

# STRATEGIC MARKETING for AFRICA

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Journal of the African Marketing Confederation

Issue 4 2023

## SPECIAL FOCUS: Media Trends in Africa

- › Radio: Still making waves
- › Media & Entertainment
- › Media Transparency
- › Media Research



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## From Thailand to Tunisia: our AMC's widening view

**G**OOD DAY FELLOW MARKETERS! AS YOU read this, I will have just returned from the World Marketing Forum in Bangkok as a guest of the Marketing Association of Thailand.

I was honoured, as AMC President, to present on a favoured African topic: '*Think Global, Act Local – Understanding Diversity of Target Audiences*'. It was, indeed, a proud moment to represent our diverse and culturally exciting African member associations.

Thereafter, I travelled to Tunisia to welcome the Tunisian Association of Marketing and Communication Professionals (ATPMC) as a new country member of the African Marketing Confederation. I also presented African marketing insights at their Professional Marketing Meeting in late November.

I'll provide more details and formally welcome the ATPMC to the AMC fold in the next issue.

While in North Africa, I also took the opportunity to visit our long-standing member from Morocco, the AMMC, to update them on our projects and plans.

The northern part of our continent is certainly an economic powerhouse with great potential for the future. Uniting these countries more successfully with their sub-Saharan neighbours is a key part of our vision for the African Marketing Confederation.

On another note, we are in the early preparation stages for the 3rd AMC Conference to be hosted by the Marketing Society of Kenya on 28-31 August 2024. Please save the date!

So, as a busy 2023 draws to a close, I wish you a relaxed and joyous holiday time and look forward to connecting again in the New Year.

Yours in African marketing,

**Helen McIntee**

**BA MBA (Wits) CM (SA)**

**President: African Marketing Confederation**

## De la Thaïlande à la Tunisie: La vision élargie de notre CMA

### BONJOUR CHERS SPÉCIALISTES DU MARKETING !

Quand vous lirez ces lignes, je reviendrai tout juste du Forum Mondial du Marketing à Bangkok, en tant qu'invitée de l'Association du Marketing de Thaïlande.

J'ai eu l'honneur, en tant que présidente de l'AMC, d'exposer l'un de mes sujets africains favoris : "Penser global, agir local" - Comprendre la diversité des publics cibles". Ce fut une fierté de pouvoir représenter nos associations membres africaines, à la fois variées et culturellement passionnantes.

Je me suis ensuite rendue en Tunisie pour accueillir l'Association Tunisienne des Professionnels du Marketing et de la Communication (ATPMC) en tant que nouveau pays membre de la Confédération Africaine du Marketing. J'ai également présenté, fin novembre, les perspectives du marketing africain lors d'un de leurs réunions sur le marketing professionnel.

Je partagerai plus d'informations et accueillerai officiellement l'ATPMC au sein de l'AMC dans notre prochain numéro.

Pendant mon séjour en Afrique du Nord, j'ai également eu l'occasion de rendre visite à notre membre marocain de longue date, l'AMMC, afin de l'informer de nos projets et plans actuels.

La partie septentrionale de notre continent est assurément une puissance économique dotée d'un grand potentiel pour l'avenir. Unifier davantage ces pays avec leurs voisins subsahariens est un élément clé de la vision de la Confédération Africaine du Marketing.

Par ailleurs, nous démarrons les préparatifs de la 3ème Conférence de l'AMC organisée par la Société du Marketing du Kenya, qui aura lieu du 28 au 31 août 2024. Merci de réserver cette date!

Au terme d'une année 2023 bien remplie et qui arrive à sa fin, je vous souhaite de merveilleuses vacances et je me réjouis de vous retrouver bientôt pour une nouvelle année.

Bien à vous,

**Helen McIntee**

**BA MBA (Wits) CM (SA)**

**Présidente de la Confédération africaine du Marketing**



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**FROM THE EDITOR**

# Not an easy year, but plentiful positives too

**O**H MY WORD! IT SEEMS like just the other day that I was welcoming you to our first issue of 2023. Now here I am, wishing you farewell for 2023 and saying 'hello' to 2024.

Let's face it, it hasn't always been an easy year for Africa's marketers – with many of those challenges not being of our making.

Supply chain difficulties with their origins in the Covid years, and high-inflation and consumer-affordability crises spurred by conflicts in Eastern Europe and the Middle East, are among those that spring to mind.

But African marketers have a resilient spirit and we persevere, even thrive, in adverse circumstances. Africans 'make a plan'.

## STILL MANY POSITIVES

In fact, there has been much to be positive about. I talked in the previous issue of how I sense a sea-change in the profession since we first started covering the African marketing scene way back in 2013. There is new positivity, a can-do attitude and an exciting dynamism.

I have no intention of stealing the thunder of our AMC president, Helen McIntee. But you can read from her President's Letter on the previous page (pg 1) how positive she is about her recent business trip to Asia and North Africa. And you can see on the following page (pg 4) some of the trip highlights and photos she shared with us immediately upon her return.

## IN THIS ISSUE OF THE MAGAZINE

In the wake of the Pan-African Media Research Organisation (Pamro) annual conference in Casablanca in the latter part of this year, and the release of PwC's 'Africa Entertainment

& Media Outlook 2023 – 2027' report in November, we felt it was a good time to look at some of the key Media trends in Africa.

This includes the continued importance of radio (pg 8), the views of PwC's experts on noteworthy evolutions in Africa's media-related space (pg 14), some of the key points from the recent Pamro conference in Casablanca (pg 16), and an important topic that tends to fly under the radar – whether broadcast advertisers always get what they pay for (pg 18).

The latter highlights the issue of Media Transparency and Accountability. Clearly, it's important. But, equally clearly, it's a sensitive topic – judging by the industry people who were either unwilling to talk to our writer, or only provided information on condition of anonymity.

## IT'S YOUR MAGAZINE

In closing, a reminder that this is your AMC magazine. We are always keen to showcase what our member countries are doing to advance the profession. So, we are very pleased that in this issue we can share so many news items about our member bodies and their activities. Please keep the info coming.

Lastly, happy holidays and a prosperous new year! We look forward to serving you again in 2024.

**Mike Simpson**  
**Editor**

Cover: For our cover illustration of the cool dude listening to his radio, accompanied by a finger-snapping friend, we acknowledge that we were inspired by the copyright-free work of photographer Eze Joshua. Readers of our Digital Edition can view some of his work [here](#).

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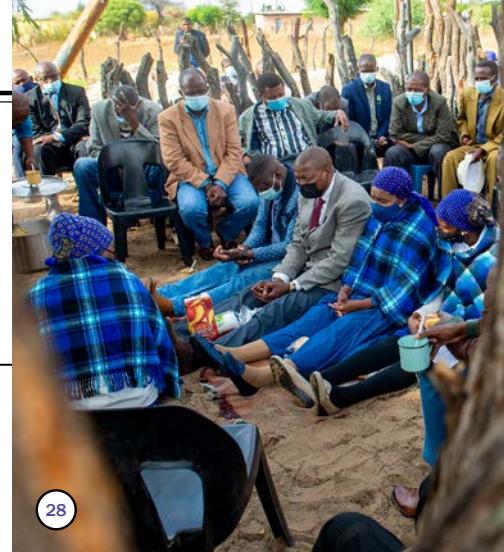
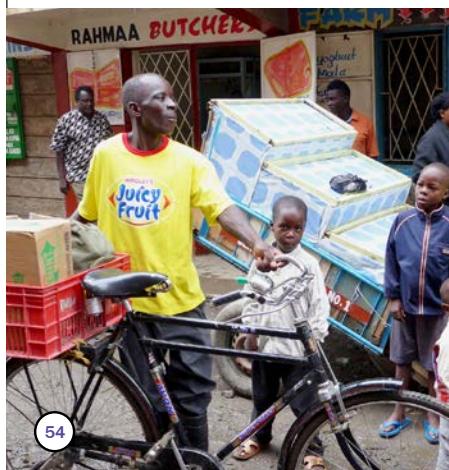
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#### NEXT ISSUE:

- Marketing professional basketball in Africa
- African beauty trends create opportunities
- Human perceptions of brand activities



➤ Helen during her presentation to the World Marketing Forum 2023 in Bangkok



➤ Helen McIntee receiving her Appreciation award from Somchat Visitchaichan, Vice President of the Marketing Association of Thailand



➤ Signing the newest member of the AMC with Mme Lamia Tritar, President & Founder of ATPMC, the Tunisian Marketing Association

# African Marketing Confederation struts its stuff on the global stage

AMC President flies the flag at the World Marketing Forum in Thailand, then welcomes Tunisia as the confederation's 11th member.

**T**HE AFRICAN MARKETING Confederation (AMC) is making great strides as it endeavours to give African marketing a presence on the world stage and expose the continent's marketers to global innovations, trends and thought leadership.

AMC Co-Founder and President, Helen McIntee, has just returned from a whirlwind trip to Asia and North Africa, where she proudly flew the flag for the confederation and its growing membership base.

First stop was Bangkok, Thailand where she was an invited guest at the World Marketing Forum 2023. McIntee introduced delegates to the African Marketing Confederation and gave a presentation titled '*This Continent of Africa*'.

The forum was hosted by the Asia Marketing Federation and co-hosted by the Marketing Association of Thailand.

"There was an amazing response," says McIntee. "I met marketers from Japan, Cambodia, Sri Lanka, Indonesia, China, Singapore, Malaysia,

Bangladesh, Philippines, Korea and, of course, Thailand. All of them were very interested in seeking synergies with African marketers."

At the awards dinner, the President of the Asia Marketing Federation, Professor Syed Ferhat Anwar, mentioned that his federation looks forward to collaborating with the AMC and suggested holding a joint Africa-Asia marketing conference in 2024.

## MEETING FOUNDER OF THE WORLD MARKETING FORUM

McIntee also made the acquaintance of Hermawan Kartajaya, co-founder of the World Marketing Forum and co-author of many marketing books with the legendary Professor Philip Kotler.

"Hermawan was very interested in

finding out about Africa and has already invited me to the 2024 event," she says.

The next stop was Tunisia in North Africa, where McIntee attended a meeting of the Association of Tunisian Marketing Professionals and formally signed the association as the newest member of the AMC. Tunisia thus becomes the 11th member of the African Marketing Confederation.

McIntee then journeyed to the neighbouring North African nation of Morocco to meet with the Moroccan Association of Marketing and Communications, which is one of the founder members of the AMC.

"It was a very busy and successful trip. My feeling is that the AMC is exploding onto the international marketing stage," she states. ■



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# Introducing the African Marketing Confederation

**THE AFRICAN MARKETING** Confederation is the ground-breaking pan-African body of marketing professionals spearheading the ongoing development of the highest possible standards of marketing across Africa.

Founded in 2011, the AMC is a collaboration between the various national marketing bodies and associations to exchange expertise and information, as well as to promote the marketing profession as a whole.

By unifying the bodies in the various countries, the AMC is positioned to

exchange expertise and information, provide intellectual capital and to ensure that the continent has a platform for like-minded marketing professionals at the highest level. The AMC aims to grow and support Leaders in Marketing in Africa, through this platform.

The AMC founding members are also fully committed to observing each country's unique and varying cultures, languages, standards of education and levels of development which require home-grown marketing approaches designed and nurtured by Africans themselves.

## THE MOROCCAN ASSOCIATION OF MARKETING AND COMMUNICATIONS

The Moroccan Association of Marketing and Communications (AMMC) was created in late 2013 as a dedicated platform to the country's marketing and communication communities – including managers, directors and officers from large, medium and small companies operating in the private and public sectors. AMMC members contribute to strategic thinking related to topics and themes of common interest and organise networking and experience-sharing events. AMMC's vision is to become the Moroccan reference for marketing and communication. Its defined mission is to promote the marketing and communication professions, to develop the skills and knowledge of professionals and to participate actively in the economic welfare of Morocco. <https://www.facebook.com/AMMC.Maroc/>



## CHARTERED INSTITUTE OF MARKETING, GHANA

The Chartered Institute of Marketing, Ghana (CIMG) was founded in July 1981 with the vision to be the voice of marketing practice in Ghana under the Professional Bodies Registration Act 1973 (NRCD143). The Institute aims at seeing organizations (both private and public) embrace the marketing concept, and be marketing oriented in their operations. In 2020, the CIMG received a Presidential Charter by the passage of the CIMG Act 2020 (Act 1021) with the main objects to set standards for the practice of marketing and to regulate the practice of the marketing profession in the country.

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## NATIONAL INSTITUTE OF MARKETING OF NIGERIA

The National Institute of Marketing of Nigeria is the body of professionals engaged in marketing and related fields as marketing practitioners: sales and marketing directors, commercial directors, customers' managers, media planners, channel developers, creative directors, value builders, brand directors, corporate and institutional governors, transformers, communication experts, general managers, and chief executives.

