic

The 2020/21 Business Plan was based on the assumptions that:

- Due to the Coronavirus (Covid-19) pandemic, existing Contracts of Hire for July to December 2020 events have been cancelled or postponed. It is anticipated that event hosting will resume in January 2021.
- These event cancellations and postponements have had a significant impact on the company's financial projections and events numbers.
- This will have a direct impact on the KPI targets, should the assumptions used in the budget not be realised.
- The reduced delegate numbers will, in turn, also have a negative economic impact on the GGP and GDP.

SECTION THREE

About the CTICC



ABOUT THE CTICC



When the CTICC opened its doors in 2003, it was widely anticipated that visitors from around the world would be welcomed to this attractive new venue in Cape Town. Those aspirations have been met on all levels. After 16 years of successful operation, the CTICC has become an iconic attraction on the business tourism map of Cape Town, South Africa and Africa as a whole.

The centre continues to operate in the following trade segments: national and international conferences, exhibitions, trade fairs, banquets and special events, as well as film shoots and other events.

The value of any internationally competitive convention centre is measured by its economic contribution and financial stability. For a convention centre to contribute significantly and sustainably to an economy, it needs to be invested in that economy and its people.

Since its inception, the CTICC has injected more than R47bn into the national Gross Domestic Product (GDP), with over R39bn contributed directly to the Western Cape economy. In addition, more than 130 000 jobs have been created, and sustained over the years.

To continue its success, it is vital that the CTICC remain internationally competitive. The centre's expansion will continue to raise the global competitiveness of Cape Town as a premier world-class meetings and events destination, in turn allowing the CTICC to meet the City of Cape Town's Integrated Development Plan objective of establishing the city as Africa's business events destination.



Section Three | About the CTICC

The CTICC 2 consists of 31 148m² of gross space, which includes 10 000m² of multi-purpose conference and exhibition space, as well as almost 3 000m² of formal and informal meeting space. With this addition, the CTICC has doubled its previous exhibition capacity, which is essential to meet the growing demand for event space.

The CTICC has a reputation for excellence, often leading the way in the quest for improved systems, functionality and sustainability. It maintains four internationally recognised management system certifications (ISO 9001, 14001, 18001 and 22000) as well as a Hazard Analysis Critical Control Process (HACCP). From an excellence perspective, the CTICC has maintained its Tourism Grading Council 5-star rating and achieved Gold AIPC (International Association of Convention Centres) quality standard certifications.

The CTICC has recently transitioned to the newly enhanced ISO 9001:2015 and ISO 14001:2015 standards that apply to the Annex SL management structure. It is anticipated that the enhanced ISO 45001 will replace the current OHSAS 18001 standard with the same Annex SL management structure, aligning the existing system with a higher structural level of management. The CTICC will transition to this new ISO 45001 in Occupational Health and Safety by 2021.

The CTICC's broader corporate sustainability is underpinned by ethical business practices and principled values. The company's adherence to the United Nations Global Compact principles also means operating in ways that meet international responsibilities in the areas of human rights, labour, environment and anti-corruption measures.

As a municipal entity, the CTICC is expected to deliver against a set of key performance indicators (KPIs) that are agreed upon by the centre and the City of Cape Town on an annual basis. Year-on-year, the CTICC is required to meet and exceed these targets.

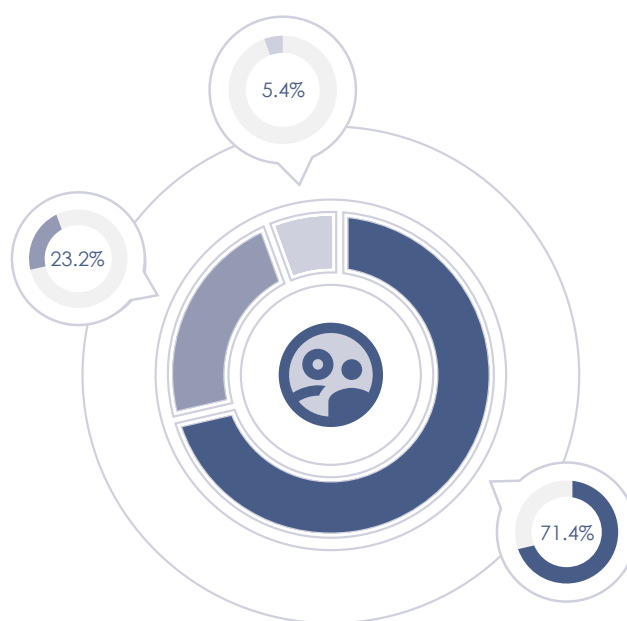
3.1 Shareholding Structure

The Cape Town International Convention Centre Company (Convenco) is a state-owned company (ring-fenced). Convenco was formed in 1999 through a collaboration between the City of Cape Town, the Western Cape Government and the private sector.

The primary objective behind the formation of the company was to establish a world-class international convention centre in Cape Town that would provide meeting, convention and exhibition services and facilities for local and international organisations and their delegates.

It was envisaged by the Convenco co-founders that the CTICC would have a sustainable positive impact on the economic and social development of Cape Town, the Western Cape and South Africa.

Financing of the expansion phase has resulted in changes to the shareholding proportion as illustrated in the supporting graph.



Graph 1: Shareholding Structure

- **71.4%**
City of Cape Town
- **23.2%**
Western Cape Government
- **5.4%**
SunWest International (Pty) Ltd



Section Three | About the CTICC

3.2 The CTICC's Purpose, Mission and Values

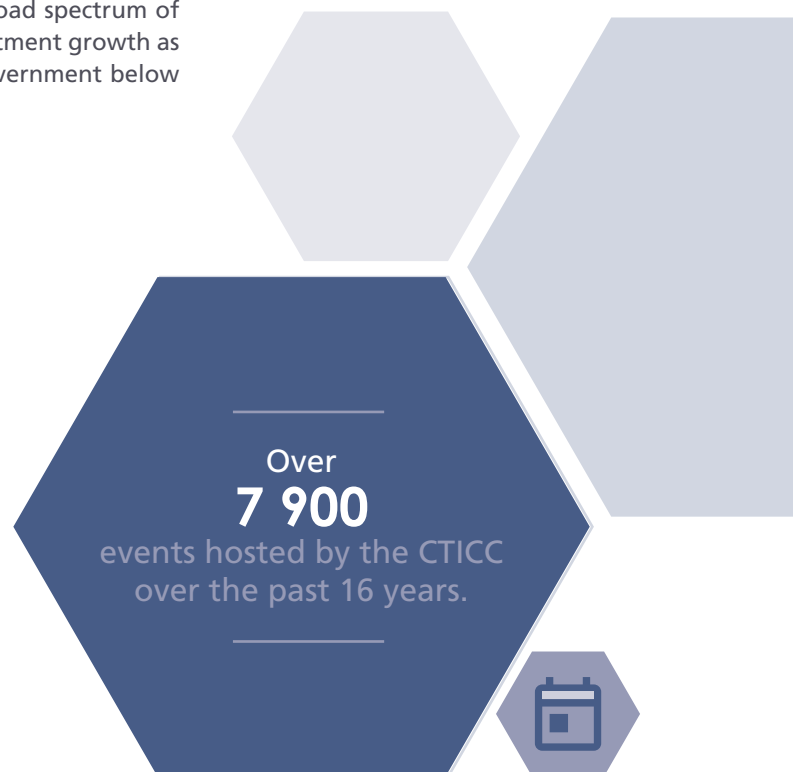
 Purpose	 Mission	 Values
The CTICC connects people to create jobs by attracting events in key economic sectors and exceeding clients' expectations.	The CTICC will bring its vision to life by: • Maximising economic spin-off and job creation. • Focusing on innovation and exceeding expectations. • Achieving service excellence by building capable and quality staff. • Being a world leader in sustainability.	The CTICC will achieve its mission and vision by applying ourselves with: • Passion – We live to go beyond. • Integrity – We are transparent in all our actions. • Innovation – We create magic that gives us the edge. • Excellence – We create superior experiences. • Gratitude – We are appreciative of the opportunities provided by the CTICC, City of Cape Town and the country we live in. • Caring – We care for one another, our clients, our business, our building and our equipment.

The CTICC aims to achieve its purpose by being a truly inspirational business that sets the global standard for excellence in business practices, hospitality and event hosting, both locally and internationally. Doing business ethically remains at the core of its corporate culture. Driving the knowledge economy and skills exchange are imperative in terms of focusing on key economic sectors of the City of Cape Town and the Western Cape Government.

Of the more than 7 900 events hosted by the CTICC over the past 16 years, 623 were international association conferences across a broad spectrum of sectors. This includes the priority sectors for trade and investment growth as identified by the City of Cape Town and Western Cape Government below and further illustrated in the supporting table on page 17:

- **Productive sectors:**
Oil & gas, tourism, agro-processing, business process outsourcing, renewables, and film.
- **Enabling sectors:**
Electricity, water, ICT, logistics and financial services.
- **Social sectors:**
Education and health.

