



## TOURISM CHALLENGE BRIEF

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Addressing opportunities to grow the tourism industry in Southern Africa.



# FOR THIS CHALLENGE WE ARE ASKING THIS QUESTION



How to boost entrepreneurship and sustainable income opportunities in the Tourism industry in Southern Africa, by tackling these opportunities:



**EMPOWERING  
WOMEN IN TOURISM**



**LOWERING THE  
80/20 INCOME RATIO**



**RECREATING  
'BRAND AFRICA'**

\*A solution solving for more than one of these areas is applicable.

# WHY

## FOCUS ON TOURISM



▼ Travel & Tourism, which already supports one in every ten jobs on the planet is a dynamic engine of employment opportunity. With the right regulatory conditions and government support, nearly 100 million new jobs could be created (globally) over the decade ahead.

- Gloria Manzo, President and CEO of WTTC.



### THE OPPORTUNITIES:

In 2015, over 25 million international tourists visited SADC, and it is projected that this number will increase to 38.6 million in 2025. The tourism sector was also directly responsible for two million jobs and a further 5.2 million indirect jobs created in the region in 2013. The tourism sector is naturally labour intensive, meaning it is capable of absorbing large amounts of workers with a variety of skill sets, ranging from unskilled labourers to managers. The sector also creates economic opportunities for small and medium sized enterprises, which are also the biggest employers in the Southern African region. (PM Lehloeny, 2017)

Currently, tourism in Southern Africa is dominated by giant monopolies that do not capture the essence of Africa; nor do they work with locals to ensure sustainability of the industry. By addressing the aforementioned issues, we allow SMME's and local tourism companies to empower themselves; lowering the current income ratio gap and reducing inequality of women.



# EMPOWERING WOMEN IN TOURISM



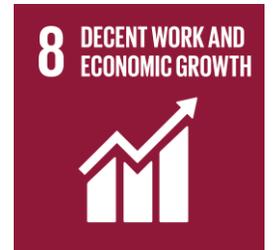
How to empower women in the Southern African tourism industry.

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- Increased confidence of women in the workplace
- Business models to ensure safety of all female staff in the tourism sector
- Skills development in hospitality and business skills

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- Inclusion of women in rural areas
- Increased female ownership of tourism facilities
- Empowerment of disabled women in the business of tourism



\*Not limited to the above list – any solutions that address the mentioned Sustainable development goals and empowers women can be submitted.

**“With a workforce comprised largely of women operating at the lower levels of the value chain, it is incumbent on our sector to lead the process of gender diversity and transformation that will result in more women occupying executive positions,”**

- Minister of Tourism Tokozile Xasa



# LOWERING THE 80/20 INCOME RATIO



How to empower and/or increase income for SMME's and local tourism offerings in Southern Africa.

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- Innovative business models to ensure no revenue leakages through accommodation, airlines and taxation
- Business models/ systems/ processes for SMME's to gain access to market
- Promote and encourage equality between large and small corporations

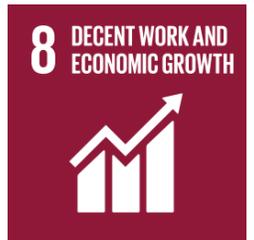
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- Mechanisms for local tourist attractions to attract investor interest
- Skills development of SMME holders in business and hospitality?

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- Continuous research and action initiatives to identify small scale tourism challenges, all the way through to bigger policy related challenges.
- Safety measures to ensure safety of tourists in more rural areas

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# RECREATING THE TOURISM NETWORK



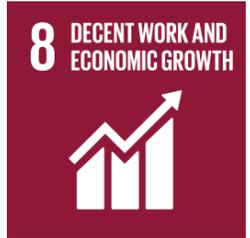
How do we connect the tourism industry of Southern Africa through building a fluid and/ or digital tourism infrastructure?

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- New products/ services/ experiences to promote local tourism
- Creation of cultural festivals (e.g. Cherry picking, African crafts festivals, Africaburn, etc)
- Promote African foods/ cultures/ art and music as a destination/ holiday activity

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- Create communities to ensure decent work and equality; promoting a better and fair future of Africa to travelers
- Build a destination network around current local tourism attractions
- Business/ service/ process that creates a positive view of Africa.
- A platform to identify additional tourist attractions on a traveler’s route in the region of travel



\*Not limited to the above list – any solutions that address the mentioned Sustainable development goals and empowers women can be submitted.

# WHAT WE ARE LOOKING FOR



A potential solution to solve these issues that are at ANY of the following stages:



Your solution will be judged within parameters according to where your idea is within the start-up development stages.

The training and incubation will then be tailored to these outcomes.

Should you be a large corporate entering, we will assess the idea as a 'start-up', adjust the parameters of your submission based on what the judges think is sustainable for your particular business.