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## IMM SOUTH AFRICA

The Institute of Marketing Management South Africa (IMM) has for decades been the pre-eminent marketing institute in Southern Africa, bringing together like-minded individuals to share thoughts and experiences within the rapidly changing marketing environment. The IMM offers a wide range of value-added products and services for marketing professionals who are Associates in either an individual or corporate capacity. The IMM is a proud founding member of the AMC, providing you with the added benefit of developing a larger network across the African continent.

[Visit Website](#)



### UGANDA MARKETERS SOCIETY

The Uganda Marketers Society (UMS) is the leading community and voice of marketing professionals in Uganda. The society brings together diverse professionals across different backgrounds, experiences and levels of seniority to network, learn and grow together. UMS is affiliated with the Chartered Institute of Marketing CIM-UK, the world's leading professional marketing body. It is led by a diverse Board and Secretariat that

serve to ensure the society meets its goals. UMS started in 2015 with a vision to be the leading body of marketing practitioners and professionals inspired towards the development, promotion of professional ethics and standards, and application of world-class marketing leadership in Uganda. Its mission is to remain the most relevant influence informing Marketing in Uganda as a virtual community for professional marketers.

[Visit Website](#)



### MARKETING SOCIETY OF KENYA

The Marketing Society of Kenya started as the Advertising Society of Kenya in 1962. It became the Marketing Society of Kenya in 1968. The first chairperson was Nigel Crouch, the then MD of Cadbury Schweppes. The Society's main objectives are to develop, acknowledge and practice the profession of marketing, to provide services to members, and to offer a platform for self-regulation for practicing marketers.

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### MARKETERS ASSOCIATION OF ZIMBABWE

The Marketers Association of Zimbabwe was launched in 2007 with a vision to be a leading body of marketing professionals promoting professionalism of the highest standards and establishing channels of career development for the benefit of organisations and the economy at large.

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### THE ZAMBIA INSTITUTE OF MARKETING

The Zambia Institute of Marketing is a membership organisation regulating the practice of marketing in Zambia as provided for in the Zambia Institute of Marketing Act No. 14 of 2003. The Institute is affiliated to the Ministry of Commerce, Trade and Industry. The broad operating moralities of the Institute include: apolitical stance; impartiality and common good; capacity building; networking; and effective communication.

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### INSTITUTE OF MARKETING AND MANAGEMENT, MAURITIUS

Established in 1991, the Institute of Marketing & Management is the leading professional marketing education and training institution of Mauritius.

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### INSTITUTE OF MARKETING IN MALAWI

Institute of Marketing in Malawi (IMM) was formed in 2020 after transitioning from what was CIM Malawi Members Group which was formed in 2010. IMM is committed to ensuring that interests and needs of its members and stakeholders are understood and catered for throughout the organisation and the wider industry. Currently, IMM is the largest community of professional marketers in Malawi involved in several marketing activities such as networking of marketers in Malawi, organizing marketing events and training courses, setting best marketing practice standards in Malawi, promoting professional development of Marketers, study and education guidance to marketing students among others. IMM has become the face of Marketing in Malawi with the organization now referred to as the benchmark of marketing standards in the country.



# Radio in Africa: Tuned into the people and in tune with the future

With internet access still limited, millions of Africans are staying tuned to traditional radio. But as connectivity improves, digital audio options will rise. By **Cara Bouwer**.

**T**RUST, ACCESSIBILITY and flexibility continue to keep radio strong in Africa. While digital streaming and audio options like podcasting are growing – and already chipping away at traditional radio's dominance as a source of information and entertainment in some regions – the consumer insights available point to a still cosy relationship between listener, medium and advertiser.

While the relatively sophisticated South African media environment is certainly not a reflection of the rest of the continent, it is still among the most measured and understood of Africa's markets in terms of understanding the impact of digital and shifting consumer tastes.

Gary Whitaker, CEO of The Broadcast Research Council of South Africa (BRC), notes that "radio is still the number





one go-to in terms of news and companionship". However, it would be foolhardy not to consider how the audio space as a whole has been evolving in recent years as digital channels take hold.

"From a BRC point of view, we are moving to thinking about radio more as an 'audio' space," he tells *'Strategic Marketing for Africa'*.

"One would argue that radio listenership over the years has reduced. Yes, it is still a mass medium and has the second-highest reach compared to the likes of television, but it has gradually come down. If, however, you redefine the universe and make it an audio universe, you'll see it has grown substantially."

Whitaker says "there's listening going on" – whether it's listening to a podcast, downloading music or tuning in to the radio. This could be in a car or taxi, at home, at work, out jogging, in the gym, or walking home. This is why the BRC is increasingly shifting its methods and metrics to reflect more varied consumption habits, including a burgeoning appetite for digital consumption.

The BRC is well positioned to roll out digital media consumer studies like *'The Infinite Dial 2022'*, a digital audio study from Edison Research, which shows a growth in online audio consumption in major urban areas of South Africa among individuals aged 15 and older. This rose significantly from 39% in 2019, to 61% in 2022.

Unfortunately, though, this level of insight is not always easy to come by in other parts of Africa.

### A HUNGER FOR DATA

One pan-African study that bucks the lack-of-insight concern is a 2022 survey of 34 African countries by Afrobarometer, an independent, non-partisan research network.

Drawing on previous survey data dating back as far as 1999 and combining with fieldwork undertaken between 2019 and 2021 in African countries as diverse as Togo, Malawi,

Lesotho, Ethiopia, Morocco and Nigeria, the researchers concluded that: "Radio remains overwhelmingly the most common source for news in Africa. On average across 34 surveyed countries, two-thirds (68%) of respondents tune in at least a few times a week."

This is not to be construed as uniform across the continent, but without verified and consistent measurement it remains a challenge to draw out important information about who is listening, the languages they are listening in, and who is advertising on radio.

"My understanding is that, aside from Kenya, a lot of the other markets ... are still very reliant on a manual form of measurement [such as] a seven-day diary or a face-to-face interview, which is very broad," says Whitaker.



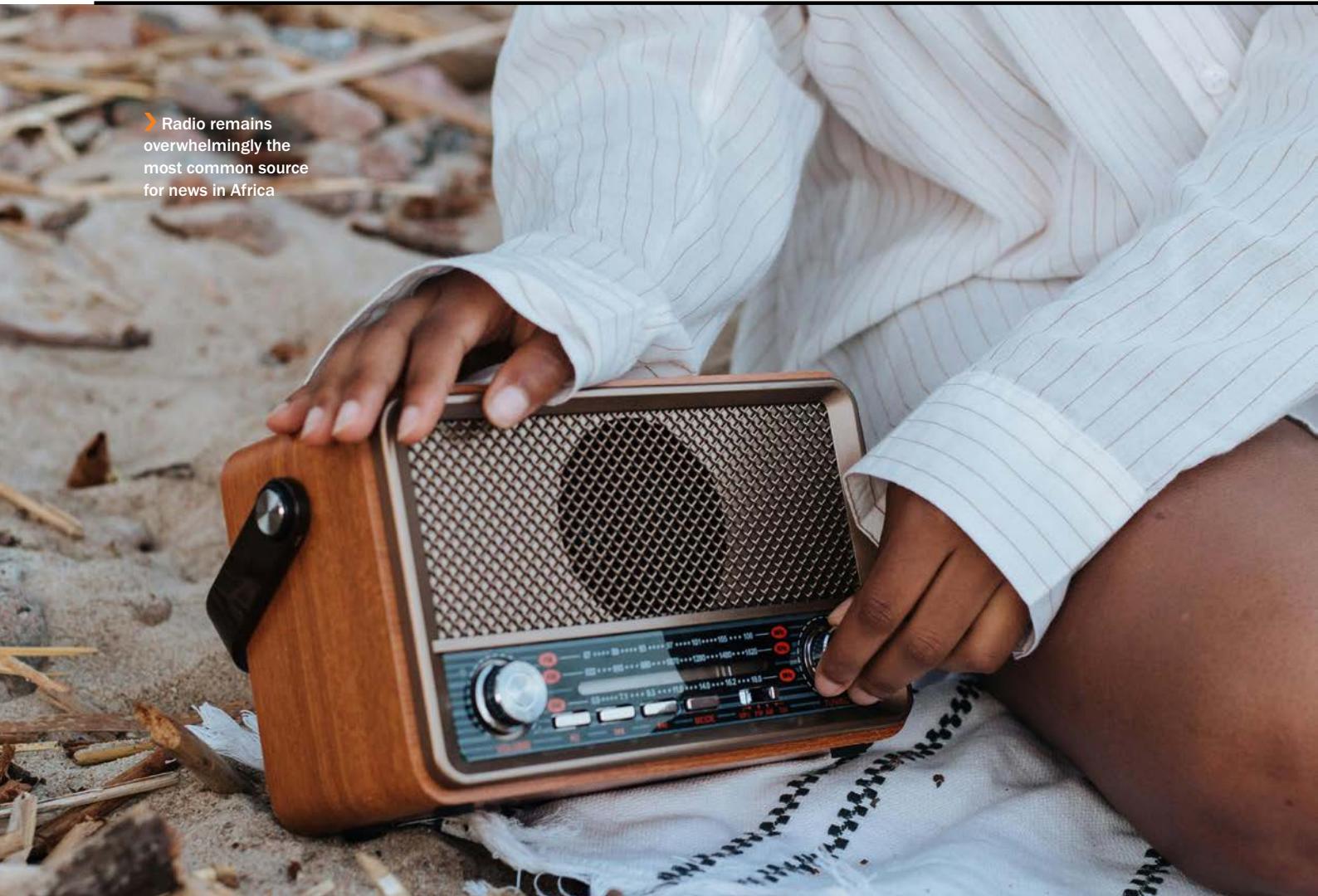
### More markets want latest listener data

"But I think the more affluent markets are looking for increasingly up-to-date information. There is a more heightened awareness, especially through the Pan-African Media Research Organisation (Pamro), and we share a lot of what we do and how we do it, which I believe does influence some of the other markets."

During the 2022 Pamro Conference, for instance, sub-Saharan African marketing specialist, Gafiedah Wilson, noted that in spite of the rise in usage of mobile phones, laptops and computers across Africa – and the resultant increase in digital consumption – linear mediums like radio and TV remained strong.

"People often ask us: 'why radio?' The answer is simple," said Wilson, "radio still has the widest-reaching footprint, reaching millions who have no access to the internet and even an inconsistent supply of electricity. Radio is being listened to via mobile but also in the traditional sense, so radio is still

➤ Radio remains overwhelmingly the most common source for news in Africa



very, very important – especially for the bottom-end of the pyramid or the pyramid that is emerging.”

The same conference also heard that while the world is moving clearly in a digital direction, Africa is not quite towing the line.

In Kantar’s ‘Sticky Media Trends Post-2020’ presentation, senior research expert Monique Claassen explained that a global shift to digital listening was not being replicated in key African markets where “linear channels like TV and radio remain important”.

Kantar’s data for 2021 showed an 11% increase in global radio consumption. But in Kenya this increase stood at a notably higher 35%, with an accompanying 30% increase in online streaming of radio. Similarly, Nigeria saw a 34% hike in traditional radio consumption with a 31% rise in streaming, while South Africa showed a

## ➤ *Attracting listeners at a greater rate*

28% rise in linear radio use and 19% for streaming.

This indicated what, while the access points to audio consumption may be changing, the radio format has continued to draw in African consumers at a higher rate than the global average.

### WORD ON THE STREET

Those on the ground and in the business of radio consistently argue that the intimate nature of the radio-listener relationship goes beyond news and information alone. The affordability of radio and the ability to produce content in various local languages, and based on specific

community needs, has traditionally been a key differentiator.

As Dr Stanley Tsarwe, a journalism researcher at the University of Zimbabwe, told the Associated Press news agency in 2023: “People don’t have to worry about network or data expenses. And one can’t be switched off for not paying fees. The radio set has become very powerful and multi-functional and that becomes critical in Africa where access to power and access to the internet are very limited.”

The BRC’s Whitaker also singles out the emotional connection to radio. “Radio is still very much seen as a companion. People have it on in the background. That’s a comfort. A lot of loyal listeners build up an affinity with the DJs at the station, and they feel like they know these people. Some brands want to be a part of that, and that’s where you get the likes of live reads,

---

live interaction, competition elements, those kinds of things emerging."

On World Radio Day 2023, several discussions took place across different African audio channels, from radio to podcast formats, during which more views emerged.

Zimbabwean broadcaster and consultant John Masuku told *Afrika Tonight*, a radio show broadcast on Channel Africa, that radio's main strength remains its accessibility and its simplicity. "Also, in terms of language, it can reach people in their languages, regardless of their levels of literacy," he said.

