

48. MAURITIUS TOURISM PROMOTION AUTHORITY

- 48.1 The Mauritius Tourism Promotion Authority (MTPA) is established under the Mauritius Tourism Promotion Authority Act 1996. It envisions to be a leading economic agency in sustainable tourism, setting new benchmarks and pioneering best practices with a view to sustaining economic growth as well as improving the standard of living of the whole population. The Authority operates under the *aegis* of the Ministry of Tourism and External Communications.
- 48.2 The main objectives of the MTPA are to, *inter alia*, promote Mauritius abroad as a tourist destination by conducting advertising campaigns and participating in Tourism Fairs; and organise, in collaboration with the local tourism industry, promotional campaigns and activities in Mauritius and abroad; provide information to tourists on facilities, infrastructure and services available to them in Mauritius; and conduct research into market trends and market opportunities and disseminate such information and other relevant statistical data on Mauritius.
- 48.3 The tourism industry remains one of the major pillars of the Mauritian economy contributing around 8% of Gross Domestic Product and is the source of creating around 10% of direct employment in large establishments. The Mauritius vision 2030 targets an average growth rate of 5.5% per annum as from 2017 in this sector. Therefore, the tourism industry is called upon to play a greater role with a view to effectively achieve this objective.
- 48.4 It is also mentioned in the Government Programme 2015-2019 that *“The tourism support institutions will be revamped and reorganised to be more responsive to the needs of tourism operators. The Mauritius Tourism Promotion Authority will be restructured and provided with a new legal and institutional framework adapted to a dynamic institution with a commercial outlook”*.
- 48.5 During consultations held in the context of this review exercise, Management has apprised the Bureau that a restructuring exercise is presently underway at the MTPA in line with what has been announced in the Government Programme 2015-2019. On this basis, the MTPA is adopting a three pronged strategy as follows:
- (i) **Effective Communication Strategy:** The promotional strategies would be implemented through a more comprehensive and well coordinated communication policy integrating advertising, public relations, events creation and information technology. There is need to ensure that all marketing and non-marketing information reflects the brand image of Mauritius, thus differentiating it from competitive destinations;

- (ii) E-Marketing: IT promotional and e-marketing tools provide a cost effective way of distributing information with multimedia contents simultaneously to millions of clients over the world. It responds to the information required by potential clients. Social media can also be used to create a lasting relationship with customers; and
- (iii) Expansion of product portfolio: Value creation can be effected through the promotion and development of a multi-product portfolio. More educational trips will be organised for the international trade to promote our tourism products.

48.6 In line with the new strategy adopted, Management explained that there is need for the structure of the MTPA to be reviewed and to be properly staffed so as to enable the organisation to deliver on its mandate efficiently and effectively. Evidently the main demands relate to the creation and restyling of some grades.

48.7 We have examined all the proposals made and are, in this Report, making appropriate recommendations for those requests that have valid justifications.

Marketing Services Manager (New Grade)

48.8 It has been mentioned in the Government Programme 2015 – 2019 that *“Government will re-establish the reputation of Mauritius as an up market destination for the quality of its tourism product based on a brand promise of excellent service delivery.”* On this basis, Management has requested for a level to be responsible for the promotion of Mauritius as a destination within the different market segments in the world. We are making provision to this effect.

Recommendation 1

48.9 We recommend the creation of a grade of Marketing Services Manager. Appointment thereto, should be made by selection from among candidates possessing a Master’s Degree in Marketing from a recognised institution or an equivalent qualification acceptable to the Board and reckoning at least 10 years’ post qualification experience in the tourism industry.

48.10 Incumbent would be required to, *inter alia*, initiate and co-ordinate market research including market surveys related to niche marketing activities and vendor relationships; promote the destination within different market segments, including monitoring and evaluation functions, through the use of ICT; and assist in tourism planning through the formulation of tourism development policies, marketing/ communication strategies, and preparation of short-term and long-term tourism plans, in collaboration with tourism stakeholders.

Digital Marketing Officer (New Grade)

48.11 The fundamental concept in digital marketing is based on the inbound marketing approach or is generally called the customer centric approach. The MTPA would be embarking on E-Marketing in a bid to keep pace with international trends and also to reach a maximum of potential customers. Therefore, we are making provision for a full fledged digital marketing structure.

