



George Municipality

Economic Development Strategy

April 2012

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Executive Summary

This strategy is the second output of a process commissioned by the George Municipality to align, focus, and get input and buy-in for their economic development aspiration. The goal was to articulate a medium to long term position in a high growth, relatively immature sector where the George Municipality can support and influence economic development that could:

- ✓ Capture and build a regional if not national competitive advantage;
- ✓ Be a catalyst for large scale job creation and entrepreneurial action;
- ✓ Positively transform the socio-economic profile of the locality and
- ✓ Inspire a level of social capital that can build a truly inclusive city.

The approach required by George Municipality was a combination of the PACA and Genesis processes, both of which are international proven methodologies. There were three further differentiating features of the approach:

1. The process was largely implemented by local people, some of whom were volunteers, who were trained in the PACA methodology by an experienced expert.
2. The local team was then supported by experienced facilitators to ensure capability transfer.
3. Probably, the most significant was the fact that senior officials from the George Municipality played an active part in all aspects of the process, building important relationships that further bridged the gap between the public and private sectors.

The key aspects of the strategy are summarised by using the 5P's of strategy. (Mintzberg, 1987)

- Perspective: George has superior but largely generic comparative advantages in most sectors and particularly in tourism. It does possess a range of offerings that can and will appeal to targeted market segmentation. However, these offerings are unlikely to be economic drivers in their own right.
- Position: In the area of agriculture there is consensus that the George locality does have a natural comparative advantage in three agricultural sub-sectors. These are timber, vegetable and fruit production, and more uniquely in berry production.
- Plan: The plan that grew out of the process was the need for specialisation in the area of comparative advantage, especially berries, fruit and vegetables. To do this would require collaboration across a range of stakeholders and the building of local partnerships.
- Ploy: Develop a scalable processing facility, owned by the primary producers in the form of a tertiary co-operative, to create an early mover advantage, a "suction force" for new entrants into the market as well as provide a market for the disparity of primary produce quality while new entrants build their quality profile.
- Pattern: The pattern of action will be to focus on mobilising systematic support for new entrants into the vegetable, fruit, and berry sectors while concentrating on value chain integration and more specifically on promoting George as an agri-business cluster that is "**open for business**" to primary producers from the broader region.

These competitive factors are complimented by the generic but none the less significant comparative advantages of a locality that is a good place to live with a moderate climate and environment, an outdoor lifestyle, good education, good logistics, settled and relatively well educated labour and low crime and grime.

The overall conclusion that was reached by this process is that George as a competitive city is OK but can do better by adopting a single-minded and relentless determination to maximise its potential in the areas where it has **real, objectively determined**, competitive advantage.

Table of Contents

Executive Summary	2
Locational Description	4
Context	4
Strategy in Perspective	5
Strategy vs. Planning	5
What is Strategy?	5
Synopsis of Strategy	6
Mission	7
Vision	7
George Municipal Perspective	7
Development Recipe	8
Strategic Positioning	9
Organisational Character	10
Goals	11
Long Term	11
The Montague Pass scenario	11
The Outeniqua Choo-Tjoe scenario	11
Medium Term	13
Short Term	13
Strategic Communication	14
Annexures	14
Strategy Map	15
Results Chain	17

Locational Description

The George Municipal area falls within the Eden District, the third largest district economy, by both geographic size and gross domestic product (GDP) in the Western Cape, after the City of Cape Town and the Cape Winelands District. The coastal section of the district is informally known as the Garden Route, with the City of George, its hub, nestled at the slopes of the majestic Outeniqua Mountains and flanked by the Indian Ocean.

George is situated on the major transport routes between Cape Town to the west and Port Elizabeth to the east. This location has been considered as advantageous for investment particularly with regard to manufacturing, logistics, warehousing tourism and lifestyle. The municipal area is 5190.43 km² in extent, home to (circa) 190,000 people with the municipal area including the following: City of George, villages of Wilderness and Herold's Bay, various coastal resorts such as Kleinkrantz and Victoria Bay, rural areas such as the area around Rondevlei (east of Wilderness), Geelhoutboom, Herold, Hansmoeskraal and Waboomskraal, as well as Uniondale and Haarlem.

Context

This strategy should be viewed in the context of a concerted effort by the George Municipality to bring about dynamic socio-economic transformation for the locality. A key component of this transformation is the elevation of economic development and the desire to create a "joining-up" culture as a means of achieving this.

This strategy has not been developed in isolation and has been informed by introspection by the George Municipality, an economic review undertaken by the Economic Development Unit and an Economic Development Readiness Assessment that was undertaken by RED-X with support from the Western Cape Provincial Government.

The outcome of this introspection was a decisive policy statement for economic development for the George locality:

George Municipality recognises the important role it plays in ensuring an enabling environment for economic development as a means to sustainable livelihoods for its residents. In aggressively pursuing economic growth a multi-faceted, cross-sectoral, participatory approach will be followed. At the centre of this will be co-operation and the building of lasting, productive relationships with civil-society, business, NGO's and other stakeholders in the pursuit of common goals. Although a structured approach is envisioned, sufficient flexibility will be incorporated to allow for the identification and pursuit of ad-hoc opportunities.