Former SABC radio manager, Carlito Sheikh, told the same show that trust remained the drawcard. "One of the most powerful things about radio – whether terrestrial or digital – is the reach of radio, the fact that citizens around the world rely on it for their news and information, and it is a trusted medium."

## WHERE TO FROM HERE?

Sheikh, however, was not blind to the impact of digital, technological and consumer shifts on the future of radio in Africa, and he chastised the industry as a whole for being slow to innovate.

"We are lucky in Africa that, if you look at the entire continent, way beyond 85% of people still have access to radio and listen to radio, despite mobile phones and streaming. But as internet penetration increases and handsets become cheaper, is it really going to be that way?" asked Sheikh.

In addition, as a young continent "bursting with young people, bright young people, who have choice at their fingertips", radio in the future would have to find ways to become more personalised, he said.

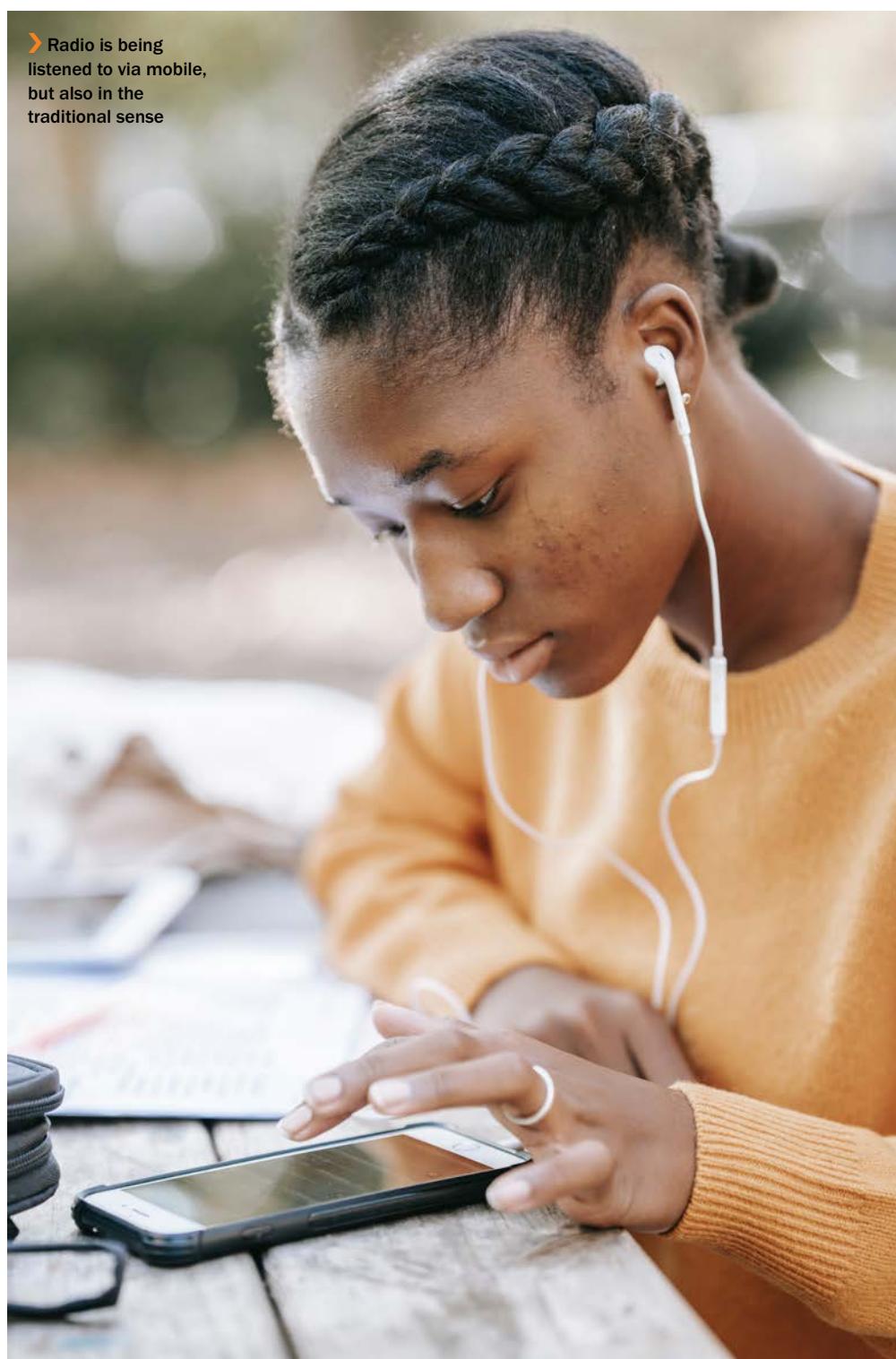
This was echoed in a discussion on Nigeria Info FM, a network of talk radio stations broadcasting in Lagos, Abuja and Port Harcourt, in which Nigerian broadcaster Ireti Bakare-Yusuf touted the idea of a children-focused radio station.

"I wouldn't say that in any other part

of the world, but I would say that in Nigeria, simply because our children still aren't being fed enough information," she said. "If there was a radio station that just focused on doing content for children, they would have a day when they do history, an hour when they do maths ... you talk about English literature... sciences... and also entertainment – what children find fun. It's just places we can expand into."

For Whitaker, any expansion must invariably involve unlocking new digital avenues and audio collaborations, particularly given that younger Africans have grown up with mobile phones and other digital platforms, and internet access for streaming music and podcasts.

This view tallies with the point raised by Afrobarometer researchers Jeffrey Conroy-Krutz and Joseph Koné, who



► Radio is being listened to via mobile, but also in the traditional sense



## A SELECTION OF PAN-AFRICAN RADIO STATISTICS AND HIGHLIGHTS

### CONNECTIVITY

- 40% of adults in sub-Saharan Africa are connected via mobile internet services.
- By 2025, 4G connectivity will account for a third of mobile connections on the continent, up from under a fifth of connections in 2021.
- By 2025, 61% of sub-Saharan Africans will connect using a smartphone.
- The number of SIM connections in the region is expected to rise from 917-million in 2021 to 1.09-billion in 2025 – an 89% penetration rate.

Sources: GSMA *The Mobile Economy Sub-Saharan Africa 2022*

### DEMOGRAPHICS

- In Kenya, young people (aged 18-24) rely mostly on television (32%), radio (30%) and social media (23%) for information.
- In Nigeria, most homes have a working radio (83.4%) as well as a television (74.6%). While 87% have a mobile phone.
- In Ethiopia, most media audiences prefer radio and TV as their primary source of information.

- In Kenya, 35% of respondents listened to the radio between 6am and 10am, followed by 24% between 8pm and midnight.
- In Kenya, 83% of respondents used digital media in 2022. This was up from 77% in 2021.
- In Kenya, television is the most trusted medium at 33%, followed by radio (32%).
- In Nigeria, radio is the dominant news platform – 77.4% of the population listen to the radio for news at least once a week.
- In Nigeria, 75.3% listen to the radio in English.
- In Nigeria, most homes have a working radio (83.4%) as well as a television (74.6%). While 87% have a mobile phone.
- In Ethiopia, internet penetration stood at 16.7% in 2023. Cellular connections covered 53% of the total population.
- In South Africa, more than 26.4-million people listen to the radio several times a week.
- In South Africa, radio listenership among male audiences is strong – at an almost 80% past-seven-days reach, with a slight decline in female listeners.
- In South Africa, younger listeners (24-34) are increasingly streaming music and listening to podcasts.
- In South Africa, the 35–49-year-old demographic is the most ardent radio-listening group

Sources: State of Kenya's Media in 2022 (Media Council of Kenya); Contemporary Media Use in Nigeria (Broadcasting Board of Governors); Ethiopian Digital Media Information Ecosystem Assessment (Internews); RAMS AmplifyTM (Broadcast Research Council of South Africa)

noted that "radio has long been the most commonly accessed mass medium in Africa ... the use of digital media is increasing rapidly, suggesting new opportunities and new challenges".

Whitaker points out, for instance, that more people are listening to radio through the DStv decoder, which is allowing listeners to access radio stations they would geographically not be able to pick up.

With DStv's extensive audio footprint across the African continent, it means that someone in Zambia can access Namibian-based Urban Café Radio (DStv channel 876), or Uganda's Radio One FM 90 (channel 897), which was added to the DStv audio bouquet in 2020.

At the time of joining the bouquet, Radio One FM 90's head of programming, Elvis Kalema, told the Music in Africa Foundation: "This milestone means that our audiences across Uganda now have an additional avenue to listen to their popular programmes and shows live from Kampala."

The audio inclination of media consumers is also becoming a feature on digital news channels such as News24 in South Africa, which provides podcast clips to accompany its written content.

Whitaker singles out the YouTube podcast of SA Rugby Magazine columnist Mark Keohane as a successful example of print journalists and commentators moving into the audio space.

Looking at it from this perspective, it's not a case of radio's demise but the medium's own digital evolution.

"The African market is definitely moving to these other formats of audio," says Whitaker. "Now it's for the broadcasters to harness that power." ■

**Cara Bouwer** is a Johannesburg-based writer, journalist and editor. Her words appear in media articles around the world, in business case studies, insight reports and corporate copywriting. She is also an experienced ghost writer. @carabouwer

► In Nigeria, 75.3% of people listen to the radio in English



# Africa's entertainment and media industry forecast to grow despite cost-of-living challenges

While steep increases in daily living costs are causing African consumers to re-evaluate discretionary spending, strong growth is expected across multiple segments.

**F**OR AFRICA'S entertainment and media (E&M) industry, 2022 was a challenging year. Steep cost-of-living increases caused consumers in South Africa, Kenya and Nigeria to re-evaluate discretionary spending on entertainment and media products and services.

However, PwC's latest '*Africa Entertainment & Media Outlook 2023 – 2027*' report, released in November 2023, indicates that strong growth is expected, with all markets ahead of pre-Covid revenue levels.

Of the three markets covered by the PwC study – South Africa, Kenya and Nigeria – Nigeria will have the most impressive growth story, with the country set to see E&M revenue growth at a 16.5% compound annual growth rate (CAGR) to 2027.

"This is the strongest rate of growth globally, and revenue in the country will more than double, from US\$6-billion in 2022 to \$12.9-billion in 2027," says the consultancy's Charles Stuart.

By 2027, the market will still be experiencing double-digit growth in revenue, primarily due to large gains in internet-access revenue, particularly mobile.

Over the next five years, the number of mobile internet subscribers in Nigeria will increase from 54-million to 78-million, but penetration will still be less than a third of the population in 2027.

## KENYAN E & M SEGMENTS ARE ALL FORECAST TO RISE

Kenya's entertainment and media

market saw revenue growth of 9.8% in 2022, to total \$2.3-billion. Unlike South Africa and Nigeria, all E&M segments are set to rise to 2027, with revenue reaching \$3.2-billion in that year.

Internet advertising and OTT video (video streamed over the internet) will be the fastest-rising segments in Kenya. OTT revenue will more than double from \$6-million in 2022 to \$14.2-million in 2027.

Like South Africa and Nigeria, Kenya's internet-access segment will see the largest increase in revenue. By the end of the forecast period, mobile internet penetration will stand at 58.0% in Kenya, and mobile will take an 83.9% share of internet-access revenue.

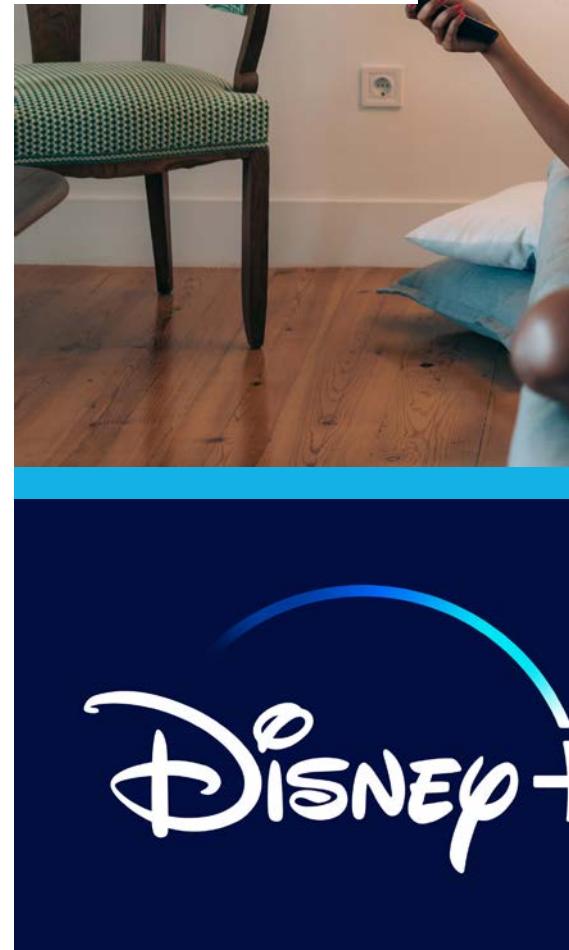
Growth in South Africa's E&M market stabilised to 8.8% in 2022, down from 15.4% in 2021 – when the market was rebounding after the end of the pandemic. Growth continues to be healthy and will outpace the global average over each year of the forecast period.