Recommendation 2

48.12 We recommend the creation of a grade of Digital Marketing Officer. Appointment thereto, should be made by selection from among candidates possessing EITHER a Degree in Computer Science from a recognised institution or an equivalent qualification acceptable to the Board and reckoning at least five years' post qualification experience in the field of e-business OR a Master's Degree in Computer Science from a recognised institution or an equivalent qualification acceptable to the Board and reckoning at least two years' post qualification experience in the field of e-business.

48.13 Incumbent would be required to, *inter alia*, be responsible for the E-Marketing plans and assist in updating the MTPA's catalogues and brochures; assist in the online dissemination of information on products/services to the travel trade and consumers; and create visibility of brands, keep up with international trends and increase sales through electronic platforms.

Digital Marketing Executive formerly E-Marketer

48.14 The E-Marketer is required to, *inter alia*, formulate e-marketing and e-commerce strategies for the organisation, develop and maintain optimised search engine friendly pages; create and test website promotions to increase website conversions; create and maintain marketing initiatives such as blogs, forums etc; and initiate, evaluate and recommend contacts with newly developed sources of information.

48.15 It has been submitted that there is a need to review the appellation of the grade so as to better reflect the true nature of duties performed. We are acceding to this request.

Recommendation 3

48.16 We recommend that the grade of E-Marketer be restyled Digital Marketing Executive.

48.17 We also recommend that appointment to the grade of Digital Marketing Executive formerly E-Marketer should, henceforth, be made by selection

from officers in the grade of Digital Marketing Officer reckoning at least five years' service in a substantive capacity in the grade.

Digital Marketing Manager (New Grade)

48.18 We are making provision for a grade to manage, redesign and improve the visibility content of the MTPA's website and also to ensure that the functions of digital marketing are being properly carried out.

Recommendation 4

48.19 We recommend the creation of a grade of Digital Marketing Manager. Appointment thereto, should be made by selection:

- (a) from among candidates possessing a Master's Degree in Computer Science from a recognised institution or an equivalent qualification acceptable to the Board and reckoning at least ten years' experience in the field of e-business; and**
- (b) from among officers in the grade of Digital Marketing Executive formerly E-Marketer reckoning at least five years' service in a substantive capacity in the grade.**

48.20 Incumbent would be required to, *inter alia*, manage the re-design and improve the usability, content and conversion of the MTPA's website through real-time insights, customer data and multivariate testing tools; develop and manage digital marketing campaign and establishing online presence including successful initiatives such as a series of Facebook campaigns and other brand campaigns for key markets, resulting in high awareness, increase tourism annuals and partner satisfaction; and devise strategies to drive online traffic to the MTPA's website thus raising awareness of Tourism as a tourism destination online and support the brand.

Events Officer (New Grade)

48.21 Management has also submitted that the MICE (Meetings, incentives, conferences and exhibitions) segment would be actively promoted by the setting up of a dedicated desk at the MTPA. In conjunction with private operators, the MTPA would organise special promotional activities and programmes to boost this important sector. There is, therefore, need for a dedicated grade to monitor the promotional activities and programmes.

Recommendation 5

48.22 We recommend the creation of a grade of Events Officer. Appointment thereto should be made by selection from among candidates possessing EITHER a Degree in Events Management from a recognised institution or an equivalent qualification acceptable to the Board and reckoning at least

five years' post qualification experience in the tourism sector OR a Master's Degree in Events Management from a recognised institution or an equivalent qualification acceptable to the Board and reckoning at least two years' post qualification experience in the tourism sector.

48.23 Incumbent would be required to, *inter alia*, be responsible for the organisation of press conferences, seminars and workshops at local and international level; manage the implementation of all events project, marketing and sponsorship, budgeting, logistics and evaluation; ensure catering and entertainment by MTPA is arranged properly; create events calendar, by segment, in partnership with key industry stakeholders; and keep track of event finances including check requests, invoicing and reporting.

Human Resource Officer/Senior Human Resource Officer

48.24 Provision exists for officers in the grade of Human Resource Officer/Senior Human Resource Officer who possess a Diploma in Human Resource Management to move incrementally in the Master Salary Scale. This provision is being maintained.