The Participatory Appraisal of Competitive Advantage (PACA) approach was decided on as the means by which this policy would be given effect. Complimentary to the PACA process¹ was the inclusion of a strategy formulation component to provide a medium term perspective which was imported from the Genesis Programme².

¹ The PACA process is usually associated with quick-wins as a means to improve sentiment and build momentum in a sector or locality <http://www.paca-online.de/> .

² Genesis is a robust and innovative methodology to define strategic priorities and launch or accelerate a process of transformation in local or regional economic development. It was developed by Colin Mitchell and is a tool within the SALGA LED arsenal (<http://led.co.za/tool/genesis>)

Strategy in Perspective

The concepts and definitions of strategy, strategic planning, strategic intent, etc., are issues that underpin most discussions related to regional and local economic development. This discussion is particularly relevant at this time in South Africa given the resources being spent on Integrated Development Planning (IDP), Growth and Development Strategies (GDS), the National Spatial Development Perspective (NSDP), New Growth Path (NGP) (2010) and the National Development Plan (NDP) to 2030 (2011) and may point to why so many IDP's to date have over-promised and under-delivered. It may also provide insight as to why grass roots development appears to either depend on, or expect government to "build" and if they fail "rescue" SMME's or be the primary catalyst for transformation.

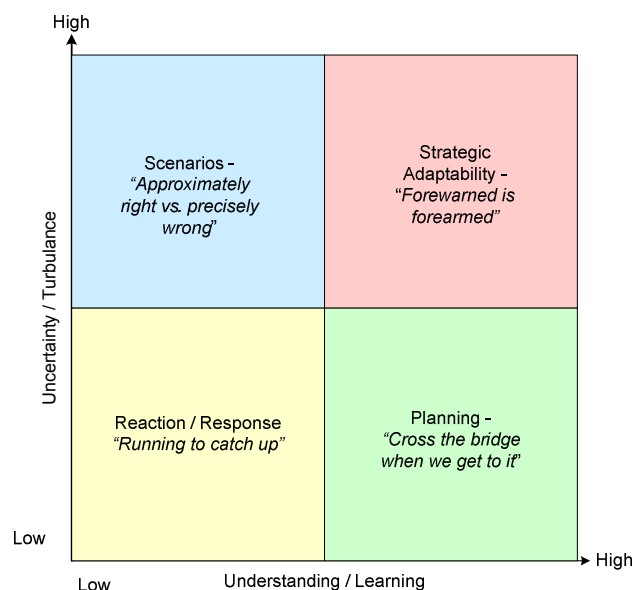
Drawing a line between strategy and planning may also provide some insight to the perennial issue bedevilling municipalities, being the roles, responsibilities and framework of responsibility of councillors (directors) and officials (managers) and the business sector (operators).

Strategy vs. Planning

The turbulence and uncertainty that is present in the global socio-economic is such that it is no longer prudent to consider strategy and planning as single continuous process. The reasons for this are as follows

Organisational Learning: the rate at which the external environment³ is changing is arguably so rapid and diverse thus ensuring that changes can no longer be captured, interpreted and processed within even the most mature organisational structures. Essentially the rate of change in the external environment is faster than the ability of any organisation to adapt and learn.

Continuous Change: The time when turbulence in the external environment was considered as cyclical "blips" are gone. In fact, the external environment has become fundamentally unstable and unpredictable and can no longer be addressed by rational research. In essence it is no longer an option to simply be patient and consistent in sticking to the plan in the belief that the plan will win in the end.



What is Strategy?

Strategy is about understanding the "business" that you are in, where competitive advantages exist within your sphere of control and then building the competencies needed to harvest that advantage in the face of resource constraints, future uncertainty and global market conditions.

³ The external environment is grouped by the acronym PPESTT i.e. Physical, Political, Economic, Social, Technological & Trade factors

- ✓ A strategy is therefore about consistent behaviour, values and principles against which managerial and planning decisions can be tested, resources mobilised and allocated as and when available, and by adapting to conditions more rapidly.
- ✓ A good strategy should therefore be more about looking from the outside in and responding to opportunities, threats, trends and uncertainties.

Synopsis of Strategy

“A strategy is a roadmap for the future – the direction an organisation is headed, the position it intends to stake out, and the capabilities it plans to develop.”

Thompson & Strickland – Strategic Management Concepts & Cases

This quotation attempts to differentiate between the concepts of strategy and planning and is essential in understanding the framework and conclusions that will be laid out in this document as well as understanding the steps that were undertaken during the workshops that have been conducted over the past few weeks.

“Strategic thinking is about making the best use of what will always be a limited amount and quality of resources”

Hanford, 1983

A realistic and focused strategy is also vital when it comes to decision making regarding the allocation of resources, both public and private, as well as mobilising and aligning the vision and efforts of the people who are operating within the business (or sector). The quotation that best sums up this approach is:

“Strategy is about saying no!”

David Maister (HBR 2006)

The implication of this quote is not that one stops doing those things that are needed to keep the municipality on an even-keel; it simply means that it is possible and important to allocate available resources where the highest impact will be achieved.