By attracting global associations to the city for these events, the CTICC is making a vital contribution towards growing expertise, knowledge and skills in all these areas in Cape Town, the Western Cape and South Africa. In this way, the CTICC continues to strengthen local, regional and national competitiveness and potential.



Section Three | About the CTICC



3.3 Strategic Alignment with the City of Cape Town's Integrated Development Plan (IDP)

The CTICC is committed to ensuring its activities align and support the City of Cape Town's IDP. As a municipal entity, the CTICC is required to submit, along with the annual budget, a multi-year business plan that sets key financial and non-financial performance objectives and measurement criteria. The mandate of economic growth, job creation, and driving the knowledge economy remains at the core of what the CTICC does.

The illustration below outlines the alignment between the CTICC and the City of Cape Town. The CTICC's business strategy is geared towards driving the knowledge economy and contributing to growth in the key economic sectors identified by both the City of Cape Town and the Western Cape Government as strategic areas for job creation and economic growth.

Strategic economic sectors include:



Oil and Gas



Tourism



Agro-processing



Business Process Outsourcing



Renewables



Film



Electricity



Water



ICT



Logistics



Financial Services



Education



Health

Section Three | About the CTICC



The City of Cape Town's
2017-'22 IDP Focus Areas



Cape Town International
Convention Centre

Table 1:

**The CTICC's business objectives aligned to
the City of Cape Town's IDP focus areas**

The CTICC's Objectives

The Opportunity City Economic growth and job creation Infrastructure-led growth and development Promote a sustainable environment Leverage assets to drive economic growth Training and skills development	The CTICC aims to maximise economic impact and job creation through: • Driving the knowledge economy and skills exchange • Attracting more meetings and events to Cape Town • BBBEE procurement of no less than 60% • Partnering with business tourism role-players • Creating new strategic business opportunities. CTICC 2 has added 10 000m² to existing exhibition space and approximately 3 000m² of formal and informal multi-purpose meeting space. This will allow the CTICC to service high levels of demand by hosting more events concurrently. The expanded facility also supports the centre's commitment to the knowledge economy and economic growth. The CTICC places a priority on integrating economic, social and environmental sustainability into every aspect of its business. The triple bottom line approach is informed by a comprehensive environmental policy and monitored by a dedicated sustainability committee. The CTICC's purpose is to contribute to and drive economic growth and job creation, and this mandate is achieved year-on-year. To create and maintain a highly capable and talented team requires a multi-faceted approach and the company employs a system of continuous training, rewards, recognition and mentorship, as well as a focus on employees' financial and physical wellness. Service excellence is further enhanced through the continuous innovation of technology and processes.
The Safe City	The CTICC believes that, to ensure a safe experience, the safety of its visitors and staff members must be addressed in the wider environment. The CTICC is a member of the Cape Town Central City Improvement District (CCID) and pays a monthly fee for cleaning and security within the precinct and during large events. The CTICC also has measures in place to ensure a safe environment on the premises.
The Caring City	The CTICC is committed to uplifting and empowering the local community. The venue supports five key Local Community Partners that are aligned with sectors related to the CTICC's operations. The company's focus on volunteerism encourages staff, suppliers and clients to assist its Local Community Partners through activations and direct skills exchange. The CTICC is also involved in a number of broader community initiatives.
The Inclusive City	The CTICC contributes to transformation and ensures inclusivity by consistently meeting and exceeding the target of no less than 60% expenditure with BBBEE suppliers, women-owned businesses and SMMEs.
The Well-run City	The contributes to a well-run city through its compliance with MFMA and other legislation, in accordance with the King IV Report on Corporate Governance for South Africa ("King IV™") as well as its risk-identification and management processes. The centre proudly boasts seven clean, unqualified audits.

Section Three | About the CTICC

3.4 Key Performance Indicators 2020/21

As a results-driven organisation, much emphasis is placed on the attainment of targets – firstly at an organisational level, from where it cascades down to departmental level and, finally, to individual performance assessments. This system of performance management is integral to achieving financial and non-financial targets. The CTICC's performance is measured by the City of Cape Town against a set of KPIs that are reviewed annually by the stakeholders.

The table below illustrates the agreed KPIs for the 2020/21 financial year:

Table 2:
CTICC Key Performance Indicators (KPIs)

Category	Measurement	Annual Target 2018/19	Actual 2018/19	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Annual Target 2022/23
1 Operating Profit/(Loss) before Tax	Percentage achievement of annual operating profit	100%	722%	100%	100%	100%	100%
2 Capital Projects	Percentage of total number of capital projects for the year completed or committed	90%	97%	90%	50%	90%	90%
3 Capital Expenditure (CTICC 2 Expansion)	Percentage of total capital expenditure spend	100%	100%	100%	n/a	n/a	n/a
4 Quality Offering	Maintain 5-star tourism grading through effective management & maintenance of quality service delivery	Achieve 5-star tourism grading	5-star tourism grading achieved	Achieve 5-star tourism grading	Achieve 5-star tourism grading	Achieve 5-star tourism grading	Achieve 5-star tourism grading
5 Events	Number of events hosted	535	560	545	50	565	570
6 International Events	Number of international events hosted compared to annual budgeted target	32	34	34	6	35	35
7 External Audit Report	Clean Audit Report ²	Clean Audit Report (2nd Quarter)	Clean Audit Report for 2017/2018 financial year achieved	Clean Audit Report (2nd Quarter)	Clean Audit Report (2nd Quarter)	Clean Audit Report (2nd Quarter)	Clean Audit Report (2nd Quarter)
8 Human Capital Development	Percentage of annual total salary cost spent on the training of permanent and temporary staff	5%	6%	5%	3%	5%	5%
9 Minimum Competency Level	Number of senior managers registered for MFMA Competency Course	7	12	7	7	7	7

Section Three | About the CTICC

3.4 Key Performance Indicators 2020/21 (continued)

Category	Measurement	Annual Target 2018/19	Actual 2018/19	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Annual Target 2022/23
10 Customer Centricity and Service Excellence	Minimum aggregate score for all CTICC internal departments and external suppliers	80%	84%	80%	75%	80%	80%
11 Procurement	Supply chain procurement BBBEE suppliers measured in terms of BBBEE Act	Percentage spend not lower than 60%	86%	60%	60%	60%	60%
12 Financial Ratios:	Total cash and investments, less restricted cash for monthly operating expenditure	RCC = 5.0 times	10.0 times	7 times	3.8 times	0 times	0 times
• Ratio of cost coverage maintained (RCC)							
• Net debtors ³ to annual income (ND)	Net current debtors divided by total operating revenue	ND = 7.0%	1.3%	2.0%	5%	4%	4%
• Debt coverage by own billed revenue (DC)	Total debt divided by total annual operating income	DC = 0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
13 Student Programme contribution to youth employment and skills development	Number of student opportunities provided	6	14	6	8	10	10
14 Graduate Programme contribution to youth employment and skills development	Number of graduate opportunities provided	6	11	6	7	8	8
15 Number of people from the employment equity target groups employed in the three highest levels of management in compliance with the Municipal Entity's Approved Employment Equity Plan	Percentage of Exco, Manco and Leadership positions held by persons from designated groups	80%	80%	80%	80%	80%	80%

- 1 Operating profit is defined as earnings before interest, taxation, depreciation and amortisation.
- 2 Clean audit is defined as an unqualified audit report with no material findings on compliance with laws and regulations, and predetermined objectives.
- 3 Nett debtors are defined as gross trade debtors after impairment.

Section Three | About the CTICC

3.5 Situational Analysis 2020/21

Macro Environment

An ever-changing macro environment presents a complex and dynamic context for the CTICC, consisting of six sub-environments or variables, namely political, economic, social, technological, legal and environmental (PESTLE). This PESTLE analysis highlights the CTICC's current environment and the implications for the business.

Table 3:
PESTLE Analysis

 Political	- Global challenges faced by governments due to Covid-19 - Limited governmental support – National Convention Bureau (Subvention Fund) - Good synergy with shareholders - Governmental restrictions on business activity due to national lockdown restrictions (lockdown levels)
 Economic	- Global economic recession due to Covid-19 - Exchange rate depreciation - Financial downgrade by credit rating agencies - Shift in traditional markets - Electricity and fuel costs/load-shedding - Flight and accommodation costs - Lack of transport infrastructure - American trade restrictions - Geopolitical influences - Increasing food costs
 Social	- Negative impact of inner-city homelessness and vagrancy on delegates - Sustainability of job creation - High rate of poverty - Crime - Unemployment - Responsible citizenry - Limited social interaction due to Covid-19
 Technological	- Digitisation of business activity due to Covid-19 - Adaption to new technology trends - Lack of national infrastructure to support new technology - Emergence of new and advanced mobile technology - Cyber threats - Information security
 Legal	- Existing and new general legislation - Municipal entity legislation - Immigration and visa regulations - POPI Act and GDPR compliance and possible amendment due to Covid-19
 Environmental	- Climate change risks - Shortage of energy - Water scarcity and associated restrictions - Reduced food security resulting from the breakdown of the supply chain - Reduction of carbon footprint

Section Three | About the CTICC

3.6 Company Analysis

3.6.1 Brand Essence and Brand Positioning

The CTICC views its brand as a connector and a platform for opportunity: a brand that brings people together through the hosting of events that exceed expectations through a culture of customer-centric teamwork.