The market will see strong growth in OTT and cinema, but the largest revenue gains will come from growth in the internet-access segment, as new users take out subscriptions to mobile and fixed broadband services, and existing customers upgrade their packages.

## ADVERTISING AND STREAMING

According to the PwC study, advertising and streaming services in the three countries are forcing reinvention, faster.

In 2022, advertising became a key factor that forced industry leaders to reassess and reinvent how they



operate. Competition for consumers' attention, and the revenue that follows, is heightening thanks in part to a steady stream of new entrants.

The Disney+ streaming service launched in South Africa in May 2022 and MultiChoice agreed to a partnership with Disney to offer access to Disney+ through its DStv platforms. Meanwhile, in November 2022, Paramount announced that its



streaming platform, Paramount+, would launch in Africa by 2024.

"Streaming services are continuing to apply pressure to traditional TV services, with many [people] now forgoing them and paying for services that instead provide an abundance of on-demand video content," Alinah Motaung, PwC Africa Entertainment and Media Leader, observes.

"Total TV advertising revenue contracted by -3.3% in South Africa in 2022, predominantly due to falls in terrestrial TV advertising. However, this is expected to be temporary, with the segment forecast to rebound in 2024 and increase at an overall 1.2% CAGR through to 2027."

"In Nigeria and Kenya, TV advertising growth will be much stronger, with CAGRs of 6.7% and 5.4% expected over the next five years, respectively."

### MUSIC STREAMING UPTICK

The music streaming market continues its march across African countries, with

strong growth being experienced in music-streaming subscription revenue.

"Spotify has grown a sizeable foothold in South Africa," Stuart says. "South African users have streamed more than 1.2-billion hours of music since Spotify launched in 2018."

The service has also benefited more local artists, however South African musicians have struggled to generate a significant income from music streaming.

### MOBILE DRIVES INTERNET ACCESS

The rollout of fast and reliable 5G networks is progressing in Africa, but efforts are being hampered by multiple factors including regulation, affordability, geography and investment, PwC states.

In May 2023, Nigeria had over 700 5G sites across 13 cities, while Kenya had 370 sites in July 2023, with an intention to add 595 new sites by the end of March 2024.

According to PwC, 5G smartphones accounted for 19.3% of global

connections in 2022, compared to 3.1%, 2.1% and 1.2% in South Africa, Kenya and Nigeria respectively.

"Despite the low uptake of 5G, African markets are mobile-first, with fixed broadband penetration levels below the global average," Motaung says.

"Low rates of uptake are particularly pronounced in Nigeria and Kenya, where fixed broadband penetration is below 10%. Penetration is higher in South Africa, at 43.3% in 2022, albeit still significantly lower than the global average of 76.1%. The rollout of 5G will enable consumers to access and engage with data-heavy services and platforms on the go."



### *Uptake of 5G still remains very low*

### MORE INFLECTION POINTS AHEAD

In the coming years, there will be more inflection points beyond the continued rise of advertising and the growth of digital. Continued rollout of 5G will see its penetration almost surpassing that of 4G by the end of the forecast period – a tipping point that will be reached globally in 2025.

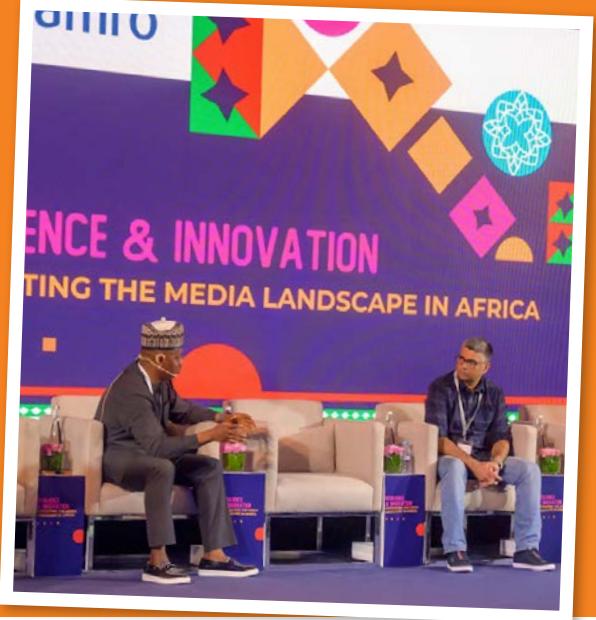
"Establishing robust internet connectivity in Africa's key growing economies will underpin and facilitate this growth moving forward, with opportunities for consumers and advertisers across music and video streaming, gaming and the metaverse all reliant on fast and reliable internet access," Stuart says.

Adds Motaung: "International and domestic players alike are investing in local content and services to attract audiences and keep them engaged in an increasingly crowded landscape. Whatever pathways emerge, the imperative will be to lean into innovative thinking."

Readers of our Digital Edition can access the full report [here](#). ■

# Pamro's Casablanca conference discusses navigating Africa's rapidly changing media landscape

Delegates hear of an unfolding new era in the continent's media research, where in-moment studies will be crucial. By **Oscar Tshifure**.



**T**HE PAN AFRICAN MEDIA Research Organisation (Pamro) annual conference is an opportunity for Africa's media owners, marketers, brand managers and advertising executives to share current research methodologies, as well as best practice, challenges, successes and failures.

'Resilience & Innovation: Navigating the Media Landscape in Africa' was the theme of the 2023 annual conference, which this year took place in Casablanca, Morocco.

As always, the conference attracted a mix of African and international speakers, with the sessions including panel discussions and presentation of papers. There were also opportunities for informal interactions and for delegates to experience the sights, sounds and hospitality of Morocco.

## CONFERENCE PAPERS

The winning paper this year was presented by Matt Angus-Hammond, Regional Director for West Africa at GeoPoll.

His paper – the 'Democratic Republic of Congo Media Landscape Survey 2023: Context, Execution and Insights' –

shared the story of why and how GeoPoll conducted the largest media audience survey in the Democratic Republic of Congo's history, and what insights it revealed about this important, but poorly understood, market.

The second-placed paper was presented by Mehdi Aman, Technology & Analytics Director, and Siham Malek, MD, at Integrate, a Kantar affiliate, for their paper titled 'Overcoming Memory Bias: A Non-Invasive Methodology for Tracking Digital Behaviour in Morocco'.

According to the pair, as the digital landscape continues to evolve, capturing in-moment digital behaviour of consumers becomes increasingly vital. Traditional survey methods often depend on respondents' memory, resulting in recall biases that can distort the data.

The paper was based on research that introduces a non-invasive, agile, respondent-friendly and automated data collection approach designed to track real-time digital behaviour and counteract memory bias. By using self-reported data, it avoids the necessity of intrusive tracking apps on the respondent's device, enhancing user privacy.

Operating under tight timelines and utilising an offline approach, Integrate employed a mobile panel representative of Morocco's digital population for the study. The innovative methodology, combining segmentation and diary methodologies with Integrate's data collection tool, Nfield, and automated data quality checks, facilitated rapid fieldwork, operational responsiveness and emphasised data quality.

Conference delegates heard that within one week, the company had collected 2,985 data points, leading to the first digital segmentation in Morocco and attracting significant media attention. In-moment studies such as these hold immense potential for understanding usage, attitudes and media consumption habits, signalling a new era in the study of digital behaviour.

## LESSONS FROM INDIA

The third-placed paper detailed media research lessons from the emerging market of India. Titled 'Learnings from India on Effective use of Return Path Measurement Data – Building Blocks for Adapting Change in Africa's Video Content Research', it was presented by Nitin Kamat, Chief Growth &



Partnerships Officer, and Tejas Naik, Senior Vice President – Strategy Group & Business Development, at TAM Media Research in Mumbai.

With similar media diversity between Africa and India, and growing popularity of multi-distribution platforms for audiences, there is an opportunity to learn, adapt and accelerate growth trends with effective use of Return Path Measurement Data in Africa, the pair told the audience.

Their paper focused on how TAM Media transformed usage of audience measurement with its case studies.

Another paper, titled '*Brighter Prospects for the African Consumer*', was presented by Nosipho Gama, Executive Head of Department responsible for Business Enablement at DStv Media Sales, and Kunal Panja, Associate Director at Borderless Access – Consumer Insights & Research Services – Africa, UK & Europe.

PHOTOS: DSTV MEDIA SALES; SIHAM MALEK VIA LINKEDIN

They told the conference that Africa's growth is poised to outpace Asia as the world's fastest-growing region, and in future is expected to contribute 38% of the world's population. With the internet and technology helping to transform Africans' lifestyle and

behaviour, DStv connected directly with consumers in an unintrusive way through Borderless Access's always-on deeply pre-profiled online panellists.

The paper explored how Africans adapted to the fast-paced lifestyle, urbanisation and technology transformation, and explained the consequential impact and evolution of media-consumption habits.

## MEDIA AND ENTERTAINMENT

Melissa Webb, Senior Client Director at Human8 in Johannesburg, presented a paper titled, '*Unleashing Africa's Potential Within the Media & Entertainment Space*'.

She told the audience that seamlessly blending physical and digital worlds, Gen Z thrives in the social media realm, with platforms like YouTube, TikTok and Instagram playing a central role in their lives. This digital-native generation not only seeks entertainment and creative expression but also uses social media for digital activism like the #FreedomToBeMe campaign, where they expressed their perspectives on Freedom Day in Africa.

Webb said that, in this transformative year, the media and entertainment

sector faces the challenge of balancing online connectivity with the need for meaningful connections and social well-being. Audiences, which include Gen Z, desire authentic and relatable content, rejecting the 'picture-perfect' mentality often found on social media.

The paper explored how media brands can shape the future by facilitating social well-being and championing sustainability. By redefining values, partnering with organisations and acting on social well-being goals, it concluded that media brands can have a positive impact and resonate with the socially conscious younger generations in Africa.

Nielsen SA's Terry Murphy and Peter Langschmidt presented a paper titled 'FUSION' which covered all the principles of fusion and explained how it works, as well as its inherent advantages over classic single-source surveys.

The paper included case studies and examples from projects that have been done in South Africa with the PAMS hub survey and TV, radio and digital – as well as brands' data donor surveys.

Ditsotlo Ketlogetswe, MD of Venture Bliss in Botswana, delivered a paper titled 'Botswana Audience Measurement Survey'.

Delegates to the Pamro conference heard that the measurement programme included a national establishment survey to ascertain the TV and radio universes, in addition to a full overview of all media in Botswana, as well as lifestyle and brand usage. The survey also included a weekly mobile diary of TV and radio station listenership, which is combined with TV station logs to determine programme and genre audiences.

Pamro has yet to confirm the venue and date of the next conference. This will be announced in due course. ■

**Oscar Tshifure** is Vice-President of the Pan African Media Research Organisation (Pamro) and President-Elect of the Public Relations Institute of South Africa (Prisa). In his day job, he is Head of Public Affairs at Razor PR, and is also an MBA candidate.



# Broadcasting's black hole: Are advertisers getting what they pay for?

Do advertisers get what they pay for on television and radio in Africa? Significant sums are involved, but the industry undervalues the importance of independent verification. By **David Gorin**.

**B**Y NATURE, MARKETING is an optimistic discipline. In seeking out trends and identifying opportunities, marketers scan horizons and look to the future.

