

ASSOCIATION OF SOUTHERN AFRICAN TRAVEL AGENTS - Travel with Peace of Mind

Mandate: To improve the current sustainability and profitability of our members and ensure that the travelling consumer receives professional service.*

Mission: To support our members in meeting the consumer's needs of value and security through developing and maintaining the highest level of expertise and professionalism.*

*ASATA to review the Mandate and Mission of the Association



Effective Communication

To listen to all levels of membership and be the credible voice of industry.

ASATA exists to serve its members and is the thought leader on all travel-related matters in South Africa. During the strategy session it was conveyed that ASATA may have lost touch with some elements of its membership. A large focus of the multi-year strategy is to reconnect with our members and that means to listen to what all levels of membership have to say and to address those issues with messaging that is relevant to each of these audiences across all platforms – media and our own ASATA platforms – that are pertinent to our members and that fall within our mandate.

- ✓ To retain membership and increase loyalty.

To talk and listen to all levels of ASATA membership so that it is clear to ASATA what they expect of the association and it is clear to members what the association is doing on their behalf. To engage with ASATA partners, and the consumer and trade press to position ASATA as the thought leader on travel-related matters.

- ✓ To grow membership to be fully representative of the whole travel agency community.

Illustrate the vital role ASATA plays as a regulator in an unregulated travel industry and the implications of Government regulation. To use peer relationships and press coverage about ASATA activities and successes to encourage non-ASATA members to join the association.



Member Support

To improve member sustainability through advocacy of business interest and products for business needs.

To define a clear business value proposition to ASATA members, provide added value products that meet business requirements and identify impactful and relevant issues to advocate on their behalf.

- ✓ Process map travel agent pain points.

In consultation with our members, to map out problem areas in which our members require assistance.

- ✓ Focus on advocacy issues.

From the process mapping, identify issues that ASATA can lobby on behalf of its members with partners (government, suppliers and other trade associations).

- ✓ Develop products.

Create a unique value proposition from the process mapping that is relevant and delivers on members' business needs, e.g. member-only insurance offerings, ASATA Professional Programme expansion to include training with unique content and deliver training modules for the ongoing professional development programme that supports the professional designation (SAQA).



Consumer Awareness

To promote members to consumers as ethical, professional and trustworthy.

ASATA can only endorse what it can manage and hence it is essential to align all ASATA members to a common value of ethics, professionalism and trustworthiness, which will in turn be endorsed by ASATA, and promoted and communicated to the customers of all ASATA members.

- ✓ Define "Peace of Mind" brand promise.

The definition of Peace of Mind = Ethical conduct, professional service and trustworthy behaviour. These elements need to be unpacked and defined properly as they relate to the ASATA brand and to ASATA members so that all parties are clear what the common value is and why it is a differentiator.

- ✓ Living ASATA.

The Living ASATA campaign will be to communicate and reinforce the value proposition and differentiator of being an ASATA member and what this means for your client. The campaign will encourage members to display that they are Proudly ASATA and what that means.

- ✓ Confidence mechanisms.

Raise consumer awareness of ASATA's role as the ombudsman for the travel sector and create a platform through which consumers can engage ASATA, e.g. Hello ASATA.



Partner Relations

To create and maintain partnerships with suppliers, associations and governments (for member value).

The Partner Relations pillar is all about fostering relationships and promoting synergies between members and partners (government, suppliers, and associations or other affiliations). It is about creating opportunities for mutual benefit and outlining the rules of fair engagement.

- ✓ Investigate opportunities that will create added value for members and partners.

Encourage relationships that are not only about 'what we can get', but also how we can support our partners, and assess the behaviour our partners may expect from ASATA members so that they are proudly representative of and widely promoting the ASATA brand and what it constitutes.



Self Regulation

To protect industry integrity through member commitment to an ASATA Charter, Constitution and Code of Conduct.

During the strategic session, there was mention of an ASATA Charter that Consortia heads would sign on behalf of their constituents, which would be a philosophical commitment to the need for an association and include charter statements that are aligned to the association's Terms of Reference, Code of Conduct and Constitution. The ASATA Charter would furthermore be substantiated by the development of a self-regulatory model that would run parallel to legislative requirements based on findings from the Financial Services model.

- ✓ Develop an ASATA Charter.

In collaboration with industry, create an ASATA Charter of common values that looks at member commitment in the following areas for discussion such as Finance, Brand, Legal, Behaviour, Ethics and Social Responsibility underpinned by and aligned with existing ASATA documentation

- ✓ Develop a Self Regulatory Framework.

Investigate Financial Services and other models to develop a roadmap to evolve an appropriate self-regulation model for ASATA.