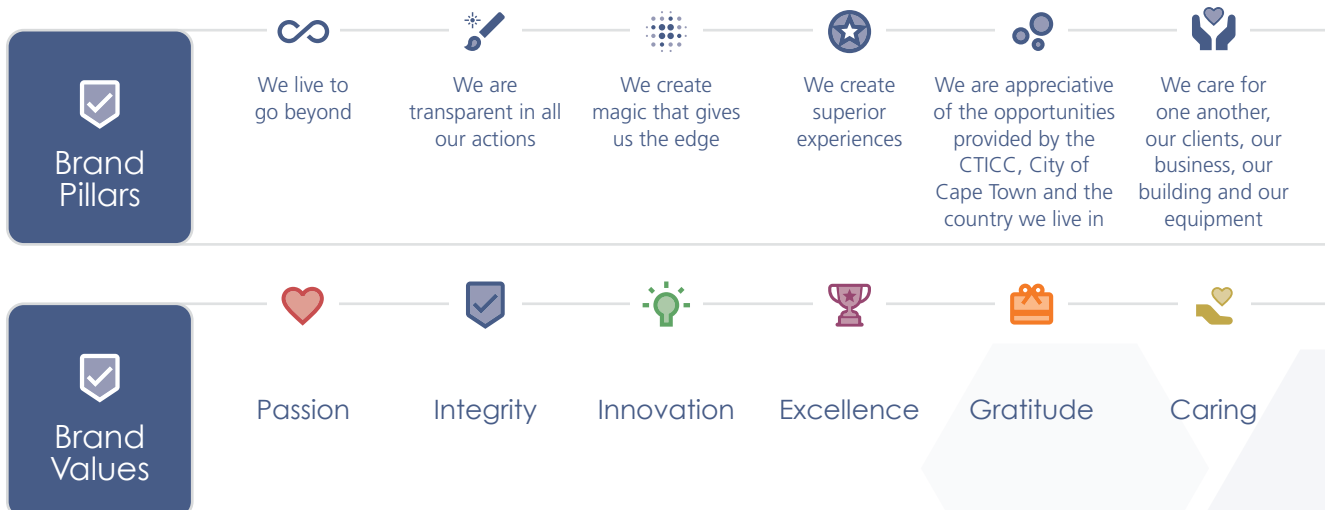
The CTICC's brand positioning is encapsulated in its purpose: to create jobs by attracting key economic business events and exceeding clients' expectations. While the CTICC Strategy Pyramid and Value Proposition have been well documented in previous annual submissions, it is important to reinforce its core message. The illustration below has been included for this purpose.

3.7 Market Attractiveness

The opening of the CTICC 2 has allowed the centre to attract a higher volume of large-scale exhibitions and international conferences of 10 000 or more delegates to Cape Town. It also provides the capacity to expand repeat events and international association meetings.

Diagram 1:

Strategy Pyramid and Value Proposition



Section Three | About the CTICC

Diagram 1:
3.8 SWOT Analysis**3.8 SWOT Analysis**

To remain competitive, it is necessary to constantly monitor the environment and the factors that affect the business, both positively and negatively. This revision of the previous year's SWOT Analysis is useful in guiding the CTICC on how to grow its business, capitalise on opportunities and mitigate risk.

**Strengths**

- Excellent/diverse culinary offering
- High quality building infrastructure
- Good governance and service ethics
- International standards driven
- Committed and passionate staff
- High quality in-house service providers
- Diverse and flexible product offering
- Strong brand awareness
- Strong industry commitment to brand and marketing initiatives
- Well-established high-yielding repeat client base
- Competitive pricing relative to long-haul competitors
- Sustainability conscious organisation
- Good city location and access to high quality amenities
- Lack of similar-sized venue supply in Cape Town for large international conferences and exhibitions/trade fairs
- Diverse accommodation options including surrounding high-end hotels
- Long-standing relationships with suppliers
- Healthy cash reserves
- Development of staff

**Weaknesses**

- IT policy and resources limiting innovation
- Attracting and retaining skilled staff
- Inconsistency of customer service delivery, which impacts on reputation and/or financial loss
- SCM constraints which impact on competitiveness
- Difficulty in sustaining ever-changing technology standards

Whilst international meetings and conferences represent higher-yielding business opportunities and greater macro economic benefits than local events, the market-environment analysis indicates that there is a need to have a parallel focus on the CTICC's national market segments footprint. The CTICC's strategic plan for the future, therefore, needs to take a holistic approach that maximises opportunities across all market segments.

**Opportunities**

- Targeting the South African market for larger incentive groups and corporate business
- Limited number of competitors with the capacity to host events of more than a 1 000 pax
- Leveraging stakeholder relationships and Cape Town brand initiatives
- Long-term commitment to current target markets
- Growth of Cape Town as a prime destination
- Growing niche and emerging economy markets
- Communicating product range to new markets
- Enhanced digital strategy
- Virtual meetings and contracting with essential service providers, such as call centres during Covid-19
- Use of technology to reduce costs
- Favourable exchange rate for international events

**Threats**

- The impact of the Covid-19 pandemic on gatherings and travel – i.e. business sustainability
- The impact of the water scarcity on business sustainability
- International demand for short-haul destinations (economic pressure)
- Increased local competition from new venues in Cape Town, including conferencing facilities within hotels
- Increase in crime in the areas surrounding the CTICC and the limited presence of law enforcement
- Long-term weakness of the rand, resulting in increasing operating costs (equipment, international trade shows, etc.)
- Government regulations and policies (particularly related to labour legislation, land reform, visa regulations, etc)
- Long-haul destination – associated costs and carbon footprint related to travel
- Profit-margin erosion due to factors such as increased costs related to water, food, beverages and labour
- Revenue erosion due to decreasing customer spend and delegate attendance
- Varying business models allowing other venues to be more competitive
- Outbreaks of communicable and food diseases
- Potential terrorist threats
- Implementation of capital works given business demands
- Political instability and the impact of service delivery
- Competitors not adhering to legislative requirements (i.e. SASRIA Act)

SECTION FOUR

Sales & Marketing

SALES & MARKETING



The Sales and the Marketing & Communications' teams, together with Revenue Management, play a central role in ensuring that the business meets and exceeds the following objectives:



Maximising revenue



Exceeding event number targets for international conferences



Positioning the CTICC (and the City of Cape Town) as a highly desirable destination for meetings and events



Securing a range of events



Exceeding client expectations through service excellence

Together, the three teams
play a central role
in ensuring that the business
meets and exceeds the
following objectives

Section Four | Sales & Marketing



Stakeholders/Shareholders

- The City of Cape Town
- The Western Cape Government
- SunWest International (Pty) Ltd
- CTICC Board Members
- Relevant sector organisations and associations, both regional and global, including Cape Town Tourism, South African Association for the Conference Industry (SAACI), Cape Town and Western Cape Convention Bureau, National Convention Bureau, International Association of Convention Centres (AIPC), The Global Association of the Exhibition Industry (UFI) and International Congress and Convention Association (ICCA), among others



Clients

- International associations and corporations
- National associations
- Professional conference organisers
- Exhibition clients
- Visitors and delegates
- Corporate clients
- Government organisations and embassies
- Event organisers
- Production companies



Media

- Industry and mainstream online media
- Regional and national print media
- Regional and national radio stations
- Online news portals
- Industry and association websites
- Social media



CTICC Staff

- Permanent staff
- Contract staff



Public

- Local communities

Contributors

add to the success
of the CTICC, making it a world-
class venue for both national
and international events

Section Four | Sales & Marketing

4.1 Sales

The overarching objective of the Sales team is to increase the CTICC's competitiveness in the global long-haul market through successfully bidding for international association conferences, as well as targeting corporate and government events in the region. Due to the Covid-19 pandemic and current business dynamic, the CTICC will focus primarily on local events, followed by national events and, finally, international events in accordance with the various levels of restrictions as enforced by the government.

As a venue, the CTICC specialises in delivering events in the following segments:



International Conferences



National Conferences



Exhibitions



Trade Fairs



Special Events
(sports, cultural and leisure events)



Banquets



Film and Photo Shoots



Other Events (workshops, training seminars, exams, product launches, breakfasts, AGMs & corporate roadshows)

To effectively attract and host events, the CTICC targets clients and event planners in the following markets:

- International and local associations
- Businesses and corporate organisations
- Exhibition and trade fair organisers
- Government departments
- International developmental organisations
- Film production companies
- Music and sports promoters
- Virtual meeting organisers

In the international market, the centre's primary business will continue to be derived from European and British associations markets. However, there also exist opportunities with international associations headquartered in Africa, as well as the American corporate and associations market. On a national level, trade fair, exhibition and national conference segments remain key revenue generators for the business.