Therein lies a flaw: a lesser focus on the here-and-now, the nitty-gritty basics. As in the proverbial 'see no evil, hear no evil, speak no evil', is there a blinkeredness to the need to understand what's happening

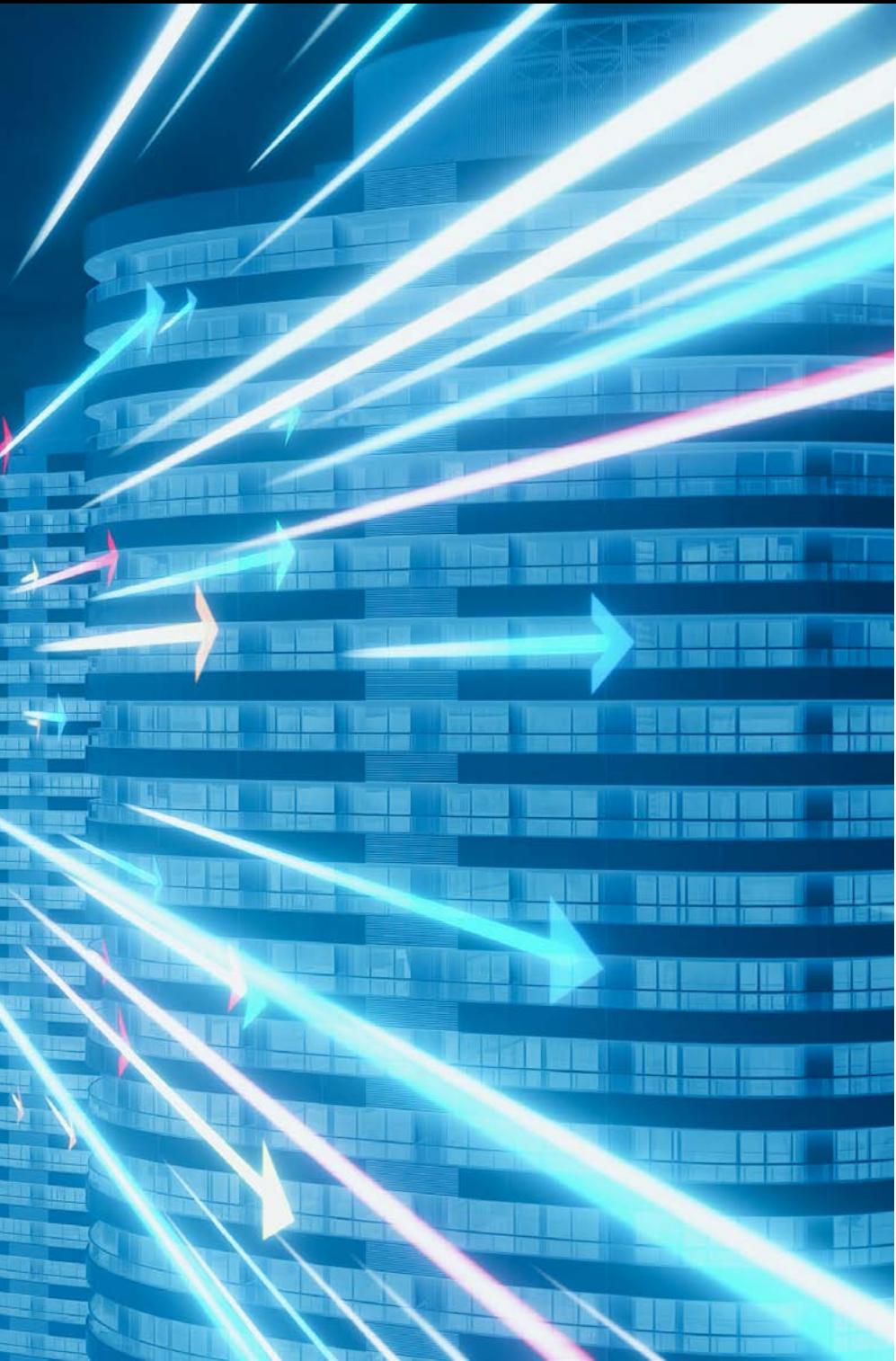
in plain sight?

This broad question plays out in specific relation to the huge advertising expenditures allocated, continent-wide, to television and radio.

In South Africa – where, according to Nielsen, broadcast media take 84% of measured allocations in traditional media – full-year 2022 TV and radio figures are US\$1.75-billion

(R32.7-billion) and \$470-million (R8.8-billion) respectively.

Although the numbers are far lower in Nigeria and Kenya – Africa's other major advertising markets – these countries also have vibrant broadcast landscapes that continue to attract the largest adspend slice, with major Nigerian corporations also spending millions of naira on pan-African TV buys.



The gist is that broadcast media owners receive these sums, and the agencies and brokerages accept the related commissions, but proof of contract fulfilment is falling short. Do advertisers grasp that their commercials may be flighted incorrectly – wrong time, incorrect channels or programmes – or entirely missed? Worse, that a completely incorrect

advert could be run?

To illustrate, a sample of reports provided by one specialist broadcast-monitoring company, covering a spectrum of 2022-2023 campaigns in Botswana, Eswatini, Lesotho, Namibia and South Africa, shows an advertisement flighting error rate range of 4-18%, with two outliers, at 1% and 50% error rates.

The campaign in the sample with the largest number of contracted spots, at 3,200, incurred an error rate of 8.5%. The median non-compliance factor – on a giant fast-food retailer's campaign on mainstream South African stations – was 7%.

In simple terms, the sample reveals a degree of flaw in the accurate flighting of advertisers' contracted broadcast media bookings.

We cannot know the average non-compliance rate continent-wide, nor for any particular country, nor generalised separately for TV or radio, because the sample is not representative of all monitoring work performed on behalf of its clients by this particular service provider, let alone of all independent monitoring companies' work.

Further, focusing solely on flaws obscures the probability that the majority of TV and radio buys are implemented without error. Commenting on South Africa as the continent's largest adspend market, Dr Jaco Pienaar, Chief Communications Officer of the Media Host group, which offers clients broadcast-monitoring services in sub-Saharan Africa, believes that the robust regulatory framework provides a foundation for advertisers to trust the system.

Other experts disagree. "We work in an industry where many claims are made," says Andrew McFarlane, founder and CEO of the African Stereo Network Company (AFSTEREO), whose systems – requiring neither pre-loading of commercials nor any form of interface with stations – are probably the most cutting-edge and genuinely independent.

AFSTEREO operates in Botswana, Eswatini, Lesotho, Mauritius, Namibia, South Africa and Zimbabwe. But, referencing the thousands of broadcasters throughout Africa, McFarlane points out that outdated technologies and legacy systems, coupled with poor training, are endemic. "This is a red flag for possible non-delivery," he believes.

This is echoed by Mark Knocker, CEO

of pan-Africa media broker Marnox Media, with broadcast business mainly in Botswana, Kenya, Mozambique and Namibia. "Very few clients are aware of the risks," he says. "Mistakes happen more frequently than they would like to believe."

Certainly, the verification report sample supports the conclusion that industry role players need to think more deeply about accountability.

### BROADCASTER PERSPECTIVES

As in any industry, there are leaders and laggards – and luddites, too.

Some of Africa's major broadcast companies use state-of-the-art technologies to minimise human inputs into advertising logs and to automate error detection. This allows proactive course correction and enables quick communication to their advertisers of an advertising flighting error – a plus for both the business relationship and the minimisation of compensation.

Others, while acknowledging the importance of compliance and the responsibility of agencies to account to their clients, robustly defend their systems. One media planner working on a leading FMCG brand narrates the difficulties in negotiating appropriate

compensation, quickly, with a large TV station: "Even for errors or omissions involving one or two spots on a schedule of a hundred, I have to provide proof to back up my query, rather than the other way around. Then the to-and-froing starts," she bemoans.

Then there is a recent incident involving a regional radio station in Namibia. Asked to investigate non-detections on a contract, the owner was outraged that his station was being monitored, and annulled the arrangement with the broker. The main loser: the advertiser.

### *There are many vested interests*

#### COMPLEXITY – OR COMPLICITY?

AFSTEREO's McFarlane is phlegmatic. His company has uncovered much in its decades of operations. But remuneration structures, and the nature of relationships between marketer, media agency and media owner, are barriers to change. There are vested interests in not shining a light, in not rocking the commissions boat.

There is an irony in this disincentive to probe too closely. Marketers demand increasingly more value and higher discounts from broadcasters. As their audiences fragment, media owners resist as best they can.

From either perspective, the detection of flighting non-compliance would prompt an unpleasant conversation. "You've nailed us for a huge discount after months of negotiations, and now you complain about a handful of non-flightings?" the broadcaster would lament. The advertiser and agency may feel the issue is best left alone – after all, would it be worth compromising next year's negotiation?

And so, both parties concentrate on different metrics. Rather than raise issues of contract non-compliance, agencies' post-campaign reports can bask in highlighted audience numbers. Around boardroom tables marketers present grand, globular ratings data and reach projections rather than go cap-in-hand to their procurement department to flag a problem.

Checks and systems offered by AFSTEREO and Media Host are able to provide another critical benefit for advertisers in regulated industries, specifically alcohol and gambling in those African countries where strict codes govern the targeting of minors and the full scheduling of warning messages attached to commercials.

In this instance, real-time detection of inappropriate time channel usage, or messaging cut-off, would enable rapid rectification.

However, it seems that none of the relevant regulatory authorities in the various countries currently use independent TV and radio monitoring for purposes of compliance assurance for these aggregated industries, but instead rely on individual advertisers and broadcasters to implement their own adherence protocols.

"We take very seriously our responsibility to adhere to the advertising guidelines. As such we



welcome any system or technology tool that can tighten compliance," says Camilla Curtin, Media Manager at Heineken SA.

But could a unified, industry-wide verification system be in everyone's interest – brand owners and gambling entities, their respective governance bodies, and the public?

## ➤ *The data providers play a critical role*

### SOURCE DATA

Data providers have a critical role. As one of the industry's primary adspend data providers for decades, Nielsen generates indispensable information, much of which is incorporated into the suite of models created by Software-as-a-Service (SaaS) company, Telmar. Used as the standard broadcast media planning and post-campaign reporting tool, Telmar is, for many agencies, the sole reference to check flightings.

Here, the verification issue gets murky. Inquiries as to the methods and processes Nielsen uses to monitor the vast broadcast landscape, including DSTv as the major satellite player offering some 250 channels, meet with a degree of vagueness.

Powerful, smart technologies are undoubtedly used, but how independently-sourced is the data that's gathered?

Nielsen admits to working with mainstream TV channels to "validate" monitoring against stations' logs. For this medium, then, some data provider and broadcaster hook-up is happening. But perhaps the industry cannot realistically expect otherwise, given that media agencies demand the rapid availability of the information?

The point isn't to criticise Nielsen or Telmar. The onus rests on users of the data to understand its source and to lift the technology comfort blanket to assess its true independence and

They're enjoying family TV time. But are they seeing the ads they're supposed to?





▼ The probability is that most TV and radio buys are implemented without error

veracity for verification purposes.

Currently, ask almost any media planner or buyer in Africa, and they will be unable to explain the core process – and will probably continue to use Telmar's post-campaign model as supposed proof of accurate flightings.

Marnox Media's Knocker appreciates the difficulties involved in

independently verifying ad flightings in some African countries. "Independent flightings monitoring isn't possible in all markets. But where it is, it's indispensable. We want to ensure our clients are getting what they pay for," he emphasises.

### UNDERUTILISED SERVICES

Genuine verification comes with a cost, notes Lynn Bright, GM of leading Zambian media agency Intrepid Research and Media.

"Intrepid's position is that we want proof. We strongly recommend to our clients that they pay the extra fees involved to get confirmation, as independently as possible, of contracted media flightings," she says.

Bright believes most Zambian advertisers are yet to appreciate the value of this, and take too narrow a view. "Some of our data-oriented clients do understand that verification is critical, and then they ask, 'What else can we get?' This opens up the potential for insights way beyond flightings checks," she says.

Indeed, market intelligence is precisely what companies such as

Nielsen provide for South Africa's advertising industry, and which AFSTEREO generates as a spin-off from its monitoring activities in the African countries in which it operates.

Approached for comment, one of the continent's leading brand advertisers acknowledges that specialist technology companies able to provide the precise services to improve broadcasters' accountability and flightings compliance are not well known.

Regardless of where the onus rests, marketers, media planners and buyers should re-evaluate their assumptions. As a business-building principal, for mutual reward, positive relations with media owners remain important. But, with blinkers off, another tenet should be considered: trust ... but be sure to verify! ■

*David Gorin is both an experienced journalist and a media strategist who operates in various African countries. He writes in his personal capacity, with opinions and observations based on over 30 years in the industry. He is currently a strategist with Marnox Media.*

▼ Lynn Bright  
of Zambian  
media agency  
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**O**NE OF THE KEY mandates of the African Marketing Confederation (AMC) is to provide opportunities for education and further learning to our membership base.

In tandem with the AMC's Chartered Marketer (Africa) designation – the pinnacle of the AMC's professional education offering – the Confederation has an approved range of Short Courses. These are designed to complement the study and career-growth initiatives already being offered by our member countries to their respective members.

In all, there are approximately 50 courses on offer, ranging from fast-paced Express Courses that can be completed in less than a week, through to longer and more in-depth fields of study that may take between six weeks and 10 months – depending on the student and their individual time constraints.

All the AMC's short courses are online-only, giving students the flexibility

to work around their busy lives and study at the time that suits them, whether it be 5am for early risers or in the evening, once kids are tucked up in bed, for those with families.

## TUTORS ARE AVAILABLE TO ASSIST STUDENTS

However, 'online-only' does not mean 'on your own', and AMC-approved and qualified tutors are available to help and guide students.

"These short courses, developed by industry experts, are practical and relevant, providing hands-on tools to help deal with real-world scenarios," explains AMC President, Helen McIntee.