“Above all, strategy is about understanding what you do and don’t control, and what is certain and uncertain about the future – and knowing when to change direction to avert unintended, and possibly tragic, consequences”

Clem Sunter & Chantell Ilbury, 2007.

The principle behind the development of a strategy is to position an organisation or locality in such a way that it can stake out a position that plays to its naturally endowed strengths. This requires the development of distinctive competencies that will, over time, build the competitive position of the organisation and, more importantly, reduce its dependency on other stakeholders that are outside of its sphere of influence as well as reducing its vulnerability to external shocks beyond its control.

The participants during the engagement process as well as the people involved in the first (hopefully of many) strategic conversations would probably agree that they have arrived at a point where the following quote can and will be given substance.

“Strategy is the pattern of choices and decisions in an organisation that determines and reveals its objectives, purposes, or goals, produces the principal policies and plans for achieving those goals, and defines the range of activities the organisation is to pursue, the kind of economic and human organization it is or intends to be, and the nature of the economic and non-economic contribution it intends to make to its stakeholders, employees, customers, and communities.”

Kenneth Andrews – Concept of Corporate Strategy

Mission

To create and continuously improve the local business climate while simultaneously mobilising public sector support to build a sustainable economic position that capitalises on the natural endowment of George and its broader locality, one that can be held in the face of competition, and creates opportunities for collaboration, large scale entrepreneurship and sustainable “decent” jobs.

Vision

The two key uncertainties potentially impacting on the socio-economic future of the George locality were agreed to be a lack of a shared transformational view for the future coupled with a pattern of growth where the “haves” continue an overall patronising but largely exploitive business model.

The scenario matrix and articulation of the possible alternative futures that could play out provided a graphic unification and mobilising vision for a different and better future for the locality as a whole.

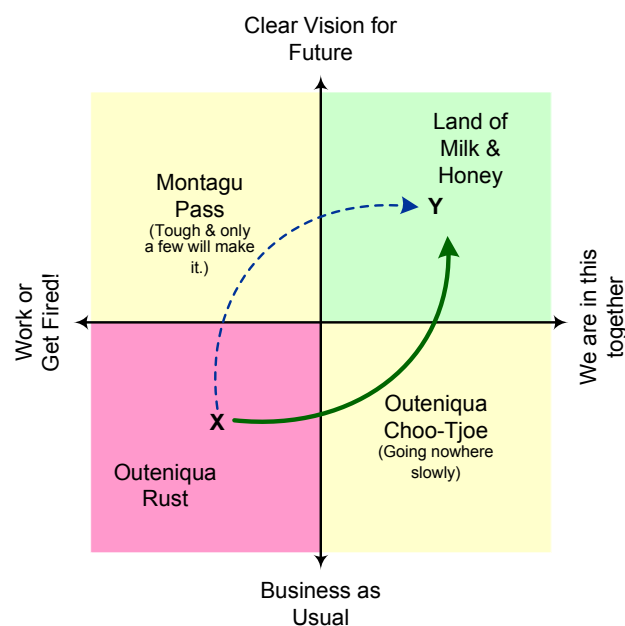
The Land of Milk and Honey.

The economic vision was envisioned and articulated by scenarios all of which have significance with perspectives of the locality;

The vision articulates and aspires to move from where the community is currently perceived to be in a state of relatively confused inactivity and described as Outeniqua Rust to the aspirational Land of Milk & Honey⁴.

In picturing this vision the participants were clear that the Montagu Pass scenario which would be dominated by a small group of the “historically advantaged” who ride on the backs of the disadvantaged, while plausible, would be socially destructive.

The route to the milk and honey scenario that resonated was the Outeniqua Choo-Tjoe which, it was acknowledged, would take longer, demand a significant investment of good will and collaboration but the resultant social capital⁵ would secure a future where all the residents of the locality would share a sense of ownership and belonging.



George Municipal Perspective

The George Municipality is conscious of the fact that Councillors are elected representatives of the communities that they serve. They, in turn, are charged with providing leadership and support to the officials that are employed to serve the needs of the entire community.

In essence every resident, or visitor, is a customer whose reasonable needs are to be served within the mandate and operational scope of the municipality.

⁴ The historical San translation of Outeniqua

⁵ Social Capital is defined as the value that is created by communities doing things together.

In the context of this **Economic Development Strategy** the purpose of the municipality is to deliver an enabling environment that is as conducive and business friendly as is possible within the law and national regulations and to make every effort to eliminate structural barriers to investment, business retention and growth.

"A workable [market] platform has five elements: Information flows smoothly; property rights are protected; people can be trusted to live up to their promises; side effects on third parties are curtailed; and competition is fostered." (McMillan, 2002)

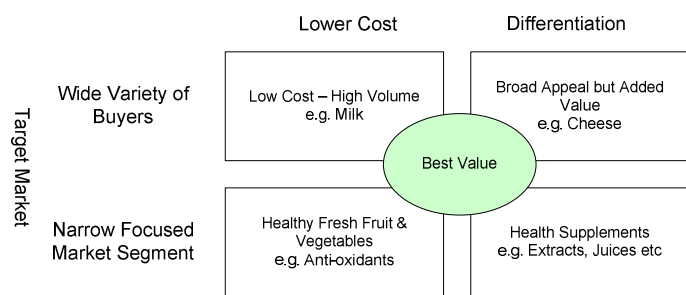
In the context of economic growth and development and given South Africa's history it is not a viable option to leave business development and investment decisions to the market alone. For this reason it is imperative that the George Municipality intervenes strategically in the development arena.