WHY

PRIORITIES

INITIATIVES

MEASURES

- Develop an ASATA Communications Strategy:
 - One-on-one meetings with industry leaders to highlight ASATA activities.
 - Build relationships with consortia communication officers to spread the ASATA message to grass-roots level. Generate content that can be disseminated through these officers to their constituents.
 - PR and thought leadership content through consumer and trade press.
 - Engage with travel bloggers.
 - Participate in partner forums.
 - Educate and deliver the Living ASATA message.
 - Regional Meetings, Town Hall and Conference: Networking, workshops and seminars, guest speakers, experts, industry developments and global trends to help drive "My Association" element of pride.
 - Simple one-page document compiled for grassroots membership on ASATA common values.
 - Develop Hello ASATA consumer platform to engage with members and vice versa.
 - Highlight the value that ASATA brings in a non-regulated sector and the consequences of government regulation.
 - Appoint ASATA champions to lobby on the association's behalf to non-members.

- ASATA Professional Programme
 - Strengthen the ASATA Professional Programme to include the recognition of a professional body with SAQA
 - Roll out of continuous professional development as it relates to achieving and retaining the designation of travel agents.
 - APP to include the ASATA Travel Campus which will deliver ongoing training (workshops, webinars and seminars in hard and soft skills)
 - Host ASATA Diners Club Awards for recognition
 - Young Professionals in Travel initiative for retention and development
 - Recruitment for human capital (classifieds).
- Map out a day in the life of the South African travel agent by conducting a study.
 - Define the objectives of research
 - Conduct primary research
 - Validate secondary research to identify problem areas
 - Quantify and validate these through focus groups
 - Identify specific areas in which our members require products
 - Define advocacy issues
- Present areas of lobbying identified in the process mapping exercise to the ASATA board for prioritisation and resource allocation.
- Devising lobbying strategies relevant to the area and implementing that strategy.
- Create unique member benefits that add real value largely driven by the outcomes of the Process Mapping exercise
 - Create a product pipeline
 - Define the common problem
 - Define a common concept
 - Assess availability of members to use it
 - Conduct Members Advisory Forum assessment
 - Devise costing associated to it
 - Go or no-go decision around it
- Creation of an ASATA Travel Agent Card that gives the carrier access to unique member benefits such as travel discounts, and educational and training opportunities from partners.

- Raise consumer awareness through the SAT initiative of ASATA's role for the travel sector:
 - Joint ASATA-SAT JMA signed, underpinning value of our members through the Peace of Mind promise.
 - ASATA Brand Survey to assess consumer awareness before and after initiative.
- Review brand elements to define common value between members, ASATA and consumers.
- Conduct brand commitment assessment of current usage of ASATA logo
- Introduce an internal and external programme to communicate the value of the ASATA brand and ASATA Charter
 - Workshop with communication and marketing managers to devise campaign
 - Develop ASATA Peace of Mind Campaign
 - Develop marketing collateral to support brand awareness
 - Roll out of marketing collateral
 - Training in-house staff on ASATA brand and differentiators
- Consumer advocacy in media linked to the internal and external communication strategy
 - Develop White Paper or Research Doc
 - Develop a Press Release and article topics around content theme
 - Dissemination to key press
 - Interviews with key press
 - Reporting on success of advocacy campaign
- Create Hello ASATA online platform to allow consumers to engage with ASATA members and members to engage in return.

- Participate in relevant partner forums for member value
- Negotiate member-only benefits for members and their staff
- Define and create a formal value proposition for suppliers
- Conduct survey to measure support by ASATA members of ASATA suppliers
- Encourage support of ASATA suppliers by ASATA members to enhance Peace of Mind

- Members Advisory Forum created to establish an ASATA Charter
- Review membership criteria and categories
- Define consortia compliance responsibilities
- Evaluate the Financial Services model
 - Conduct a study
 - Define objectives of research
 - Conduct primary research
 - Validate secondary research
 - Identify problem areas
 - Quantify and validate through focus groups
- Draft a roadmap by defining the common concept, assess amenability of members to follow it by conducting a Members Advisory Forum assessment to define a go or no-go decision around it
- Review dispute resolution process in line with the ombudsman role