The business of securing international conferences involves a bidding process and differs from securing other event segments, where clients book directly with the CTICC.

Associations are a collective of constituted businesses, professions and organisations that have membership within a country and are often affiliated with an international association. These international associations stage larger international conferences (also known as congresses, symposiums and general assemblies) on a regular basis. Often a local representative or association has to place a bid for the event to take place in their country. Specialised research is required to determine upcoming opportunities for Cape Town (and the CTICC) to bid on, as well as the exact bidding process involved, venue requirements, and the national host that would most likely be in a position to extend the invitation. The CTICC works closely with the City of Cape Town and the Western Cape Convention Bureau, as well as the National Convention Bureau to bid for international conferences.

Lead times can be very long – in fact, it is not unusual to have gaps of up to eight years between bids to host a particular world congress. However, shorter lead times are becoming more common.

Section Four | Sales & Marketing

4.1.1 Sales Objectives

1	Build and maintain strong client relationships
2	Generate leads within the city's catalytic sectors
3	Acquire and grow all market segments
4	Retain and grow repeat business
5	Match trends and tactics to maximise the above objectives

4.1.2 Sales Trends

The top trends in the local and international meetings and events sector are as follows:

1	Clients require more multi-functional venue capabilities and flexibility, as well as enhanced technology and telecommunications (AIPC)
2	Increasing competition requires greater flexibility with lead times, packages and pricing in order to meet challenging client demands and requirements
3	The average number of participants per meeting is decreasing (ICCA)
4	Local and international corporate meetings have the best growth outlook (AIPC)
5	Regional rotation is a growing trend (ICCA)
6	Universities are becoming a popular venue choice (ICCA)
7	The duration of meetings is getting shorter (ICCA)
8	Due to global economic growth, larger countries enjoy the majority of the market share in trade shows outside of China
9	Exhibition visitors have shifted their focus from attending exhibitions to online market places
10	Lead times between the bidding and hosting of events are becoming shorter. In the Middle East Africa region there was less profit shown in 2018 than in 2017

Source: 2019 AIPC Member Survey & ICCA 55 Year Trend Report (1963 – 2017), July 2018, UFI Global Exhibitions Barometer 21st Edition

Section Four | Sales & Marketing

4.2 Marketing & Communications

The Marketing and Communications team's focus is to execute external and internal marketing and communication initiatives on behalf of the CTICC. The department supports the Sales team in maintaining relationships with internal and external stakeholders to help facilitate the meeting of objectives as set out in the business plan.

The CTICC's marketing and communications strategy will continue to integrate CTICC 2 into its product offering and narrative, with the key message being that the CTICC complex boasts a variety of flexible options, while promoting the CTICC's own events. The goal is to ensure that CTICC 1 and CTICC 2 are presented as one complex in all communications.

The CTICC will utilise traditional and digital channels, and employ strategic through-the-line marketing and communication tactics to effectively reach objectives within budget, while also offering the best ROI.

Content is repurposed for each platform, producing the best content for the right audience at the right time. This can include infographics, videos, imagery, GIFs, written content or a combination, depending on the platform, budget and ROI.

4.2.1 Marketing & Communication Objectives

The CTICC aims to communicate the fact that it offers more than just flexible venue and catering offerings. It is, in fact, a platform for collaboration and knowledge sharing, and the aim is to be known for creating unique and memorable experiences across all event segments. Marketing and communications messaging will focus on these key messages via the 'Experience Extraordinary' promise.

For the 2020/21 financial year, the key marketing and communication objectives are to:

- 1 Ensure that the delivery of all marketing and communication action plans contribute measurably to the CTICC's overall business development objectives
- 2 Establish viable, business-generating partnerships with selected stakeholders that can leverage the company's marketing programmes and add value to its business development efforts
- 3 Demonstrate the successes of the CTICC
- 4 Engage effectively with internal and external audiences
- 5 Raise the profile of the CTICC among key decision-makers in local and international markets

4.2.2 Marketing & Communication Trends

The CTICC will plan and execute a marketing communications strategy that will position the brand with the following trends in mind:

- 1 The convergence of marketing and corporate communication, using an agile marketing approach
- 2 An increased focus on customer experience and understanding the buying-behaviour patterns of clients
- 3 Thought leadership and opinion pieces as a larger share of PR budgets
- 4 The continued shift towards digital content, including increased and immediate video content and quality, such as live video streaming and vox pops
- 5 Increased social media marketing, including curating user-generated content and customer reviews

Sources: forbes.com, bizcommunity.com, walkersands.com

Section Four | Sales & Marketing

4.2.3 Communications Tactics

For the CTICC to bring marketing to life on all platforms, communications have to evolve to ensure audiences on the right platforms receive the right information to make the best possible decision. This includes internal and external communications across traditional and digital media. The department, therefore, aims to create strategic content that will best serve the CTICC's purpose.

To facilitate this, the CTICC has a number of tactics, analytics and improvements to implement for communications as a whole:

Digital Alignment & Social Media Focus

- Website optimisation and launch of the e-commerce site.
- Consistent search engine optimisation for the website.
- Social media updated continuously, reviewed and tailored to the audience, trends and best practices.
- Paid social media and search engine marketing (SEM) has been approved.
- Creating interactive content, videos and collateral aligned to brand for relevant platforms.
- Generating multi-platform content with the audience in mind.
- Creating content plans for the interactive website with the intent of building an engaged and thus valuable audience.
- Social media will, while always curated, aim to engage more with users and utilise more user generated content.
- Finalise and implement the CTICC virtual tour on the website.
- Investigate and remain on trend where relevant for social and digital within an ever-evolving medium.
- Utilising UI and UX best practices to inform the customer journey and create a more seamless path to purchase at various touchpoints.

Writing

- Communications writing will focus on strategic content for the audience, which will be informed by the relevant platform.
- Writing will align to the brand and bring the purpose to life while living the values of the CTICC.
- Writing tone will differ for internal and external, and be dependent on the platform.
- Communications will generate two press releases and various advertorials on a monthly basis, as required.
- Content is reworked and utilised strategically and where relevant.
- Thought leadership content will be generated for media, web and LinkedIn, to promote and enhance the brand, with the aim of establishing the brand as an industry leader.

Branding

- All communications are created to enhance the brand.
- Manage and enhance touchpoints to create the right perception and align to brand while informing the client experience.
- Share communications internally to create a compelling staff brand narrative – the careers section on the website is one element of this.
- Create shared value for people and the business by collaborating with HR on human interest content.
- Write content to create credibility for speaking at relevant events to enhance brand and become a thought leader in the industry.

Reporting

- Reporting for social media and website analytics will be updated.
- New social media and PR reporting tools have been introduced. This will be integrated and used to full capacity to generate relevant insights and updates.
- Analytics on paid-for content to be integrated once completed.
- New reports to be compiled in accordance with best practices during the first half of the year.

Section Four | Sales & Marketing



4.3 Revenue Management

The Revenue Management supports the Sales and Marketing & Communications functions by ensuring the CTICC achieves its long-term and short-term business strategies. This is achieved through effective rate management, revenue streams management, business mix strategies, channels and distribution, strategic pricing and benchmarking while adhering to the city's requirements.

For the 2020/21 financial year, the key revenue management objectives are to:

- 1 Ensure a clearly defined retention and acquisition strategy is established
- 2 Ensure an effective base business strategy is in place with key stakeholders/business partners
- 3 Drive revenue streams through effective business mix management and strategic pricing
- 4 Establish a clearly defined demand calendar with alignment to Sales and Marketing
- 5 Drive an effective and efficient contract management process while ensuring audit and city requirements are met

**Revenue
Management**
supports the Sales and
Marketing & Communications
departments

SECTION FIVE

Events Delivery



EVENTS DELIVERY

Events delivery consists of three areas, all of which ensure the successful planning and management of events that are hosted at the CTICC. They are:



Events Management



Operational Support



Food & Beverage

These three areas combined ensure seamless, profitable and sustainable service delivery across all event segments and activities, providing logistics, ICT, security, parking, and food and beverage services.

5.1 Events Management

Event management in the context of the CTICC forms part of the second of a three-phase process flow in which an event is planned, coordinated and executed.

The Event Management team is tasked with contributing to meeting and exceeding budgets, such as those set out for the Food & Beverage and Operations departments. The CTICC strives to deliver service excellence within a 24-hour turnaround time, while building client relations in an effort to promote repeat business.

5.1.1 Events Management Objectives

- 1 The successful and profitable management of events
- 2 Up-selling food and beverage offerings, IT, facilities and branding sites
- 3 Constant improvement of client relationship management
- 4 Departmental training and development, and cross-departmental training
- 5 Monitoring of systems and internal processes to improve efficiencies, turnaround times and client experience

These objectives are met through a range of tactical implementations.