- i. Improve functionality of markets;
- ii. Facilitating catalytic projects, that level the playing field for entrepreneurial activity,
- iii. Facilitating growth in sectors of strategic priority,
- iv. Manage mechanisms that organise buying and selling, channel the flow of information but at the same time do not distort the market by creating unfair competition.

Development Recipe

The role of the George Municipality is to support enterprise development by the private sector where there is evidence that the initiatives will develop and enhance its position with regard to economic development is to:

- i. Focus rigorously on economic opportunities that positions the locality in terms of its environmental natural endowments
- ii. Acknowledges the proximity and logistical constraints of the region and focuses on:
 - a. Primary products with potential for differentiation and "long tail" vertical integration and clustering options.
 - b. In generic economic sectors (e.g. tourism and services) focus on differentiation and best value. This is not the same as lowest cost!
- iii. Create and continuously improve the enabling environment for development, investment and the retention and expansion of all aspects of the business sector.
- iv. Provide a dynamic link to public sector resources to support its developmental agenda while adhering to the position that is not expected and has specifically stated that it is not, and will not, be an investor or active player in the business sector.



At the same time the municipality does have a real and unapologetic role to play in guiding economic growth in a direction, and in such a way, that the region can realise its economic and social potential, as well as its overall transformation objectives.

In the case of George Municipality their strategic difference is the fact that they have a realistic understanding of their locational advantages and disadvantages; a clear picture of their competitive advantage; the determination to say no to those opportunities that will divert them from their strategic intent; or, fit with their pattern of assessing development opportunities where their active support or

"Left to themselves, markets can fail. To deliver their full benefit, they need support from a set of rules, customs, and institutions. They cannot operate effectively in a vacuum. If the rules of the market game are inadequate, as often they are, it is difficult and time consuming to set them right. Many countries to their citizen's detriment have not yet been able to do so." (McMillan, 2002)

intervention is required. The key questions are:

- i. Is the project coherent with and aligned to the priority municipality's strategic development imperatives?
- ii. Will the project build trust, lead to collaboration and result in improved social capital?
- iii. Does the project have specific and measurable indicators of sustainability, relevance to the socio-economic objectives of the municipality, and potential medium to long term impact?
- iv. Is the project realistic and realisable?

Underpinning the development recipe are five key factors that will set the George strategy apart:

- i. Realistic and pragmatic perspective that George is in competition with regional and national Metro's and Cities that have better infrastructure, larger markets, and more substantial resources. However, it does have natural comparative advantages that can be harnessed and where a competitive position can be created and held in the long term.
- ii. A commitment to inclusivity and collaboration by creating space for on-going strategic conversations about things that really matter, agree on business positions, direction and value propositions.
- iii. A very clear view for the future economic development for George which will stand in good stead when seeking provincial and national support and resources.
- iv. Recognition that while a medium to long term vision, mission and strategy is vital to set goals, create a sense of destiny and provide direction it is just as important to build positive sentiment and create and maintain momentum from identifying, publicising and celebrating quick wins.
- v. The road out of poverty and economic disparity can only be built on sustainable growth in sectors that create opportunities for both jobs and entrepreneurial activity. Achieving this requires difficult choices that can only be made if the road is clear and believable; there is well established channels of communication; transparency in decision making and trust in leadership.

"Because governments care so much about domestic disparities, they jeopardise competitiveness and risk collapse. Policies to reduce interstate or provincial disparities in production and living standards are common place – but largely ineffective". (World Bank, 2009)

Strategic Positioning

In considering the strategic positioning of the George Municipality it is important to be reminded that the shared perspective of the PACA and strategy engagement process was that George as a locality is doing comparatively well given the international financial and economic crisis. This does not mean that there is not an opportunity to improve the current position by doing existing things better or for doing better things by planting the seeds for quantum leaps of innovation in the future.

The George locality's comparative advantage lies in two areas:

"All the evidence indicates that the shift from farming to industry is helped, not hurt by healthy agriculture, which helps towns and cities prosper." (World Bank, 2009)

- i. It's natural endowment with usually adequate and predictable availability of water, arable land and climatic conditions that are favourable for agricultural development. Within the agricultural sector there is generic but, because of availability of water, a higher than average potential for timber, fruit and vegetable all of which have the potential for "long tail" value addition and vertical integration.

- ii. Its locational advantage of quality of life and well developed (but can be improved) social infrastructure, and recreational potential

George also possesses a highly differentiated comparative advantage for the cultivation of a wide variety of healthy berries, all of which have the potential for extensive and diversified value addition. This is an opportunity that if optimised strategically could position George as the Berry Capital of South Africa. This positioning could also become a unique and healthy tourism attraction which, when added to the established attractions of the Garden Route, could realistically position George as a destination on the scale of the Western Cape Winelands.