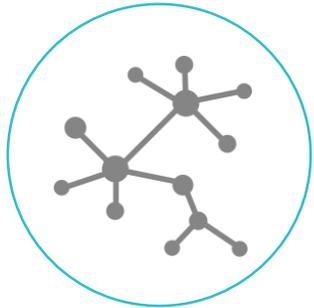
Ideating	Concepting	Committing	Validating	Scaling	Establishing
Entrepreneurial ambition and/or potential scalable product or service idea for a big enough target market. Initial idea on how it would create value. One person or a vague team; no confirmed commitment or no right balance of skills in the team structure yet.	Defining mission and vision with initial strategy and key milestones for next few years on how to get there. Two or three entrepreneurial core co-founders with complementary skills and ownership plan. Maybe additional team members for specific roles also with ownership.	Committed, skills balanced co-founding team with shared vision, values and attitude. Able to develop the initial product or service version, with committed resources, or already have initial product or service in place. Co-founders shareholder agreement (SHA) signed, including milestones, with shareholders time & money commitments, for next three years with proper vesting terms.	Iterating and testing assumptions for validated solution to demonstrate initial user growth and/or revenue. Initial Key Performance Indicators (KPI's) identified. Can start to attract additional resources (money or work equity) via investments or loans for equity, interest or revenue share from future revenues.	Focus on KPI based measurable growth in users, customers and revenues and/or market traction & market share in a big or fast growing target market. Can and want to grow fast. Consider or have attracted significant funding or would be able to do so if wanted. Hiring, improving quality and implementing processes.	Achieved great growth, that can be expected to continue. Easily attract financial and people resources. Depending on vision, mission and commitments, will continue to grow and often tries to culturally continue "like a startup". Founders and/or investors make exit(s) or continue with the company.

Startup Development Phases - From idea to business and team to organization.

Version 3.0 - [www.startupcommons.org](http://www.startupcommons.org)



# END GOALS FOR THIS CHALLENGE



## ENABLE COLLABORATION

We aim to enable collaboration between start-ups, students, organisations, industry experts, and supporting ecosystems that will boost capacity, knowledge and skill to ensure the success of finalists.



## EMPOWER ENTREPRENEURS

Through this challenge, entrepreneurs and businesses who are capable of solving the issues will gain access to market, valuable business training and be introduced to relevant players in their fields.



## SOLVE RELEVANT ISSUES

We want to empower solution providers to solve the pressing issues of today, by creating sustainable businesses that they can use for greater quality of life.



## SECURE SOUTHERN AFRICA'S FUTURE

By solving relevant issues now, we can ensure the future of the selected sectors for the SADC region, but ensuring sustainable and scalable solutions are selected and implemented.

# WHAT IS IN IT FOR YOU



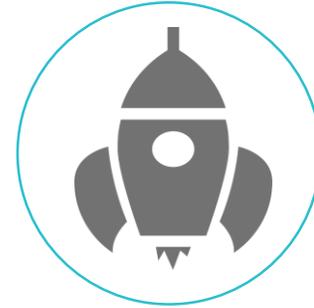
## ENTREPRENEURIAL TRAINING

A 3-day entrepreneurial training workshop will take place with the selected finalists in Gaborone, Botswana. This will take you through important business basics to get your submission to the next level, and to



## 3 MONTH INCUBATION

The winners of the challenges selected will be incubated at BITRI in Gaborone, with additional business skills training from Debswana incubation program. This incubation is also tailored to your



## ACCELERATOR PROGRAMMES

After the incubation period, should the winners feel they need more support, they will have first access to the Tech Tribe Accelerator - an online acceleration program tailored to their start-up needs.



## NETWORK AND MARKET ACCESS

Once the finalists are ready for market, they will be introduced to a range of support networks, as well as potential investors and market accessors, to take their solution to the next level.