5.1.2 Events Management Trends

- 1 Centre-owned events and event partnerships
- 2 Increased need for event security
- 3 Electronic cashless payment services
- 4 Continued focus on sustainability
- 5 Higher demand for technology and telecommunications services

Source: <https://helloendless.com/2020-event-trends//> and AIPC Customer Survey Report/ and AIPC 2019 Research Report: Event Organizer Trends and Perspectives

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5.1.3. Conference and Exhibition Services

The Conference and Exhibition Services department is responsible for providing a turnkey solution to all clients by establishing partnerships with key suppliers. These suppliers are able to offer services to all conference and exhibition organisers. Services range from audio visual, electrical connections and plumbing, to safety and security, cleaning and décor services. The Conference and Exhibition Services department is tasked with meeting and exceeding the budgets set for the department. In addition to the revenue component, the department focuses on ensuring all events comply with the by-laws set by the City of Cape Town and the Safety at Sports and Recreational Events Act.

Conference and Exhibition Services Objectives

- 1 Increase market share for all subcontracted services by ensuring all clients are advised of the company's offerings
- 2 Improve relationships with the City of Cape Town's Events Office to ensure all events are timeously issued with the necessary permit documentation
- 3 Focus on departmental training for all receptionists and operations services coordinators
- 4 Strengthen relationships with all service partners by hosting regular meetings and SLA reviews to ensure that the company delivers world-class events for its clients
- 5 Increase awareness and initiatives to provide more sustainable events

Conference and Exhibition Services Trends

- 1 Increase in providing food sustainability at events
- 2 Provision of creative meeting room design
- 3 Increase in experiential meetings
- 4 Increase in event technology for a superior delegate experience

The CTICC continues to maintain its **5-Star Rating**



5.2 Operational Support

5.2.1 Facilities Management

The CTICC seeks to ensure that the facility is maintained in a pristine, 5-star condition at all times, by continually investing in upgrades and refurbishments that will continue to create memorable customer experiences and position the CTICC as one of the world's leading conference centres.

Facilities Management Objectives

- 1 Preventative maintenance to uphold the 5-star grading year on year
- 2 Continually upgrade and refurbish the facilities
- 3 Ensure core services and clients are not impacted by load-shedding or water scarcity

Sufficient back-up electricity has been catered for, through the installation of additional power generation capacity. SLAs for the supply of emergency diesel will be put in place to ensure adequate provision of diesel at all times. In addition, a reverse osmosis plant has been installed, which can produce up to 200 000 litres of potable water in a 24-hour cycle.

The CTICC's world-class facility meets both national and international standards, allowing the business to continue to meet and exceed its objectives and drive a positive client satisfaction rating.

Facilities Management Trends

The 2018 trend analysis by the International Facility Management Association (IFMA) shows a shift in workplace strategy. Still, the company's focus will continue to follow the 2017 trend analysis which is the most relevant to its facility.

These focus areas remain as follows:

- 1 Sustainability remains important worldwide
- 2 Complex building systems and controls offer opportunities and challenges
- 3 Older buildings demand a growing focus on 'repair or replace' policies
- 4 Disaster preparation is required to ensure business continuity after a disrupting event
- 5 Complex information poses challenges but also offers opportunities to improve services
- 6 Recruiting top talent is difficult and requires better marketing of the facilities management profession
- 7 Facilities that safeguard the health of building occupants are becoming imperative
- 8 Special needs and accessibility standards are increasingly covered by local codes and regulations

Further to this, increasing internal mobility is the single pertinent trend identified in the 2018 analysis that is relevant to the facility and business. This trend will also form part of the CTICC's focus areas.

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With the rising use of technology and 'smart working', an increasing number of employees are no longer desk-bound. In the interest of innovation, employees are now equipped to work from home or access 'hot desks' that have been setup in both CTICC buildings, to make the most of its flexible environments and resources. It is this innovative approach that has allowed the business to remain functional, while it continues to support the concept of social distancing during the Covid-19 pandemic and lockdown period.

5.2.2 Parking

The CTICC recognises that the parking facility is both the first and last experience that most attendees will have during their visit to the CTICC. As a result, there is a strong focus on service excellence within this environment. Here the team assists clients in event build-up and breakdown logistics planning, as well as ensuring sufficient parking for event attendees, staff and contractors.

Parking Objectives

- 1 Provide easy access to and from the parking facilities for all event stakeholders
- 2 Facilitate and maximise parking availability within the CTICC precinct for as many of its patrons as possible
- 3 Enhance parking location and accessibility

5.2.3 Marshalling Yard Logistics

Marshalling Yard management is essential to the smooth build-up and breakdown processes required to meet client timelines. With approvals from the city for the access and egress routes from the off-site Marshalling Yard not yet formally acquired, logistics for the CTICC 2 Marshalling Yard will continue to pose a challenge. To this end, additional build-up and breakdown time

will be allocated, incurring unnecessary costs that will potentially continue to negatively impact the traffic flow in the Foreshore.

Marshalling Yard Objectives

- 1 Ensure compliance with the City Traffic Services' requirements to properly manage the Marshalling Yard and alleviate city congestion
- 2 Implement event logistics plans and ensure that these are proactively communicated to include both CTICC 1 and CTICC 2
- 3 Agree build-up and breakdown schedules with clients and stand builders
- 4 Provide clear access regulations instructions seven days prior to build-up
- 5 Post signage when and where required and as dictated by event needs

5.2.4 ICT

The Information Communication and Technology (ICT) department supports the business both through the provision of service, as well as by generating revenue.

ICT Objectives

- 1 Harnessing emerging technologies to enhance service offering
- 2 Support corporate governance through technical solutions and ensuring legislative ICT requirements are complied with
- 3 Modernising the digital infrastructure of the complex
- 4 Ensuring availability of services supporting the business and event hosting activities
- 5 Continually enhancing the cyber security controls while ensuring service availability

Section Four | Sales & Marketing



5.2.5 Health & Safety

The safety and security of people, property, patrons and assets at the CTICC is imperative, as is the safe and secure execution of events hosted within the complex. At the same time, the necessary quality, environmental and safety management systems must be maintained at every level so as to retain its ISO Certification and ensure full legislative compliance, as required by the Safety at Sports and Recreational Events Act and Regulations (SASREA).

Health & Safety Objectives

- 1 To maintain and secure infrastructure that is safe for clients and stakeholders
- 2 To obtain a Venue Safety and Risk Grading Certificate
- 3 To work in collaboration with CBD stakeholders to improve security measures in the city
- 4 To comply with safety and security requirements at events
- 5 To provide reassurance and safety for international/national delegates visiting the CTICC

5.2.6 Occupational Health & Safety

There are three components to promoting a safety culture: a healthy environment, emotional well-being, and safety and protection. Trends in this area focus on training and supervision as part of the safety culture. In addition, draft legislation for Ergonomics Regulation was published in 2017 and was promulgated in December 2019. These regulations will provide guidance on how work is conducted and how equipment should be used in the workplace, the impact on employee well-being, and what measures are required to reduce muscular-skeletal injuries or disorders in the workplace.

Workplace safety is assured by the CTICC's ISO standards and will continue to provide a support framework for the management of safety at events for contractors and employees alike.

The CTICC is central to Cape Town and the Foreshore and attracts local and international clients, VIPs, celebrities and dignitaries to events that might pose security and/or cyber-security risks to the centre. The company aims to provide a safe venue and host events without incident.

To this end, the CTICC has engaged and formed close relations with external and supporting law-enforcement agencies such as the SA Police Service (SAPS), Metro Police, City of Cape Town Fire Department, Central City Improvement District (CCID) and City of Cape Town Disaster Risk Management Centre.

The CTICC has a disaster preparedness plan in place that covers eventualities such as fires, viral outbreaks, power-cuts, water shortages, bomb threats, terror attacks or incidents resulting in mass casualties. During this financial year, the CTICC plans to coordinate and conduct training exercises with the stakeholders mentioned.

In light of the Covid-19 pandemic, the CTICC has introduced various safety measures and enhanced cleaning protocols. All bathrooms have been equipped with alcohol-based hand sanitiser, and decontamination spray booths will be installed at entrances. In addition, staff members have undergone extensive training in terms of sanitisation and food safety, and they are encouraged to wear face masks at all times.

Occupational Health and Safety Objectives

- 1 Ensure full compliance in accordance with legislation governing work and events
- 2 Provide continuing education to staff and contractors
- 3 Retain a low accident rate
- 4 Offer a safe workplace to staff and contractors
- 5 Provide staff members thought to be affected by Covid-19 with supplies, dispensation and resources required to self-quarantine

Section Four | Sales & Marketing



5.3 Food and Beverage

The Food & Beverage department generates about 40% of the CTICC's annual turnover while achieving targeted cost of sales figures. The team plays a vital role in ensuring the delivery of world-class experiences to its clients and visitors. The CTICC has a reputation for creating contemporary food and beverage offerings for a broad range of events, including banquets, cocktails and public catering in exhibition spaces.