Strategic positioning is not about only one thing at the expense of all others. It is about picking winners and concentrating limited resources in such a way that it builds positive sentiment and momentum. The benefit of this is manifest in a critical mass that will “spill over” and positively impact on the regional economy as a whole.

“Strategic thinking is about making the best use of what will always be a limited amount and quality of resources”
Hanford, 1983

Organisational Character

The George Municipality has an obligation to create an environment where enterprise can flourish. It also has the obligation to use its influence and resources to ensure that this growth is as equitable and balanced as possible. However, it is not, and should never be in business.

The character of a Municipality shines through and when it is believable and consistent it send a positive message to its residents, the business community and potential investors that they are welcome, appreciated and their reasonable needs will be addressed

This strategy points to where the enterprise growth potential for the region lies and where and how the George Municipality can contribute to this growth being realised.

Having a strategy is one thing, having the organisational will, commitment and determination to implement it requires leadership and organisational character. This brand of character needs to be developed and embedded in and across the entire organisation. Developing this level of character in the organisation will require a number of

assumptions and pre-requisites:

- i. That leadership in the municipality and stakeholders realise that the development focus has been undertaken in a transparent and participatory manner and that there is real commitment to see it through.
- ii. That the strategy, while aspirational, is well grounded in environmental and economic reality, will respond to the development potential of the locality as a whole, and can be realistically expected to produce the socio-economic results that are needed to address transformational imperatives.
- iii. That political leadership is committed to the strategy, will apply it within the determined boundaries, and will do so consistently and rigorously without being diverted by political expediency.

This will necessitate the alignment and coherence of the George Integrated Development Plan (IDP) with the Eden District IDP and the Eden Districts Municipalities Growth and Development Strategy (GDS) in such a way that operational decisions aligned to the strategy can be taken expeditiously

- iv. The municipality orientates all its operational units with the strategy and aligns its organisational processes and budgets accordingly.
- v. The collaboration and participatory approach that has been initiated during the strategy development process becomes an established and valued part of city culture.

Goals

Long Term: Land of Milk and Honey

The overall goal of the strategy is to build and hold a long term competitive position as a differentiated and integrated agri-business centre of excellence, one that has the potential to address the socio-economic needs and aspirations of the people in the area.

In the context of realising this long term goal the single biggest barrier will be the opportunity cost and risk for new entrants into the market. Mitigating this will require the municipality to engage with public sector development finance institutions to provide funding on favourable terms that will enable the local business community to take the next step in their evolution.

There are three complimentary processes needed for realising this goal:

1. The first is to encourage, support and facilitate the development of primary production in the priority areas of fruit (especially berries), vegetable and timber.
2. The second is to identify market opportunities and develop the relationships needed to exploit the growth and diversification of the sectors.
3. The third is to encourage and support secondary and tertiary processing as the catalyst to grow the sectors beyond the fresh produce and local markets into a dominant regional, if not global force.

It is here where the Montague Pass or the Outeniqua Choo-Tjoe scenarios could play out.

The Montague Pass scenario

The Montague Pass scenario would be where established producers, or well-resourced new entrants who already have the standard or have the means to achieve the necessary quality standards to meet their client expectations, will incrementally expand their production as their market penetration matures. They will grow their labour force to meet the demand by employing people from an over-supplied market until they choose either to consolidate or possibly expand further by investing in secondary or tertiary production as and when their timing and economic circumstances justify it.

In essence this scenario is one that will grow the sector in a sustainable manner but will arguably exacerbate economic and social disparity in the region.

The Outeniqua Choo-Tjoe scenario

This scenario envisages a much slower, arguably a higher risk, higher opportunity cost option, but one that ultimately offers a more equitable approach for entry into, growing and ultimately dominating the market. This option will respond to the needs of established producers but is also orientated towards enabling entrepreneurs and small farmers to move up from food security through market gardening into commercial production. It would also encourage the establishment and growth of input providers and supporting services.

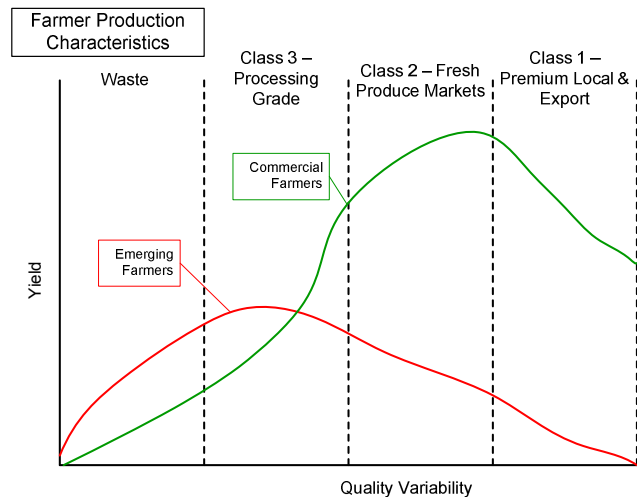
To achieve a dominant position requires density of production, the mitigation of distance as measured in cost of support services and transport cost, and reducing divisions that are brought about by varied

production quality and fragmentation of processing over a wide area. Addressing these factors will require deliberate interventions in two priority areas.