Recommendation 6

48.25 We recommend that incumbents in the grade of Human Resource Officer/Senior Human Resource Officer possessing a Diploma in Human Resource Management or a Diploma with Human Resource Management as a major component from a recognised institution or an equivalent qualification acceptable to the Board should be allowed to move incrementally in the Master Salary Scale up to salary point Rs 42325 provided that they:

- (i) have drawn the top salary for a year;**
- (ii) have been efficient and effective in their performance during the preceding year; and**
- (iii) are not under report.**

48.26 In our previous Reports, provision was made to allow the organisation, in case of difficulty, to recruit and retain high calibre professionals in specific grades with negotiable point of entry. We are maintaining this provision.

Recommendation 7

48.27 We recommend that, in case of difficulty of recruitment and retention of high calibre professionals in certain specific grades, incumbents may be granted a remuneration package comprising a negotiable salary in the salary range of respective level, along with a negotiable allowance in consideration of the following:

- (i) **skills and competencies;**
- (ii) **international experience/exposure in the specific field;**
- (iii) **proven track record (locally and at international level);**
- (iv) **the remuneration package prior to joining service at the Mauritius Tourism Promotion Authority; and**
- (v) **alternative modes of recruitment.**

48. MAURITIUS TOURISM PROMOTION AUTHORITY

SALARY SCHEDULE

MTPA 1 :	Rs 11970 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 20050
	Office Attendant
MTPA 2 :	Rs 12750 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200
	Driver Driver/Office Attendant
MTPA 3 :	Rs 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 23975
	Senior/Head Office Attendant
MTPA 4 :	Rs 13270 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 24750
	Driver (Roster - day and night)
MTPA 5 :	Rs 12490 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 25525
	Receptionist/Telephonist
MTPA 6 :	Rs 12750 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 25525
	Driver/Guide
MTPA 7 :	Rs 13010 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 27850
	Assistant Tourism Information Officer

48. MAURITIUS TOURISM PROMOTION AUTHORITY (Contd)

MTPA 8 : Rs 13790 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 29400

Word Processing Operator/Receptionist

MTPA 9: Rs 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 30175

Clerical Officer/Higher Clerical Officer

MTPA 10 : Rs 16400 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500

Management Support Officer (New Grade)

MTPA 11 : Rs 14325 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500

Tourism Information Officer

MTPA 12 : Rs 17375 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500

Accounts Clerk
Executive Officer (Personal)
Procurement/Documentation Officer

MTPA 13 : Rs 19200 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350

Confidential Secretary

MTPA 14 : Rs 22575 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350

Accounts Officer

MTPA 15 : Rs 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 39575

Office Management Assistant

MTPA 16 : Rs 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 42325

Web Officer (Personal to officers in post as at 31.12.15)

MTPA 17 : Rs 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800

Human Resource Officer/Senior Human Resource Officer

48. MAURITIUS TOURISM PROMOTION AUTHORITY (Contd)

- MTPA 18 : Rs 28625 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 42325**
Senior Accounts Officer
- MTPA 19 : Rs 27850 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 46900**
Office Superintendent
- MTPA 20 : Rs 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 51575**
Principal Accounts Officer
- MTPA 21 : Rs 28625 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450**
Administrative Secretary
Digital Marketing Officer (New Grade)
Events Officer (New Grade)
Internal Auditor
- MTPA 22 : Rs 29400 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450**
Information Technology and Research Officer
- MTPA 23 : Rs 28625 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950**
Marketer
- MTPA 24 : Rs 38350 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950**
Digital Marketing Executive
formerly E-Marketer
- MTPA 25 : Rs 38350 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950 x 1850 – 68500 x 1950 – 70450**
Finance Manager
Digital Marketing Manager (New Grade)
Marketing Services Manager (New Grade)
Tourism Promotion Officer
- MTPA 26 : Rs 46900 x 1525 – 49950 x 1625 – 62950 x 1850 – 68500 x 1950 – 70450**
Marketing Manager (Personal)

48. MAURITIUS TOURISM PROMOTION AUTHORITY (Contd)

MTPA 27 : Rs 56450 x 1625 – 62950 x 1850 – 68500 x 1950 – 74350 x 2825 – 80000 x 3000 – 86000

Tourism Promotion Manager

MTPA 28 : Rs 62950 x 1850 – 68500 x 1950 – 74350 x 2825 – 80000 x 3000 – 86000

Financial Analyst (Personal)

MTPA 29 : Rs 83000 x 3000 – 89000

Deputy Director (Personal to Officer in post as at 31.12.15)

MTPA 30 : Rs 110000

Director