The CTICC has two production kitchens and 23 satellite kitchens, making it one of the largest and most sophisticated F&B venues in the Western Cape. This allows for prompt and efficient delivery of meals for more than 3 000 delegates at a time. The team uses the latest cooking technologies and follows the most current culinary trends. The trained culinary team is equipped to prepare and produce any type or style of food requested by clients.

The Food & Beverage department consists of the following divisions: kitchen (culinary), front of house (banqueting and beverage), back of house, and the coffee shops, including the Old Pier Café.

5.3.1 Food & Beverage Trends

1	Experiential dining that is unique, authentic and relevant to the local culture
2	Convenience: grab-and-go and self-service kiosks
3	Food safety as the industry is vulnerable to food-borne diseases e.g. avian flu, foot and mouth disease. This includes new safety protocols as affected by Covid-19 – e.g. roll-back of buffet option.
4	Healthy and ethical lifestyle choices are influencing demand for, for example, low or no carbohydrate meals; use of plant-based/vegan-suitable ingredients; use of natural, organic or gut-friendly (digestive wellness) food, low-sugar, low-alcohol or no-alcohol beverages; alternative dairy; mood enhancing food; the role food plays in reducing the risk of disease and promoting good health; and delicious and healthy desserts without the excessive use of dough, cream, sugar, etc.
5	Using locally sourced meat and seafood, food grown in-house and sustainably sourced and produced products, e.g. fairtrade
6	Packaging that is more environmentally sustainable/plastic free
7	Botanical beverages, e.g. craft gins, flavoured coffees and teas
8	Use of food technology, e.g. digitisation, apps for ordering food and robotics
9	Food-waste reduction through zero-waste cooking
10	Cannabis/hemp-infused food and beverage offerings
11	Wood-fire cooking

5.3.2 Objectives

1	Produce exceptional quality food and beverage offerings in line with international trends and the highest standards
2	Maintain the ISO 22 000 Food Safety Management Standard
3	Regular competitor analysis to ensure an understanding of the strengths and weaknesses of the CTICC food offering against competitors. This will facilitate the formulation of strategies to provide the CTICC with a distinct food and beverage advantage over its competitors
4	Maintain event-based costing
5	Expand the cashless system for all public-catering operations
6	Continuous training of staff to ensure that the company provides the highest standard of service
7	Enter competitions for chefs, bar staff and baristas
8	Partner with local celebrity chefs, baristas and mixologists for coffee shops and roof top venue
9	Leverage the newly opened Mountain View Roof Terrace

SECTION SIX

Sustainability



we are a green conscious convention centre

SUSTAINABILITY



Sustainability is everyone's responsibility and, to this end, the CTICC has a clear Corporate Social Responsibility (CSR) strategy. The Commercial team is responsible for the CSR component, while the Operations team takes care of the environmental component of the CTICC's sustainability strategy. The company's mission statement includes the goal of becoming a world leader in sustainability initiatives and sustainability is, therefore, central to every operation, every decision and every event.

While each department has a responsibility to ensure that they 'think sustainability' at all times, it is the mandate of the Nurture Our World (NOW) team to ensure that

practical objectives for a sustainable outcome are properly planned and achieved.

The CTICC's NOW concept was launched in 2009 and remains the sustainability icon that drives the CTICC's sustainable practices. NOW is the collective initiative that supports other subsidiary initiatives such as Manco and ISO Certification (ISO 9001 Quality Management, ISO 14001 Environmental Management and OHSAS 18001 BS Occupational Health and Safety Management).

6.1 Sustainability Objectives

- 1 To track all sustainability activities and ensure they have a significant impact (financial and non-financial) on the organisation before contributing to the achievement of its vision and objectives
- 2 To promote sustainable events through early assessment of the construction and waste that will be derived, and identify CSR donations and opportunities for Local Community Partners (LCPs) attendance to events that would benefit LCPs
- 3 To measurably build the CTICC brand as a world leader in sustainability while leveraging sustainability as a key compelling selling point for the CTICC
- 4 To refine the CSR strategy in order to maximise the impact of targeted investments in support of Local Community Partners and other non-profit organisations, including upcycling initiatives and education events

These objectives seek to meet the needs of two core strands of the CTICC' sustainability strategy, namely social sustainability and environmental sustainability.



The CTICC NOW
concept was launched
in 2009 and remains the
sustainability icon that
drives the CTICC's triple
bottom line

Section Six | Sustainability

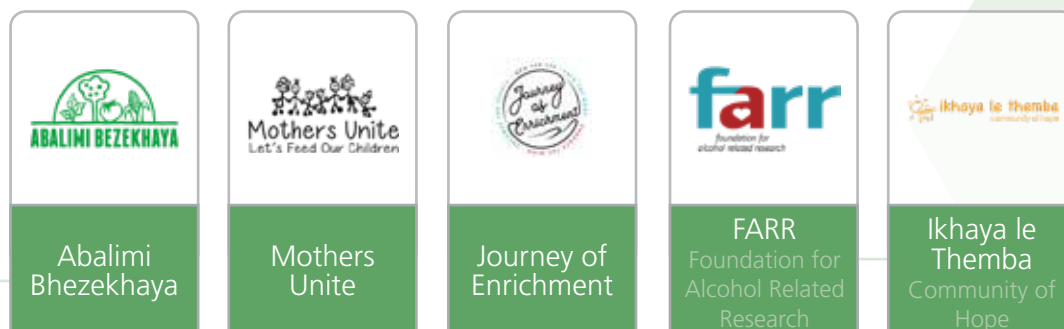


6.1.1 Social sustainability

Given that the City of Cape Town is the CTICC's majority shareholder, the centre is truly owned by the people for the people. As such, it is vital that the CTICC focuses on maximising its contribution to GDP, GGP and job creation. Its contribution to social capital is, therefore, an important CSR measure – one supported by a comprehensive CSR strategy, which lists various focus areas for the CTICC's community support. This extends beyond financial support and includes skills development, education and overall community upliftment.

Core to this is the CTICC's partnership with its five identified Local Community Partners. These selected partners receive support from the CTICC for a three-year cycle after which new nominations are called for.

The current selected partners are:



In addition to the above, the CTICC's social commitment extends to organisations and outreach initiatives beyond the five Local Community Partners. Its commitment to the betterment of communities was served through several initiatives that took place in 2018/19. These included, but were not limited to, a youth day programme; celebration of seniors with Neighbourhood Old Age Home elders on International Day of Older Persons; providing care packages to the homeless on World Homeless Day; celebrating the legacy of former South African President, Nelson Mandela, on Mandela Day, by donating food parcels; and highlighting water awareness during National Water Week, to name but a few.

Based on international trends in sustainability, as well as the CTICC's own experience, an approach to social sustainability that is narrower and deeper (as opposed to broad and shallow) is most effective and delivers lasting impact. As such, the needs analysis of the community partners will pay close attention to the 'deep' support that may be required. This may include skills exchange, ongoing mentorship, monitoring and evaluation, and other contributions.

Section Six | Sustainability



6.1.2 Environmental Sustainability

The CTICC has made great strides in environmental sustainability in recent years, and this success has become one of the CTICC's unique selling points. The CTICC continually improves its energy and water efficiency, as well as providing adequate services for safe disposal and, where possible, the recycling of its waste. It has also made a concerted effort to raise awareness among staff to reduce its carbon footprint.



Water

- The CTICC has been reducing its water consumption through its environmental sustainability practices for several years. Over the last seven years, the centre has reduced its consumption by an average of 10.7 million litres per year when compared to the baseline year of 2011/2012. Going forward, the CTICC intends to:
- Continue to focus on water resilience plans to reduce dependence on the municipal supply.
- Source water for cooking and food preparation from non-municipal sources. A reverse osmosis plant has been installed, which is able to produce 200 000 litres of drinking water in a 24-hour cycle obtained from ground water.
- 400 000 litres of additional storage capacity for the purified water from its Reverse Osmosis Plant has also been added.
- An additional 265 000 litres of water is captured in rainwater storage tanks.



Electricity

The CTICC's electricity consumption demonstrated an increase of 732 102 kWh, which equated to an average increase of 6% in electricity consumption in the 2018/19 year. As outlined in our five-year strategy, we are investigating more sustainable electricity generation options, including photovoltaic solar PV panels and water heating by means of heat pumps.

Our commitment going forward is to reduce our electricity consumption by 1% year on year in terms of kWh.



Waste

The CTICC further reinforces its environmental commitment by remaining vigilant about waste reduction in general and minimising waste being sent to landfill sites in particular.

Our recycling begins with a rigorous policy of eco-procurement, working primarily with suppliers who offer reusable and recyclable products.

The CTICC will continue its efforts, as it has in prior years, to reduce waste to landfill.