1. Urbanisation economies of scale.

These economies of scale arise from a larger number of different industries in the same place where agglomeration can develop in areas such as broadening the market for input suppliers, competing market agents and support services. It also leads to the matching of skills to opportunity and demand driven skills improvement from tertiary education providers. Just as importantly this level of density accelerates the spill-over of knowledge allowing workers and entrepreneurs to learn from each other.

In this regard George is already the regionally dominant market town and service centre placing it in an ideal position to create the environment needed to build the necessary economies of scale to capture and hold the “early mover” advantage to build market dominance.



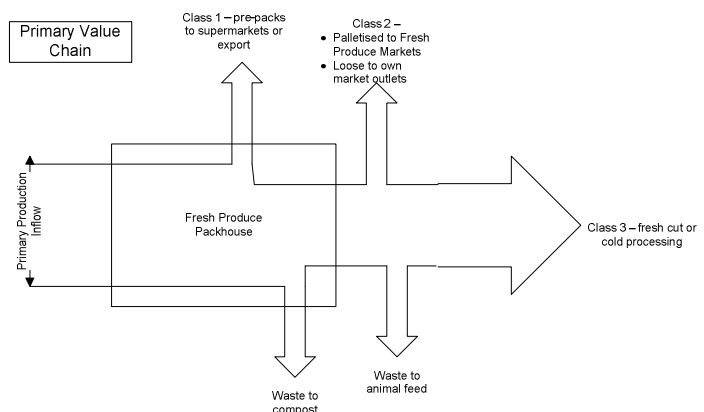
The pull or suction force for urbanisation economies of scale would be a combination of engaging with large established buyer’s *vis-a-vie* futures contracts and the establishment of a processing plant within the city precinct. This processing facility would be one that is set up as a tertiary co-operative, is owned by the primary producers, contract managed on behalf of the growers but with the strategic intent of maximising their revenue.

2 Internal economies of scale within the priority sectors.

Internal economies of scale arise from the aggregation and diversification of product range, optimal utilisation of the produce (minimal wastage), and the negotiating power for procurement of inputs, and the ability to engage with larger contract buyers.

The keys to internal economies of scale are:

- Supporting existing entrepreneurs to organise themselves in such a way that they can take the next step in value addition and building the value chain. Key to this will be mobilising public sector development finance to mitigating the opportunity cost and risks of investing in tertiary processing.
- Become a centre for farmer support in all respects (training, mentoring, production credit, production planning, crop collection, sorting, grading, marketing, etc.).
- Optimise “farm gate” revenue by broadening the quality range of usable output. This is provided by value adding that is not dependent on only first grade crops. However this does require capital intensive technology processes.
- Strike a balance between labour intensive operations and essential mechanisation.
- Ensure the facility complies with



the international requirements set for food safety.

- Enable interested informal traders to become bankable by obtaining a formal trading stand (address) and to become part of organised agriculture and food and related goods distribution networks in the district.
- To enable the informal trader/hawker to move to formal retailer and to eventually have the opportunity to graduate to a commercial trader and/or wholesaler.

Note: The establishment of a service (co-operative) rather than a for-profit (corporate) orientated processing facility may attract product from a wider geographic radius and have the secondary benefits of:

- Reaching through-put critical mass and economy of scale earlier than expected
- Pre-empting competition from a similar facility within the Western or possibly even the Eastern Cape

Medium Term

The three other strategic opportunities that were prioritised are dependent on factors, some of which are outside of the sphere of control of the George Municipality or its private sector. These are:

Strategic Opportunity	Critical Constraint
Rebranding of George	The need to engage stakeholders with regard to how the region will be strategically positioned and its value proposition.
Structural Timber and Furniture	Reversal of the national forestry department decision against the replanting of plantations ⁶ . Assessment of the potential conflict of land use between timber and fruit and vegetable production.
Call Centre	Positive outcome of the feasibility study being conducted by BPeSA – the National Association for promotion of BPO companies
Dairy Value Chain	Potential of attracting a national dairy producer to the region. Failing which, the possibility of a boutique dairy and cheese sector built on unusually high protein levels in George milk that is conducive to cheese making.

Short Term

There were a number of quick win projects that were considered to be a catalyst in reinvigorating the tourism sector. The tourism sector is considered to be lagging but at the same time there is the realisation that George is not home to any easily differentiated or unique tourism attributes. The short term strategy that was mooted was the introduction and systematic growth of a series of festivals, events and activities.

Event / Activity	Key Performance Area
Berry Festival	Strategic in creating awareness, sentiment and momentum for the positioning of the region as the Berry Capital of South Africa as well as an attraction in its own right Michael Cook is the champion driving this initiative
Hops Festival	Builds on the fact that George is the only producer area of hops in South Africa. Intention is a locational beer festival in conjunction with the national Micro-Brewery sector. Stan van Wyk is the champion driving this initiative.

⁶ The slow response of DAFF to implement the Cabinet decision to reverse exit and re-establish forest in previous exit lease areas will result in the commercial viability of replanting to be lost. It also threatens the future sustainability of downstream industries and viable commercial forestry in the non-exit areas.