"I believe our digital courses, in particular, will be of great interest to African students. While digital marketing has yet to gain the traction it has achieved elsewhere in the world, that will change – and bring with it great opportunities for our marketers!"

No previous qualification or work



experience is required for these courses, but the AMC recommends that candidates should have successfully completed secondary schooling to cope with the content. Fifteen percent of all course fees paid by a student go back to the respective AMC member country.

Among the courses on offer are Marketing Mix Strategy; World of Marketing; Basic Principles of Marketing; Segmentation, Targeting and Positioning; and A Digital Approach to Marketing Strategy.

Shorter courses, known as Express Courses, are priced at \$50. Longer, more in-depth, courses are priced at \$300.

Readers of our Digital Edition can find out more about the AMC's Short Courses [here](#). ■



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# Latest Customer Satisfaction Index Report for Ghana's banks released

Second edition of the study surveyed over 5,000 consumer and business customers, with banks urged to act on the results.

**T**HE CHARTERED Institute of Marketing, Ghana (CIMG) recently launched the Ghana Customer Satisfaction Index Report (GH-CSI) for 2022. The launch event at the Coconut Grove Hotel in Accra had a hybrid format, with a live TV broadcast and a substantial online presence on Facebook Live.

The study established an overall CIMG-CSI Performance Index of 98% for Service Quality, for which five banks crossed the threshold. Nineteen banks performed outstandingly, attaining 5-Star categorisation, while three banks earned 4-Star status.

Centred on the banking sector, the research assessed customer sentiments regarding Service Quality, Customer Satisfaction, and Customer Loyalty in both consumer and business banking.

According to the CIMG, research focused on the banking sector due to its strong regulation and regulatory oversight, ensuring minimum quality standards. Over 3,000 retail consumers at the branches of Ghana's 22 universal banks in Accra, as well as more than 2,000 business banking customers, were surveyed.

In his welcome address, the National President of CIMG, Dr Daniel Kasser Tee, commended the banks for navigating a tough financial year.

"The effects of the Domestic Debt Exchange Programme (DDEP) on the financial performance of banks for the full year 2022 and the first quarter of 2023, for some, was huge and devastating. Thank God, they have survived it and returned to profitability," he said.

Dr Tee announced the inclusion of Business Banking, stating that: "We have been able to expand the study a notch further to cover Business Banking as well, unlike the maiden report that covered only Consumer Banking. By this, we collected and analysed separate data for Consumer banking and Business banking."

## PUT THE RESULTS TO GOOD AND PRUDENT USE

He added: "Consumers of this report, particularly the banks, must learn how to put the results to good and prudent use. They should juxtapose their performance in each area to the customer's indication of how important

From left: Dr Daniel Kasser Tee, National President of CIMG; Mr John Awuah, CEO of the Ghana Association of Banks; Mr Adam Sulley, Consulting Director of Education at CIMG; Dr Ireneus Gundona, CEO of Consumer Insights Consult Ltd





➤ National President of CIMG, Dr Daniel Kasser Tee (right) with marketing award recipients Mr David Afflu and Mrs Patricia Obo-Nai. Far right is Professor Abednego Feehi Okoe Amartey

that particular dimension is to them.

"High service quality promotes customer satisfaction, which in turn aids in shaping customer behavioural intentions by way of loyalty, and guarantees positive financial consequences on both the income statements and balance sheets of organisations."

The chairman for the launch was the Chief Executive Officer at the Ghana Association of Banks, Mr John Awuah, who expressed delight with the outcome of the study.

"This exercise, you all agree with me, is a very important one and, personally, I am excited that we have these performance benchmarks, particularly on customer satisfaction. Banks can benchmark themselves against each other and identify areas where service standards need improvement." He advised the banks to embrace the report as an accurate indication of customer sentiments.

"This is not a CIMG report. This was done in collaboration with technical support from the association and also from independent customers of the banks who have no interest in marking 'bank A' up or 'bank B' down. So, we take the results as a true reflection of the image that our customers perceive of our banks and

our services," Mr Awuah stated.

"As an association we will further dissect the results, providing our members with a comprehensive snapshot. We call on them to take these performance outcomes very seriously and use [the report] to drive their service standards going forward."

Future CIMG surveys will expand to cover a broader range of industries, providing a comprehensive view of the average Ghanaian's sentiments towards everyday products and services.

### CIMG LAUDS ITS TOP MARKETERS

Meanwhile, CIMG named its top marketers at the 34th CIMG Annual National Marketing Performance Awards held at the Labadi Beach Hotel in Accra recently.

The CEO of GB Foods, Mr David Afflu, was announced as Marketing Man of the Year 2022, and the CEO of Vodafone Ghana, Mrs Patricia Obo-Nai, as the Marketing Woman of the Year.

Mr Afflu was recognised for leading GB Foods to a tremendous rise in the FMCG industry, with brands such as Gino and Pomo in the tomato mix category enjoying a total brand communication awareness increase from 97% to 99%, Top-of-mind awareness increased from 28% to 33% and spontaneous awareness from 84% to 91%.

Under his leadership, GB Foods has also experienced a growth in market share from 34% in 2020 to 40 % in 2022.

Mrs Obo-Nai, was recognised for, among other things, successfully leading the introduction of some irresistible offers, notably 20-minute calls to all networks and 1GB data for only 1 Ghana cedi (US\$ 0,085).

During this period, she supervised the implementation of exciting marketing programmes that led to a 5% growth on data revenue month-on-month, and a 35% annual growth from the previous year.

Also featured on the list of personality awards were the Marketing Practitioner 2022 and Marketing Students of the Year 2022.

The Marketing Practitioner of the Year went to Mrs Nana Essilfuah Tamakloe, who serves as the Director of Marketing & Corporate Affairs at ABSA Bank.

The Marketing Students of the Year were jointly awarded to Ms Priscilla Mawuse Menka, Strategy & Business Development Executive at Deon-Noed International, and Ms Agnes Narkie Odonkor, Business Development Manager at Microfinance and Loans Centre (MASLOC). They were the overall best students in the professional marketing examinations. ■



# Botswana tradition as a bedrock for sustainable PR approaches

**Taazima Kala-Essack** explains how the fundamental building blocks of countries like Botswana are prime examples of public relations principles in action.

MANY A SCHOLAR, POET and even philosopher has written of the rich culture and near-intoxicating rhythm that Africa boasts. More recently, we are seeing the true spirit of Africa rising in the innovation of her people.

In Africa, we have always had the tools required to solve real issues and sustainably ensure we shape a brighter future. This spans a multitude of sectors, with veritable forces of progress and excellence to be found across the breadth of the continent. Communications and public relations is but one area that deserves a considerably closer look – not as an emulation of the wider world, but as a source of inspiration.

The reality is, while we may not feature front and centre on the global



◀ Left: Basic protocols and ways governing how people interact have become the basis for sound PR strategies in Botswana

▼ The University of Botswana was founded on the principle of the One Man, One Beast campaign

communications and PR stage, the very fundamental building blocks of countries like Botswana are prime examples of basic public relations principles.

These include a structure of communication and engagement in communities, and basic protocols and ways governing how we interact: “Bua” – speak, “therisanyo” – consult, and “dipuisanyo” – dialogue. These words in Setswana (the national language of Botswana) have the power to shape mindsets, behaviours and actions; they influence today’s delivery of PR in Botswana – or at least of PR done well and responsibly.

Although a diverse dialect, our language and deep reverence for the community are rooted in the ideology of communicating and engaging, of building relationships and understanding, as well as preserving the sanctity of what true consultative dialogue can bring.

Grassroots-level community leadership and engagement in Botswana are prime examples of this,

working to help shape better societies. As a matter of fact, they are aligned with the basic definition of PR as building mutually beneficial relationships.

## THE TRADITION OF THE KGOTLA

The traditional gathering at the heart of a Batswana community has always been the *Kgotla* (traditional law court), which is at the centre of all civil, moral and community matters. Historically, all issues affecting the well-being and social stability of a community are engaged here.

The conduct within the *Kgotla* is strictly governed and respect, or “*botho*” is the order of the day. So pregnant with meaning is *botho*, such that no English equivalent can even unpack what it stands for, though many an adjective may try – “respect”, “inclusion” and “etiquette” being among those that come to mind.

It is a common understanding and practice from all participants. “*Mafoko a kgotla a mantle otlhe*” – meaning





In Botswana, consultation and engagement are a recipe for real results

everyone has a say and their say is valid and deemed equally important.

Using this forum, leaders of a community help in countering false beliefs by supporting societies and communities to discern truth from falsehood so that they can then make better decisions. In the *Kgotla*, key updates are shared, fostering a healthy information landscape for all to be informed, involved and inspired.

### HOW HIV PANDEMIC REQUIRED MAJOR BEHAVIOURAL CHANGE

When the HIV pandemic first hit Botswana in 1984, it did so with fury. In a country that had never seen a health issue ravage with such a lack of restraint, stakeholder engagement was as critical an effort as modern medicine.

Says a case study by Millions Saved, a project led by the Centre for Global Development based in Washington DC and London: “In 2001 alone, an estimated 320,000 people in Botswana were living with HIV – slightly more

than one in four. Beyond the human toll, HIV also threatened to unravel the country’s decades of economic and social progress.”

So dire were infection escalations that the President at the time, His Excellency Dr Festus Mogae, noted that “Botswana is threatened with extinction”.

Beyond life-saving medical interventions, behavioural change campaigns pioneered through PR’s community education and engagement were paramount, leveraging community leader influence, consulting local leadership in all villages across the nation, and leaning on their endorsement to shape perceptions.

As citizens across the country saw faith and community leaders rally to drive HIV testing, the adoption of treatment and changes in sexual behaviours, the power of community and building of trust became a veritable weapon for progress. It was anchored on the principles of “therisanyo” and “dipuisanyo” – cultivating relationships

and human interaction with purpose.

Fast forward two decades to 2021, and similar approaches and principles helped engineer and curate an approach to deal with the new pandemic of Covid-19, mobilising the power of the written and spoken word, the immense strength of consultation and relationship dynamics, and the idea that through these simple human interactions and respect for community structure, we can change behaviours to improve – and save – lives.

Even in matters of conflict, these principles ring true. As the Setswana saying goes: “Ntwa kgolo ke ya molomo.” Loosely translated, this means, “One need only fight with their words.”

Once more, consultation and engagement are a recipe for real results. Communication and engagement remain a force for good in shaping the future and building the nation, with cultural ideology today being used to inform modern PR practices.

Those who return to these

fundamentals that Botswana's founding fathers shared will see the best outcomes and impacts by far.

## PRINCIPLES STILL SHAPING MODERN PR IN BOTSWANA

When Botswana launched its largest public entity, Botswana Telecommunications Corporation, into the private-enterprise arena through a milestone IPO, these very principles came into play for what was among the most successful bourse listings in Botswana's history.

Community after community, *diKgotla* (plural of *Kgotla*) and town halls were at the heart of a public-education strategy that focused on consultation and engagement to explain the concept of buying shares in a manner those in the most rural village would understand – likening buying cattle to investing in your wealth.

In bringing people along on this education and growth journey, the communications team not only built respect and trust, but also a culture of growing further together – of ownership and of community progress and shared value.

Decades before, there had been a similar example when Botswana's Founding President, Sir Seretse Khama, called on the nation to play a part in the growth of education in the country.

In a *Kgotla* setting, people were educated on the need to establish a local university and were urged to look inwards to resource its establishment. After the all-inclusive discussions, citizens resolved to adopt the *Motho le motho kgomo* (One Man, One Beast) campaign, donating cattle (a measure of wealth in itself) to fund the building of Botswana's first university, the University of Botswana, which stands tall today as among the best in the region.

It is these building blocks of community, communication and culture that still inform modern-day society, nation-building, policymaking and more.

Indeed, "*therisanyo*" (consult) is even encouraged in families and communities

at large when it comes to wider socio-economic discussions at any and every level, as an effective tool for government and other critical stakeholders to discuss policies and programmes towards socio-economic progress.

It is proven and demonstrated on a daily basis. "Participatory dialogue is an important policy tool that can offer a range of practical means and, therefore, should be considered as part of building more cohesive societies, as well as building peace, including in post-conflict societies," adds the same case study by the Centre for Global Development.

Botswana remains a unique place within which to do PR. Our distinctive approach has always been a cornerstone of the country's journey towards growth and prosperity, and this fact remains today. Indeed, perhaps now more than ever before!

In our traditions, we find the very discipline and best practices to shape a stronger future, not only for ourselves, but for the public relations profession and the world at large.