# CRITERIA FOR JUDGING



CRITERIA	DESCRIPTION	1	2	3	4	5
Solution contributes to boosting sustainable income opportunities for tourism	Solution is relevant to at least one of the four chosen problem areas, and ultimately works towards enhancing the tourism industry. Challenge/s solved for must be stipulated in submission	No value to SADC tourism	Limited value add to SADC tourism	Fair value add to SADC tourism	Excellent value add to SADC tourism	Can revolutionise SADC tourism
Contribution to Sustainable Development Goals (SDGs)	Does the solution satisfy at least one SDG goal based on the UN's outcomes. Should it be a different goal to what is stipulated in the brief, it must be motivated.	No relation to SDG goals	Limited contribution to achieving SDG goals	Fair contribution to achieving the SDG goals	Can greatly contribute to achieving the SDG goals	Can fulfil an SDG in a specific area/ community
Ease and sustainability of implementation, with all possible impacts considered	An implementation strategy must be included, with sustainability and ease of the strategy noted. All potential positive and negative impacts of implementation must also be considered	Not sustainable AND highly difficult to implement	Not sustainable OR not highly difficult to implement	Potential to be sustainable, with some potential impacts	Easily and sustainably implementable, with minimal negative impacts	Most sustainable, with only positive impacts
Feasibility of solution	The solution is physically possible within it's environment, with no additional R&D required to ensure the success of implementation	Not feasible	Has potential to be feasible	Feasible, with fair obstacles	Feasible, with minimal potential obstacles	Very feasible
Viability of solution	The solution can be used in a business model, and can be profitable.	Not viable (clear financial loss)	Has potential to be viable	Can be viable with additional funding	Solution is financially sustainable	Solution has potential to be worth more than 1million USD
Team capability and intent	The team is passionate and dedicated to the solution; and are able to solve problems effectively	No passion or want to solve problems	Team has little interest/ capacity	Team has passion, but other priorities	Team has passion and few other priorities	Team is fully dedicated to solution

# TIMELINE

## WHAT TO EXPECT



25 September

Submissions Close

1-10 October

3-day entrepreneurial training  
(Gaborone, Botswana, or  
Johannesburg, South Africa)

21 October 2019  
to 7 February 2020

3-month physical or virtual  
incubation  
(Physical incubation in  
Gaborone, Botswana)

Post feedback  
discussions

Accelerator program  
OR  
Investor introduction

- All announcements will be made with enough time to accommodate for planning.
- Please note that for this challenge, no travel costs will be covered. Should you not be able to attend the training in person, you can access the material and exercises through our online platform.
- Should you have any questions or queries, please do not hesitate to contact us at [info@oiregionalconnect.com](mailto:info@oiregionalconnect.com).

# SUBMISSION INFORMATION



Send your submission to:

[tourismsubmissions@oiregionalconnect.com](mailto:tourismsubmissions@oiregionalconnect.com)

BEFORE 25 SEPTEMBER 2019

A template of a submission is available on:

[www.oiregionalconnect.com](http://www.oiregionalconnect.com)

For exact instructions of information needed to be submitted.

For any questions/ queries, please email

[alana@oiregionalconnect.com](mailto:alana@oiregionalconnect.com)

# SUBMISSION CHECKLIST



- Submissions have to be completed with the template found on the website – other formats will not be accepted. Should you not be able to download the template, email [info@oiregionalconnect.com](mailto:info@oiregionalconnect.com) and we will send a template to you in format of your choice.
- Any additional documents/ materials must be uploaded in pdf format
- Final submission date 25 SEPTEMBER – nothing will be accepted afterwards
- Check if your submission matches judging criteria. There will be a chance for you to score your submission yourself with the criteria given in the brief
- Should you want to motivate your submission further, write a paragraph to state the additional positive impacts your project can have on Southern Africa
- If you have any questions, do ask.
- ENJOY the submission! 😊

# ADDITIONAL RESOURCES TO DELIVER THE BEST SOLUTIONS



## BEGINNER BUSINESS TOOLS:

### A. The Business Model Canvas

All the building blocks of your idea on one page – it will help you assess what key parts are missing to make your solution a success

<https://www.businessmodelsinc.com/about-bmi/tools/business-model-canvas/>

### B. THE DVF Framework

A tool to help you find your ‘innovation sweet spot’ – it will lower your risks when opening your business.

<https://medium.com/innovation-sweet-spot/desirability-feasibility-viability-the-sweet-spot-for-innovation-d7946de2183c>

## ADDITIONAL ARTICLES ON TOURISM, SOUTHERN AFRICA

<https://www.vukuzenzele.gov.za/celebrating-women%E2%80%99s-contribution-tourism>

<https://www.traveldailymedia.com/african-tourism-growth/>

<https://issafrica.org/iss-today/africas-future-seven-key-trends>

[https://www.huffpost.com/entry/why-are-image-of-africa-i\\_b\\_5345209](https://www.huffpost.com/entry/why-are-image-of-africa-i_b_5345209)

# DISCLAIMER

## INTELLECTUAL PROPERTY



The intention of this challenge is to identify promising social and technological innovations that could be implemented in the Southern African region.

It is important that no confidential intellectual property or information is disclosed through this process. This may include pre-existing software, processes, systems or market research that is not publicly available.

By submitting a response, you represent that your response does not, and will not be deemed to, contain any confidential information of any kind whatsoever. RIIS, SAIS and its project partners will not be held liable for the loss of any intellectual property.

In the event that your solution is selected, if required, a partner agreement will be signed to protect intellectual property.