Section Six | Sustainability



6.1.3 ISO Certification

In September 2018 the CTICC underwent an Integrated Management Systems Audit for:

ISO 9001: 2015, ISO 14001: 2015 and OHSAS 18001: 2007 (BS)

The CTICC achieved full recertification from the South African Bureau of Standards (SABS) for all three standards, and certificates were issued to reflect this. These certifications have been awarded for a period of three years and will need to be renewed in September 2021. Over and above this, the CTICC was also audited and achieved full certification for ISO 22000, which superseded its previous SANS 10330:2007 HACCP certification and will be renewed in October 2021.

The CTICC constantly strives to improve its service delivery and product offering, and it is to this end that it will focus on the following:

- 1 Drive ISO standards as part of the embedded CTICC work-life culture
- 2 Maintain ISO certification
- 3 Prepare to integrate ISO 9001, 14001 and OHSAS 18001 into ISO 45001 by 2021
- 4 Maintain ISO 22000 (Food Safety) certification

THE CTICC
achieved full
recertification from the
South African Bureau of
Standards (SABS)

SECTION SEVEN

Governance



GOVERNANCE



The company's Board of Directors ('the Board') subscribes to the principles set out in The King Report on Corporate Governance for South Africa 2016 ('King IV™'). The Board places a strong emphasis on maintaining high standards of financial management, accounting and reporting to ensure that the company's affairs are managed in an ethical, transparent and responsible manner, while also taking into consideration appropriate risk parameters.

The company has an experienced and stable Board of Directors, which directs, governs and remains in effective control of its business. The Board is ultimately responsible for determining the strategic direction of the company through the establishment of strategic objectives and policies. Board meetings are held at least quarterly to review the company's performance against budgeted targets, and more frequently if necessary.

● The Company Secretariat

The core focus of the Company Secretariat is the effective administration of Board and Shareholder matters and to ensure that procedures and structures are in place to promote good corporate governance by the company.

The Company Secretariat strives to ensure that the company has a balanced and representative Board of Directors, which is properly informed and equipped to make the right decisions in the best interests of the CTICC within the constraints of the legal framework within which it operates.

It is important that Board members are aware of their duties and responsibilities as directors in terms of the applicable legislation and Good Corporate Governance Principles in general. New Board members must therefore receive a thorough induction as soon as possible to enable them to add value to the company.

It is also important that Board members and shareholders respectively receive comprehensive reports to enable them to make informed decisions regarding the company.

Section Seven | Governance

7.1 Supply Chain Management

The core function of the Supply Chain Management (SCM) unit is to ensure that the correct products and services are procured to meet client needs in a manner that is cost-effective and in line with prevailing legislation. SCM plays a pivotal role, working in tandem with the business units, to ensure proper planning, market analysis and development of the correct specifications for goods and services.

7.1.1 Supply Chain Management Objectives

1	To ensure legislative compliance, including MFMA, PPPFA, SCM regulations
2	To implement detailed demand management and strategic sourcing
3	To institute effective cost-saving mechanisms to improve profitability, without compromising service standards
4	To maximise enterprise supplier development and empowerment, and align this to the CTICC's BBBEE strategy/target
5	To ensure that SCM forms an integral part of the financial-management system and the CTICC's digital strategy
6	To align the company with industry trends and ensure that CTICC adheres to international best practices
7	To encourage sustainable procurement
8	To have no material findings in SCM which impacts achieving an unqualified audit

Principle Six

Businesses should uphold the elimination of discrimination in respect of employment and occupation

Principle Eight

Businesses should undertake initiatives to promote greater environmental responsibility

Principle Ten

Businesses should work against corruption in all its forms, including extortion and bribery



United Nations
Global Compact

7.2 UNGC Principles

Principle One

Businesses should support and respect the protection of internationally proclaimed human rights

Principle Two

Businesses should make sure they are not complicit in human rights abuses

Principle Three

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

Principle Four

Businesses should uphold the elimination of all forms of forced and compulsory labour

Principle Five

Businesses should uphold the effective abolition of child labour

Principle Seven

Businesses should support a precautionary approach to environmental challenges

Principle Nine

Businesses should encourage the development and diffusion of environmentally friendly technologies

The CTICC continues to follow the United Nations Global Compact's (UNGC) principles as part of its leadership strategy. It is divided into four groups: human rights, fair and equal labour principles, embedded environmental principles and anti-corruption. In addition, this helps position the CTICC as a love-brand based on its ability to show care for and commitment to the communities in which it operates.

SECTION EIGHT

Human Resources



HUMAN RESOURCES



Human Resources (HR) department is transitioning from a service delivery model to a business partnering model. HR will partner with the business in the formation of strategy, the design of the organisation, and the implementation of the business model. The goal of HR is to drive and support the workforce through development, recruitment and retention. The CTICC believes that growing its people contributes to growing the organisation.

The CTICC's corporate value of Integrity clearly states its expectations of employee behaviour. The CTICC is transparent in all its actions, and expects ethical behaviour in every single area of business. Adherence to the UN's Global Compact further demonstrates a commitment to fair labour practices as well as ethical conduct in terms of the centre's contractual obligations with business partners and clients.

Human capital development and providing graduate training opportunities are key HR KPIs for the CTICC. Graduates from the hospitality sector are placed throughout the business to gain valuable work experience. Over and above standard training courses, permanent staff are selected to participate in international knowledge exchange programmes, summits and professional development programmes. These initiatives provide a targeted, industry-specific form of training and development, as well as opportunities to establish the kind of industry networks that facilitate future professional growth.

The
CTICC
believes that growing
its people contributes to
growing the
organisation



Section Eight | Human Resources



8.1 HR Objectives

- 1 To ensure that the CTICC remains an employer of choice
- 2 To develop employees in order to create an environment that recognises hard work and talent
- 3 To identify and improve the cost and efficiency of HR service delivery (e.g. cost of hiring) as well as the time taken to provide the services (e.g. time taken to fill vacancies)
- 4 To recruit and retain a diverse workforce to meet the needs of the organisation

8.2 HR Trends

- 1 Employee experience: create a great employee experience similar to the emphasis on customer experience. An exceptional employee experience is required if employees are to provide the best possible customer experience
- 2 Employee health and wellness: create a higher level of employee health and wellness, not only regarding physical health, but also emotional, mental and financial wellness
- 3 Learning and development: the speed and complexity of change requires a competent workforce, thus, more proactive and dynamic approaches to learning and development are imperative. Learning should be more focused and just-in-time to set employees up to deliver their best
- 4 Engaging employees in order to build their commitment to the organisation
- 5 Creating an environment and brand that attracts through its success

Working with the above trends will lead to the onboarding and retention of passionate employees.

SECTION NINE

Financial Projections



FINANCIAL PROJECTIONS



The operational plans that give effect to the strategy and which are factored into the budgets have taken into account growth in primary and secondary revenue streams, as well as the continuous drive to save costs. The business needs in respect of capital expenditure, which is also funded from CTICC reserves, have been budgeted at R59.8 million for the year. The capital expenditure is for new and existing assets, which will contribute to the CTICC remaining a world-class facility.

The 2020/21 budget process followed a similar approach to that used in previous years, but taking into account the significant impact that the Covid-19 pandemic will have on the future of the business. The budget takes into account the current market conditions, such as the lockdown, inflation, historical trend analysis, as well as the proposed city budget guidelines. Zero-based budgeting was used, where all expenses were justified and analysed for the centre's needs and cost.

The budgeted 2020/21 operating profit before interest tax depreciation and amortisation (EBITDA) for the company is projected to be a loss of R50.0 million for the year.

The 2020/21 budget includes the potential revenue, and cost recovery that the company will earn from the contracts concluded with the WCPG during the lockdown period, as well as the commencement of operations in some form or other from January 2021.

Due to the nature of the business and the increase in short-term bookings, the company has always included a portion of 'unknown' revenue for the unknown or short-term business. As venue rental income is the primary source of revenue, the other revenue stream budgets are prepared with these same assumptions.

Gross margins are budgeted to be maintained at about 80%. Indirect costs have been budgeted to increase at 7.8% in total, mainly as a result of an increase in payroll, utilities, maintenance, marketing and IT costs. The budget for 2020/21 reflects a R70.9-million net loss after tax for the year.

The following table shows the 2018/19 actual amounts as well as the 2019/20's original and adjusted budgets, and the projected budget for the 2020/21 financial year.