Trekking Trail	Hiking is a growing lifestyle attraction and fits with the health and wellness theme of the Berry Sector. The intention is to connect various points of interest in a trail that can be undertaken according to hiker's available time and desired degree of difficulty. Chris Leggatt is the champion driving this initiative
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Strategic Communication

At the local level the key to successful strategy implementation is consistency, alignment and establishing mechanisms for feedback and dynamic and creative conversation, one where people are able to engage, be heard and be prepared to listen. The key message being that ***we are the ones we have been waiting for!***

'Never doubt that a small group of thoughtful, committed citizens can change the world – indeed it is the only thing that ever has'.
(Margaret Mead)

Strategic communication is an essential tool to building awareness and mobilising support and strategic investment. However, it must be direct, candid and consistent in articulating the regional vision, mission and goals. It must ensure that when promises are made they are kept and there is a commitment to the objective of under-promise and over-deliver.

George can and will be able to positively influence its future if it simply mobilises and harnesses the creative talents and resources of its residents. However, add to this a surgical approach to engaging with strategic partners can provides quantum leaps in innovation and command the “early mover” advantage by unlocking resources that entrench the latent competitive advantage of the broader region.

The most significant potential partners in this regard would be:

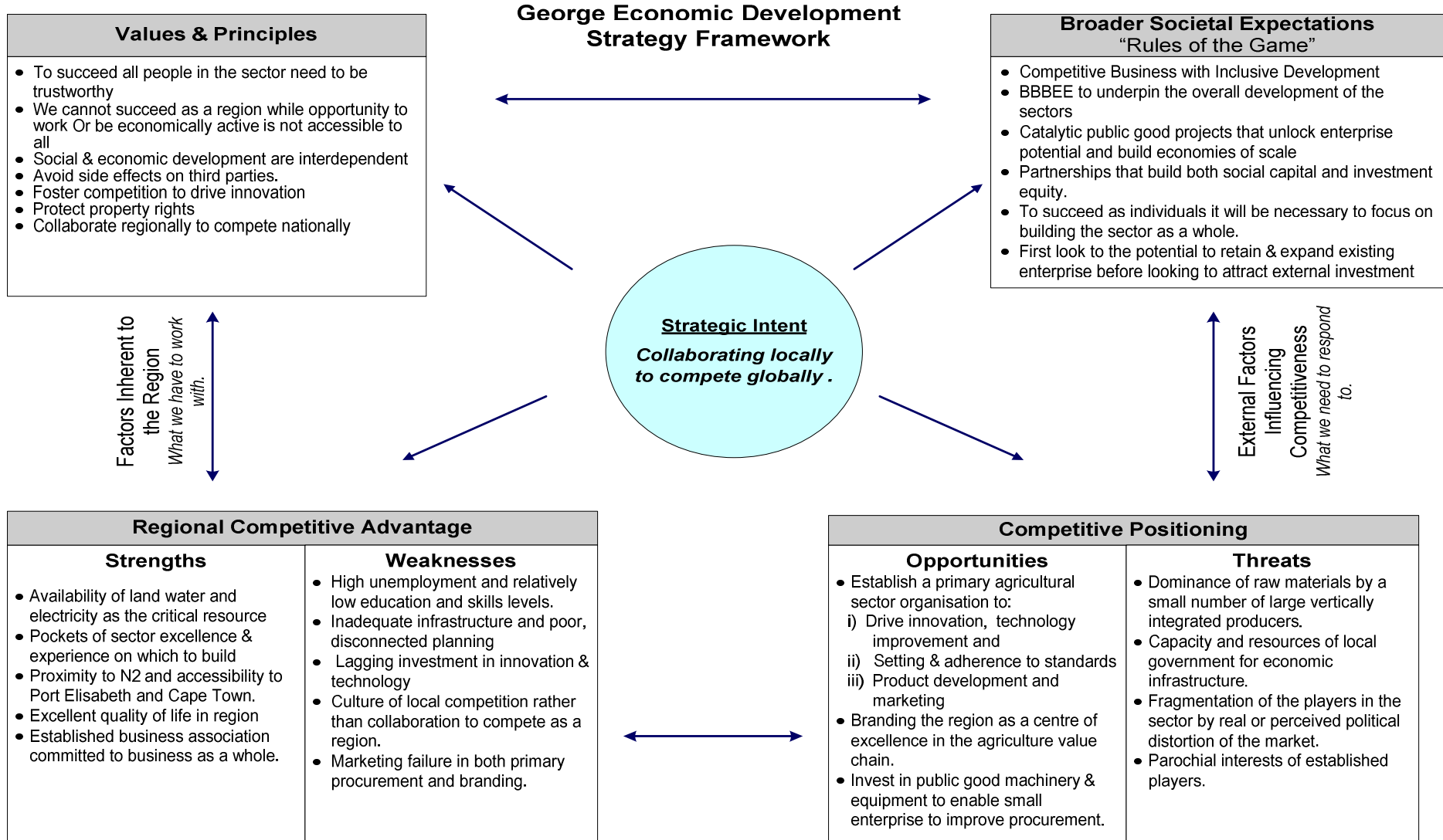
- Department of Trade & Industry.
- Development Bank of South Africa
- Industrial Development Corporation.
- Western Cape Economic Development and Tourism