As Sir Seretse Khama once said, "A nation without a past is a lost nation, and a people without a past is a



▲ Article author and Gaborone-based PR professional, Taazima Kala-Essack

people without a soul." The founding President's words are especially true for communications, PR and socio-economic progress at large, as we celebrate the principles and heritage of our culture, and leverage them for best practices in our future. ■

**Based in Botswana, Taazima Kala-Essack is a PR professional passionate about the power of communication to shape societies. She is the General Manager and Lead Consultant at Hotwire, a consultancy in Gaborone. Kala-Essack has led and collaborated on strategic communications projects across the continent.**



▲ The country's ongoing anti-HIV strategy is anchored on the principles of cultivating relationships and human interaction with purpose



# Kenya's top marketers delve into harnessing disruptive innovation

Marketing Society of Kenya's conference in Mombasa discusses key innovation themes that will help to create marketing success.



Zuhura Ogada-Odhiambo, Chairperson of MSK (left), with Mombasa County Governor, Abdullswamad Sheriff Nassir

**T**HE MARKETING SOCIETY of Kenya (MSK) recently hosted its third marketers conference in Mombasa, focusing on the theme '*Harnessing Disruptive Innovation for Marketing Success*'.

"We had extraordinary speakers that left an indelible mark, contributing to the rich tapestry of knowledge that defined the conference," says Zuhura Ogada-Odhiambo, Chairperson of MSK, in a report-back.

Mombasa County Governor, Abdullswamad Sheriff Nassir, welcomed delegates to the event. Also among the guests was Kenyan Ambassador to Belgium, Professor Bitange Ndumo, who had a transformative discussion delving into innovative strategies, cutting-edge technologies and the power of data-driven decision making.

Jaswinder Bedi, Chairman of the Kenya Export Promotion and Branding Agency, known as Keproba, illuminated

the stage with his discussion on the increasing value of exports through marketing. His insights highlighted the pivotal role marketing plays in expanding the global footprint of businesses, emphasising the power of strategic marketing for international success.

Rose Mwaura, CEO of the International School of Kenya, known as ISK, focused on positioning marketing professionals for emerging realities. She eloquently guided the conference through the dynamic landscape of the marketing profession.

Joel Rao, CEO for Digital & Customer Experience at Denstu Kenya, took the stage to shed light on customer-centric marketing in the digital era. His presentation emphasised the importance of putting the customer at the forefront of marketing strategies, and navigating the digital landscape.

## POTENTIAL OF DIGITISING THE PRODUCT OFFERING

Vivian Achieng Oyugi was captivating with her talk on '*Product as Media: Digitising Our Product Offering*'. She delved into leveraging products as powerful mediums for communication, highlighting the transformative potential of digital integration in product strategy.

Dr Susan Koech, Deputy Governor of the Central Bank of Kenya, shared her

insights on '*Empowering Tomorrow's Economy Through Financial Inclusion and Innovation*'. She stressed the critical role marketing plays in fostering financial inclusion and driving innovation to empower economies for a brighter future.

William Makatiani, CEO of Serianu, a pan-African cybersecurity and business consulting firm, shed more light on the topic '*Mastering Multichannel Marketing Analytics*'.

Mark Kaigwa, CEO of digital growth consultancy Nendo, provided foresight into upcoming digital trends in his presentation titled '*Digital Trends Snapshot: Five Mind-Shifts for Marketers in 2024 and 2025*'.

Finally, John Paul Okwiri, CEO of Konza Technopolis, shared his expertise in '*Strategic Marketing for Brand Positioning and Investment Attraction*'. His insights navigated the intricacies of strategic marketing.

"The riveting discussions, knowledge gained, and connections forged left us with food for thought of being the catalysts for change," says Ogada-Odhiambo in her report-back.

As with so many AMC member bodies, MSK has had a busy last few months, and also hosted its Gala Awards on 24 November at the Kenyatta International Convention Centre (KICC) in Nairobi. ■



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# Shifting legacy thinking to prepare for Africa's digital commerce future

Innovation in business doesn't always happen when you start doing something new, but when you stop doing something old. By **Dermot Latimer** and **Carla Gontier**.

AFRICAN BRANDS STILL clinging to traditional marketing approaches need to adapt to an increasingly disruptive commerce landscape and the acceleration of personalised marketing strategies.

After encountering many clients who are eager to adopt new strategies to address business approaches hindered by traditional methodologies, we recently published a white paper encouraging CEOs and CMOs to fundamentally change the way they do business in engaging today's consumer.

One of the key issues is legacy thinking, which is an outdated approach affecting our judgement, beliefs and intuition around business, technology and society. Legacy thinking hampers the ability to be in a continuous state of growth and adaptation, making it impossible to reform our ideas of reality as we increasingly move into an unfamiliar territory.

# CHANGE



This territory is the 'zone of uncertainty' – a space in which marketing departments are stuck in their attempts at reaching consumers in effective and relevant ways. This zone is also where traditional media and traditional approaches to making brand connections cross lines with the digital reality of the age.

In the current branding landscape, the 'traditional' is on a downward spiral, while 'all things digital' are on a rapid rise.

#### **STOP DOING SOMETHING 'OLD'**

Innovation in business doesn't always happen when you start doing something new, but when you stop doing something old. Sometimes we have to sacrifice the mindset that got us where we are in order to get where we want to be.

Yet, traditional thinking continues to dominate marketing efforts, with many brands today merely utilising digital channels to further embolden

the traditional, instead of evolving to embrace the potential of digital to establish deeper brand connections.

One of the biggest challenges facing CMOs, in particular, is that they're not trusted when it comes to effecting business strategy. They're mandated to achieve short-term gains, instead of positioning marketing as a critical business function that's built on long- and short-term thinking.

But this will not be achieved if there isn't complete trust, cooperation, and a shared vision and determination between CEOs, CMOs, and their marketing departments. Leaving the old behind requires a long-term focus that necessitates harmonious commitment from all involved.

#### **EMBRACE AFRICA'S BRIGHT DIGITAL COMMERCE FUTURE**

Inasmuch as the continent's developing countries should not be bundled



▲ Legacy thinking hampers our ability to be in a continuous state of growth and adaptation

under one banner, there are common challenges many African countries face – such as poverty, language barriers, lack of digital infrastructure, internet and smart devices affordability, and the usage gap.

Despite these challenges, African businesses should not be deterred to step up and move beyond the comforts – and pitfalls – of traditional approaches to marketing and the legacy mindsets they drive.

In Africa, marketing's new dawn has long arrived and brands that don't quickly adapt will soon find themselves waning under the scorch of global digitalisation and the proliferation of AI.

The large-scale shift towards mobile-first is presenting unique opportunities for e-commerce brands and their marketing departments wanting to expand into Africa.

A report by Google and the International Finance Corporation (IFC) estimates that, by 2025, digital



commerce could contribute US\$180-billion to the continent's GDP (or 5.2% of Africa's total GDP). Between 2021 and 2025, Africa is also projected to see an increase in active online shoppers by as much as 56% (from 334-million to 518-million users).

Currently, Africa leads mobile device web traffic generation and is forecast to become exclusively a mobile-based market by 2040. With 69% of all internet traffic in Africa resulting from access via a mobile device, Africa also has the highest mobile penetration, even beating digitally literate Asia by almost four percentage points.

More recent stats further confirm Africa's shift towards mobile first.

The monthly data traffic per smartphone in sub-Saharan Africa (SSA) will increase by 26% – from 4.6GB per month in 2022 to 18GB per month in 2028. Furthermore, 5G-related activities are accelerating and it's estimated that by the end of this decade there will be more than 340-million 5G connections throughout Africa.

Similarly, 4G mobile subscriptions in SSA are expected to rise from 260-million in 2022 to 600-million in 2028.

And Africa has over 781-million registered mobile money accounts (accounting for 48.8% of global

users). Africa also has more than 500 companies providing tech-enabled innovation in fintech, and as many as 618 tech hubs active across the continent.

Africa's m-commerce readiness, alone, should be enough incentive for marketers to let go of their legacy mindsets and work through that zone of uncertainty they find themselves in.

## *Let tech innovation mould your brand*

The tech exists, and our businesses need to seize its capabilities and mould it to drive their brands' uniqueness and character. Africa's consumers are in charge, and they demand that brands step up the ways in which they utilise the tech available to connect with them.

The increased need for personalisation, and the demand for digital technologies and systems geared to reach people at the right place with the right messaging, have further placed increased pressure on marketing departments.

### SEGMENT TO PERSONALISE

Entrepreneurs, CEOs and CMOs are struggling to form a healthy relationship

with innovations in the frontier technology space, and even more so in Africa. Brand maturation will not happen as long as businesses sideline these technologies and exclusively use them to support and accelerate the traditional.

Instead, brands should educate themselves on what's currently available and be aware of what's still to come.

CMOs must be on top of their digital game – they need to become scholars of AI, digital tech, hyper-personalisation and emotion AI. They also need to be up to date with the latest stats, research and studies, and all the tools to connect with consumers more intimately.

Then, and through the utilisation of these new and emerging technologies, brands' long-term strategies should be realised on a moment-by-moment basis in which all brand touchpoints are calibrated as opportunities to make immediate (and potentially long-term) connections that drive brand loyalty.

One area in which brands should make rapid improvements is in defining their customers more conscientiously. Segmenting customers based on their habits, needs, preferences and interests is helping other businesses devise more targeted and successful marketing strategies.

Improved use of data and analytics further allows us to get to know our customers better and target them more effectively. Marketing departments also sit with vast, disparate sets of data which can be used for more thorough segmentation.

This is a good place to start, particularly for African brands. But it certainly should not be their endgame in consumer engagement.

The current drive towards segments of one represents marketing's capstone. It's the future of brand development and how we connect with consumers – and effectively retain them because they are being treated as individuals and not as part of a cohort.

The drive towards hyper-personalisation cannot be halted or slowed, and it's going to become

technology's crowning achievement in the brand marketing space.

Today's consumer desires a deeper, hyper-personalised journey with brands – far away from a cold, automated and impersonal marketplace – where generic, cookie-cutter comms is the order of the day.

In this age of uncertainty, people are increasingly starting to feel dissociated from the world. This has resulted in a new search for meaning, with the hope of finding sanctuary and security for the 'self' and the lifestyle it supports.

Since the onset of Covid-19 in 2020, there's been a growing sense of isolation amongst the world's citizens and communities. This has been compounded by wars, rumours of wars, natural disasters, refugee crises, and distrust in world leaders. The growing divide between progressive liberalism and conservative traditionalism is further contributing to this sense of isolation and dissociation.

#### **GREATER BRAND SCEPTICISM**

Consequently, people have also become more sceptical about brands and their messaging.

## Brands with higher EQ perform better

In spite of this, consumers still want to form relationships with brands that understand them more intimately. They are demanding that human touch and deeper level of personalisation.

Only those brands that work on their emotional IQ can step up to the challenge of hyper-personalisation. Already, those brands with higher emotional intelligence (EQ) are outpacing competitors. Increasing brand EQ to give it an authentic and relatable personality should sit at the core of hyper-personalisation strategies.

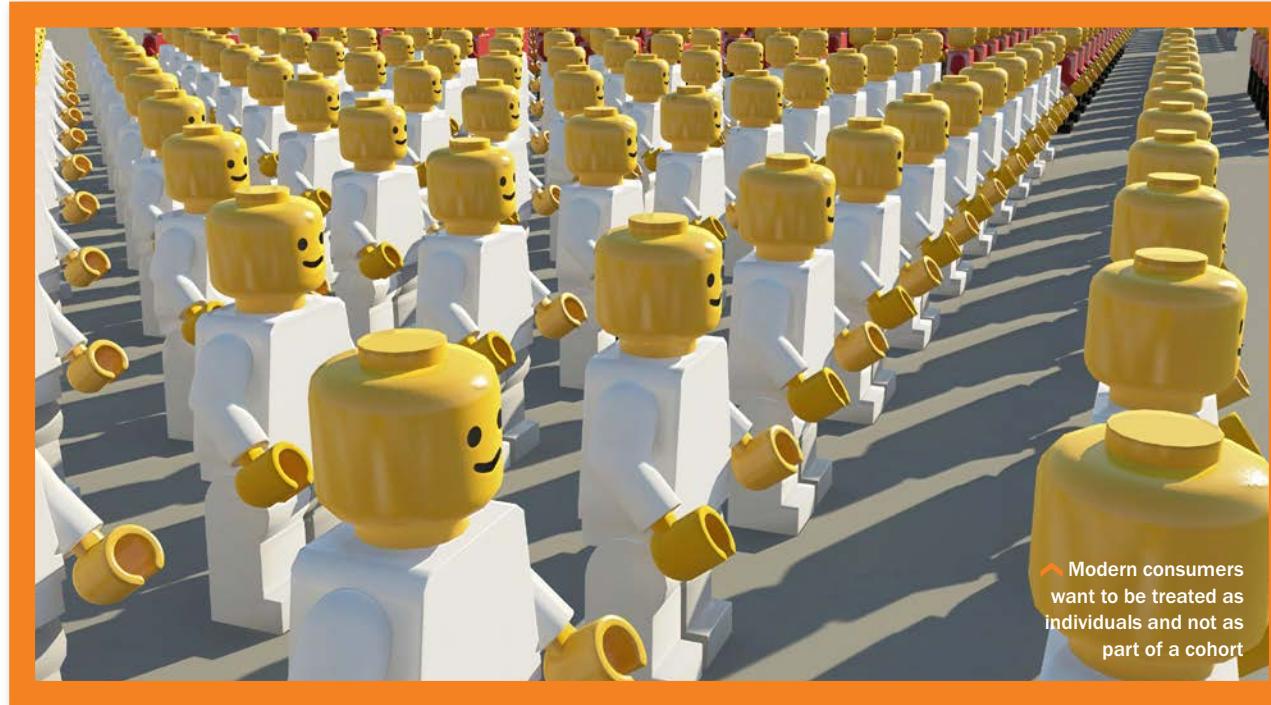
The 2022 edition of Carat's 'Brand EQ Report' shows that brands with higher EQ are outperforming stock market indices and growing faster than competitors.