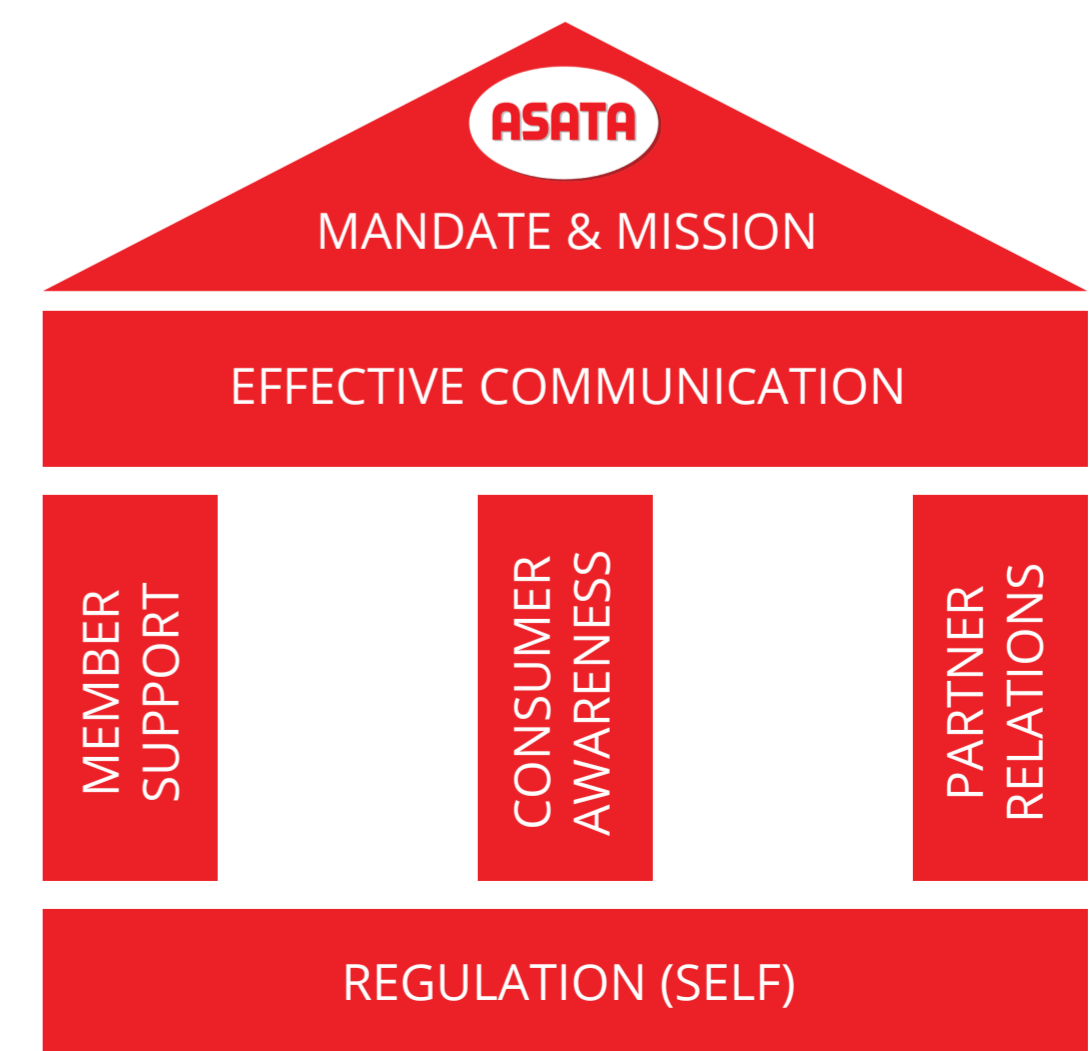
- Develop an ASATA Communications Strategy by May 2016
- Execution ASATA Communications Strategy: Ongoing
- Achieve Brand Commitment of members to the ASATA brand (see ASATA Charter).
- Common value among all members understood: Professional Service (Members trained), Ethical (Special Purpose Audit), Trustworthy (Charter signed) = Peace of Mind.
- Two regional meetings held in every region per year
- One conference and AGM held each year
- 80% retention of ASATA membership based on current membership
- 50% increase in awareness of the ASATA brand after consumer awareness activities.
- 20% acquisition of new members

- Recognition of a professional body with SAQA: second half of 2016.
- Full review of APP content: March 2017
- Complete the process map for travel agency pain points by December 2016.
- Develop a product pipeline: Starts April 2017 (following pain process mapping and board assessment of process map)
- Refine existing advocacy matrix (heat-map) incorporating current initiatives: May 2016
- Members' active participation in ASATA Diners Club Awards: Ongoing annual awards
- YPT in place and operational: July 2017
- Present areas of lobbying to ASATA Board to prioritise: March 2017
- Implement initiatives: Ongoing in 2017 and 2018
- Travel Campus established: March 2018
- Develop content and product for unique member benefits: By March 2019
- Establishing a classified advertising platform on which members can recruit: March 2019

- SA Tourism Top 20 Pilot: By September 2016
- 50% increase in awareness of the ASATA brand after consumer awareness activities.
- Workshop concluded and brand value defined: May 2016
- Research and develop the Living ASATA Campaign: October 2016
- Workshops with Comms and Marketing Managers: November 2016
- Development of marketing collateral: February 2017
- Living ASATA campaign launch and roll out: ASATA Conference May 2017
- 50% increase in the ASATA logo on member collateral
- Hello ASATA: By March 2019

- Sustained increased interaction with partners (suppliers, travel associations and government)
- 80% attendance at relevant partner forums.
- Negotiations to commence first half 2018
- Create value proposition for ASATA suppliers: End 2019

- ASATA Charter developed for all captains of industry to sign at Conference May 2016
- Membership criteria and categories defined by December 2016
- Conduct Financial Services Research Study: Begin April 2017
- Roll out an ASATA self-regulatory framework: 2019



ASATA

V1.4