When talking to these organisations and for that matter, all stakeholders and potential partners, there needs to be a consistent message that:

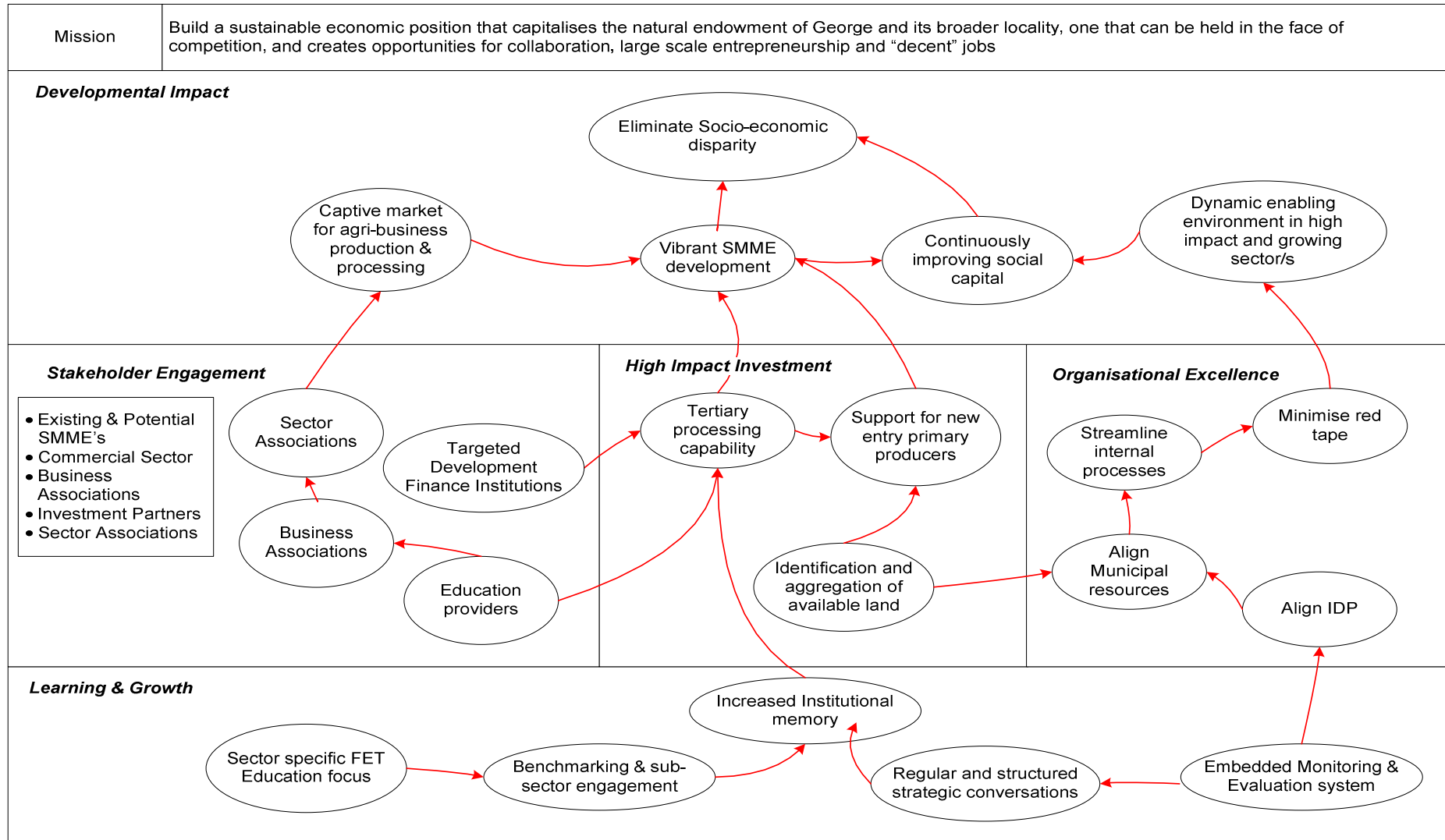
- i. George has a clear and pragmatic view of its competitive advantage and how it intends building on that;
- ii. That the strategic approach that it has been chosen is one that will build social capital and bridge the historical divide that is the unfortunate legacy of South Africa's history;
- iii. The strategic position that has been chosen is agreed to by all stakeholders after an extensive engagement process and is the one most likely to offer the growth potential to meet the aspirations of all its residents;
- iv. The strategy, while focused on agri-business has product focus (Berry value chain) which has a value proposition that can cut across the tourism and wellness sectors and create a demand profile that can emulate the Cape Winelands;
- i. While George does have a very clear view of its differentiated future it remains ***open for business*** in all sectors, welcomes investors to engage, especially those who create jobs that reduce inequality, but will give priority to those sectors that will directly contribute to its future as a dominant agri-business cluster and especially in a growing berry value chain.

Annexures

Strategy Framework



Strategy Map



Strategy Maps - Kaplan & Norton

Results Chain

George Economic Development Results Chain