Section Nine | Financial Projections

Table 5:
Revenue Projections

Description	Actual 2018/19	Budget 2019/20	Adjustment Budget 2019/20	Budget 2020/21
Revenues	277 781 799	278 700 157	278 700 157	207 906 753
Venue Hire	128 873 199	131 820 411	131 820 411	115 959 738
Food & Beverage	98 298 188	101 266 105	101 266 105	67 963 111
Parking & Other Income	50 610 412	45 613 641	45 613 641	23 983 904
Less: Direct Costs	56 650 766	58 930 179	57 859 331	40 330 355
Cost Of Sales	31 300 126	35 122 247	36 555 771	24 778 545
Other Direct Costs	25 350 640	23 807 932	21 303 560	15 551 810
Gross Profit	221 131 033	219 769 978	220 840 826	167 576 398
Less: Indirect Costs	163 612 810	209 624 889	201 923 546	217 577 923
Personnel & Management	66 747 421	94 513 559	86 067 034	95 966 613
Building Costs	68 738 536	80 287 332	83 708 265	89 206 737
Marketing & Other Indirect Costs	28 126 853	34 823 998	32 148 247	32 404 573
EBITDA	57 518 223	10 145 089	18 917 280	(50 001 525)
Interest Received	14 482 277	6 900 000	11 750 000	8 075 500
Less: Depreciation	51 574 465	50 163 514	56 293 146	54 499 187
Impairment	2 548 136	–	–	–
Net Profit/(Loss) Before Taxation	17 877 899	(33 118 425)	(25 625 866)	(96 425 212)
Taxation	(5 393 865)	–	7 731 472	25 519 564
Net profit/(loss) after taxation	12 484 034	(33 118 425)	(17 894 394)	(70 905 648)

Table 6:
Capital Expenditure Budget 2019/20 – 2022/23

Category and Description	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Building Enhancements	33 070 000	39 712 615	41 945 781	40 801 204
IT & Electronic Infrastructure	17 918 555	26 585 766	23 349 455	12 689 521
Kitchen Enhancements	1 348 100	2 666 506	2 577 789	3 132 960
Catering Furniture & Equipment	3 430 000	4 517 736	5 020 529	4 770 000
Operational Capex Budget	55 766 655	73 482 623	72 893 554	61 393 685
CTICC2	4 000 000	2 000 000	2 000 000	2 000 000
Total Capex Budget	59 766 655	75 482 623	74 893 554	63 393 685

SECTION TEN

Annexures



Section Ten | Annexures

ANNEXURES

Financial Performance

Three-year budget: 2019/20 – 2022/23

Category	Actual 2018/19	Budget 2019/20	Adjustments	Adjustment Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Revenue By Source							
Rent Of Facilities And Equipment	128 873 199	131 820 411	-	131 820 411	115 959 738	118 137 547	125 692 001
Interest Earned – External Investments	14 482 276	6 900 000	4 850 000	11 750 000	8 075 500	8 560 030	9 073 632
Other Revenue	148 908 599	146 879 746	-	146 879 746	91 947 015	141 592 889	150 572 784
Total Revenue	292 264 074	285 600 157	4 850 000	290 450 157	215 982 253	268 290 466	285 338 417
Expenditure By Type							
Employee Related Costs	66 332 674	93 932 359	(8 446 525)	85 485 834	95 385 413	101 754 949	107 702 520
Remuneration Of Board Members	414 747	581 200	-	581 200	581 200	610 260	640 773
Depreciation & Asset Impairment	54 122 601	50 163 514	6 129 633	56 293 147	54 499 187	52 319 219	50 749 643
Other Expenditure	153 516 153	174 041 509	(325 667)	173 715 842	161 941 665	182 555 552	194 749 242
Total Expenditure	274 386 175	318 718 582	(2 642 559)	316 076 023	312 407 465	337 239 980	353 842 178
Surplus/(Deficit) Before Taxation	17 877 899	(33 118 425)	7 492 559	(25 625 866)	(96 425 212)	(68 949 514)	(68 503 761)
Taxation	(5 393 865)	-	7 731 471	7 731 471	25 519 564	20 802 466	20 667 979
Surplus/(Deficit) After Taxation	12 484 034	(33 118 425)	15 224 030	(17 894 395)	(70 905 648)	(48 147 048)	(47 835 782)

Section Ten | Annexures

ANNEXURES

Financial Position

Three-year budget: 2019/20 – 2022/23

	Actual 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Assets					
Non-current Assets	880 698 670	897 647 453	790 405 668	832 247 560	874 935 476
Property, Plant And Equipment	581 477 420	592 818 707	413 016 855	436 180 258	460 324 170
Investment In Subsidiary	100	100	100	100	100
Service-in-kind benefit	175 051 024	172 927 048	170 803 072	168 679 096	166 555 120
Deferred Taxation	124 170 126	131 901 598	206 585 641	227 388 106	248 056 086
Current Assets	252 294 712	225 357 626	110 166 617	24 037 103	(62 457 662)
Inventories	2 065 465	1 754 558	2 367 286	2 426 468	2 487 130
Trade and Other Receivables	62 859 567	16 031 948	24 077 034	15 583 826	16 575 887
Service-in-kind benefit	2 123 976	2 123 976	2 123 976	2 123 976	2 123 976
South African Revenue Services	3 002 224	-	-	-	-
Cash and Cash Equivalents	182 243 480	205 447 144	81 598 321	3 902 833	(83 644 655)
Total Assets	1 132 993 382	1 123 005 079	900 572 285	856 284 663	812 477 814
Net Assets And Liabilities					
Net Assets	1 034 686 398	1 016 324 451	822 047 357	773 900 308	726 064 527
Contribution from Owners	1 277 427 701	1 277 427 701	1 277 427 701	1 277 427 701	1 277 427 701
Accumulated Deficit	(242 741 303)	(261 103 250)	(455 380 344)	(503 527 393)	(551 363 174)
Non-current liabilities	335 155	426 030	-	114 050	228 100
Operating lease liability	335 155	426 030	-	114 050	228 100
Current Liabilities	97 971 829	106 254 598	78 524 928	82 270 305	86 185 187
Client Deposits	41 385 627	32 849 141	32 700 089	34 335 094	36 051 849
Trade and Other Payables	51 009 307	68 595 842	41 228 824	42 877 977	44 593 096
Provisions	5 576 895	4 809 615	4 596 015	5 057 234	5 540 242
Total Net Assets and Liabilities	1 132 993 382	1 123 005 079	900 572 285	856 284 663	812 477 814

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ANNEXURES

● Cash Flow Statement

Three-year budget: 2019/20 – 2022/23

	Actual 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Cash Flow From Operating Activities	20 003 868	91 305 651	(46 974 428)	(2 212 865)	(12 653 933)
Cash Receipts from Customers	247 577 036	325 527 776	207 381 798	270 472 890	277 543 757
Cash Paid to Suppliers and Employees	(237 423 498)	(248 974 349)	(262 431 726)	(281 245 785)	(299 271 322)
Suppliers	(175 574 688)	(154 460 790)	(182 769 070)	(196 006 743)	(208 917 938)
Employee Costs	(61 848 810)	(94 513 559)	(79 662 656)	(85 239 042)	(90 353 384)
Cash Generated from Operations	10 153 538	76 553 427	(55 049 928)	(10 772 895)	(21 727 565)
Finance Income	14 846 029	11 750 000	8 075 500	8 560 030	9 073 632
Taxation Paid	(4 995 699)	3 002 224	–	–	–
Cash Flow from Investing Activities	(61 517 259)	(68 101 986)	(21 000 000)	(75 482 623)	(74 893 554)
Acquisition of Property, Plant and Equipment	(61 517 259)	(68 101 986)	(21 000 000)	(75 482 623)	(74 893 554)
Increase In Cash and Cash Equivalents	(41 513 391)	23 203 665	(67 974 428)	(77 695 488)	(87 547 487)
Cash and Cash Equivalents at Beginning of the Year	223 756 870	182 243 479	149 572 749	81 598 321	3 902 833
Cash and Cash Equivalents at End of the Year	182 243 479	205 447 144	81 598 321	3 902 833	(83 644 654)
Cash Generated from Operations					
Profit/(Loss) Before Taxation	17 877 901	(25 625 866)	(96 425 211)	(68 949 514)	(68 503 761)
Adjustments for:					
Depreciation	51 574 469	56 293 147	54 499 187	52 319 219	50 749 643
Interest Received	(14 482 276)	(11 750 000)	(8 075 500)	(8 560 030)	(9 073 632)
Impairment	2 548 136	–	–	–	–
Loss on Disposal of PPE	692 470	–	–	–	–
Service-in-kind Benefit	2 123 976	2 123 976	2 123 976	2 123 976	2 123 976
Lease Straight-lining	90 875	90 875	(426 030)	114 050	114 050
Increase in Provision for Bonuses	853 512	(767 280)	(213 601)	461 221	483 006
Increase in Provision for Impairment of Trade Receivables	605 100	–	–	–	–
	61 884 163	20 364 852	(48 517 179)	(22 491 078)	(24 106 718)
Movements in Working Capital	(51 730 625)	56 188 575	(6 532 749)	11 718 183	2 379 153
Increase/(Decrease) in Inventories	(474 028)	310 907	(112 728)	(59 182)	(60 662)
Decrease/(Increase) in Receivables	(43 668 337)	46 827 619	(1 559 300)	8 493 208	(992 060)
Increase/(Decrease) in Payable	(7 588 260)	9 050 049	(4 860 721)	3 284 157	3 431 875
	10 153 538	76 553 427	(55 049 928)	(10 772 895)	(21 727 565)

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