The end goal is, after all, to humanise your brand and to develop a deeper understanding of what consumers really want. That said, what consumers expect from a brand can also not be separated from what they expect from the tech that navigates and vitalises that brand.

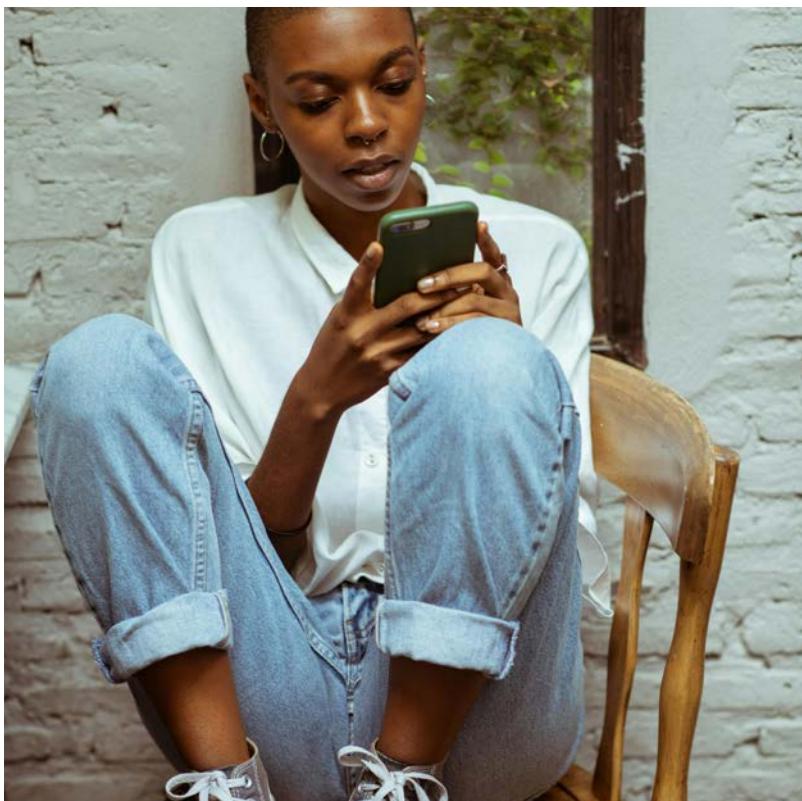
Employing the relevant technologies to humanise one's brand has become the main driver of brand performance. The time has now come for African brands to take a deep dive into this new era and work their way through that zone of uncertainty, or be left behind. ■

*Dermot Latimer is CEO of Point Group, a marketing services and creative agency operating in various parts of sub-Saharan Africa and the MENA region. He champions marketing that transcends advertising in order to drive revenue, cost efficiency and digital transformation. Carla Gontier is Strategy Director at Point Group. She focuses on future-thinking communications and brings experience in brand and campaign strategy, digital marketing and consumer goods.*

**EDITOR'S NOTE:** The authors have provided sources for this article and their original white paper titled '*Shifting Legacy Thinking in Marketing*'. Due to space constraints, those sources are not published here, but are available from the Editor on request.



# New super-cheap smartphone unveiled in Rwanda will benefit marketers



Airtel Rwanda recently released a 4G smartphone costing the equivalent of only US\$16, thanks to heavy discount and support from a philanthropist.

**I**N WHAT WILL BE GOOD news for digital marketers wanting to target Rwandan consumers, mobile telecommunications company Airtel Rwanda recently released a 4G smartphone costing the equivalent of only US\$16 (20,000 Rwandan Francs).

The heavily discounted price, made possible in part through the philanthropic support of Reed Hastings, former Executive Chairman of Netflix, is

in line with the Rwandan government's ConnectRwanda2.0 initiative. This was launched in 2019 to deliver smartphones to more than 1-million households across the country in a bid to plug the nation's connectivity gap.

Despite network coverage of 99%, smartphone penetration in the country stands at just 27%, according to Paula Ingabire, Minister of ICT and Innovation

Airtel subscribers who purchased the

affordable smartphones became eligible for unlimited calls and texts, and 1GB of 4G data daily, all for a monthly fee of 82 US cents (Rwf1,000).

Speaking at the launch of the new affordable smartphone, Emmanuel Hamez, Managing Director of Airtel Rwanda, said the company was grateful to be able to join forces with the ConnectRwanda2.0 initiative to pave the way for a digital revolution.

Added Minister Ingabire: "The launch of this smartphone-financing initiative is a continuation of the Connect Rwanda initiative, and it is well aligned with our policy to drive inclusive and accessible broadband connectivity across Rwanda."

According to Statista, the international data-sharing platform, digital ad spending in Rwanda will grow by 10.6% in 2023, to a total of US\$31.12-million.

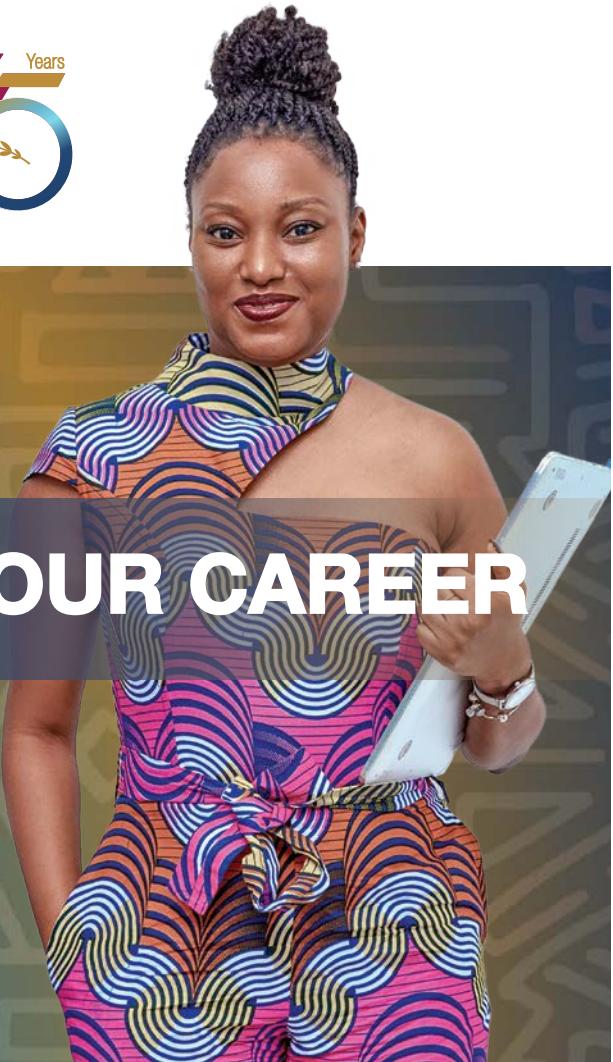
A recent report in *Top Africa News* says the government of Rwanda has been actively promoting digital marketing.

"It has implemented a number of initiatives to encourage businesses to use digital marketing, such as providing tax incentives and offering training programmes. These initiatives have helped to create a more favourable environment for businesses to use digital marketing," the website reports.

"The government has also been investing in digital infrastructure. This includes the installation of fibre-optic cables, which has enabled businesses to access high-speed internet. This has [allowed] businesses to use digital marketing more effectively and efficiently."

"The government has also been encouraging businesses to use digital marketing to reach out to the rural population. By using digital channels, businesses can reach out to people in rural areas who may not have access to traditional media. This has enabled businesses to tap into new markets and increase their profits."

According to the Rwandan government, the country is looking to technology and innovation to achieve its aspiration of becoming a knowledge-based economy by 2035. ■



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# CONGRATULATIONS!

▼ The award winners celebrate their achievements



## Boss of chicken fast-food brand flies high as SA's Marketer of the Year

**Chantal Sombonos-Van Tonder** is recognised at IMM Marketing Excellence Awards for leading Chicken Licken to numerous industry accolades.

**C**HANTAL SOMBONOS-VAN TONDER, the CEO and head of marketing for Chicken Licken, has been named **Marketer of the Year** by the IMM Institute South Africa at its IMM Marketing Excellence Awards held in November.

The winners received their awards at a gala dinner held at The Venue in Melrose Arch, Johannesburg, as part of the 2023 IMM Marketing Conference.

These awards honour those individuals and marketing teams who have made significant contributions to the marketing industry in the country.

Chicken Licken is a popular local fast-food brand headquartered in South Africa. Under Sombonos-Van Tonder's tenure, the brand has garnered multiple accolades, including 133 Loeries awards and seven consecutive 'Brand of the Year' awards.



This is alongside eight D&AD Pencils and a Bronze Cannes Lion. In 2020, Sombonos–Van Tonder won the prestigious Loeries Marketing Leadership and Innovation award.

Pat Mahlangu won the **Emerging Marketer of the Year** accolade at the IMM Marketing Excellence Awards. Mahlangu is a marketing media entrepreneur with over 12 years of experience. In 2020, he launched Lerato Agency, serving both local and international brands. His commitment to inspiring young people led to the creation of the Top 16 Youth-Owned Brands Awards, celebrating youth excellence in brand building.

### TOP MARKETING STUDENT

Dhashika Ramgolam was named **Marketing Student of the Year**. Ramgolam is a digital marketing manager with 15 years' experience. She is an academic achiever who consistently excels, currently pursuing her honours degree while managing a full-time role as a digital marketing manager.

The Albany Bread Brand Team from

PHOTOS: IMM INSTITUTE

Tiger Brands won **Corporate Marketing**

**Team of the Year**. Albany is woven into the fabric of South African culture, and its brand team is passionate about preserving this legacy while meeting the evolving needs and preferences of South African consumers.

This year's **Lifetime Achievement Award** went to Brand Pretorius, an iconic motor industry marketer for Toyota, who also went on to take the helm at McCarthy Motor Holdings, a prominent South African motor group, skilfully rescuing the company from financial distress and saving thousands of jobs. His journey has been characterised by unwavering integrity and a commitment to literacy through initiatives like the Rally to Read, which provides learning resources to rural schools.

Angela Bruwer, Academic Head of the IMM Graduate School and also a judge, congratulated each of the deserved winners, noting the decisions had been tough choices. She observed that classic marketing strategies are no longer enough to move businesses forward, which was the theme of the conference.

### CONFERENCE VENTURES INTO AI

The 2023 IMM Marketing Conference, held at the IMM Graduate School in Parktown, Johannesburg on 8/9 November 2023, this year ventured into the realm of AI, exploring its potential in marketing.

It also delved into the evolving landscape of influencer marketing, redefining its impact. Delegates were given hands-on tips on how to navigate the intricacies of user-generated content – striking a balance between its vibrant energy and potential risks.

Attendees enjoyed an array of practical case studies, panel sessions, and insights from international and local industry giants as they shared what it means to be a marketer in 2023.

A highlight of the conference was a Brand SA session looking at ways to position the South African brand. It commenced with the keynote presentation titled '*Creating a Compelling Brand Story for South Africa: Unleashing its Global Appeal*', followed by a review of global trends in destination marketing, and a panel discussion. ■

Brand Pretorius (left), winner of the Lifetime Achievement Award, with David Zyambo: Director, People Continuity-Africa Zone at SAB, part of AB InBev. SAB was the award sponsor

Marketer of the Year winner, Chantal Sombonos–Van Tonder (middle), with Angela Bruwer, Academic Head of the IMM Graduate School and awards judge (right), and awards co-host, Tarisai Moffat



▶ Despite tougher economic times, Africans remain resilient and highly optimistic by global standards



# Challenging times for Africa, but resilience and optimism give hope

'Africa Life 2023-2024' examines key markets in East and West Africa, finding changing consumption habits in response to economic difficulties – but positives, too. By **Mike Simpson**.

ITAR AFRICALI

**W**HILE FOR MANY African consumers, the good years prior to Covid have morphed into a much more challenging period of economic difficulty, there continues to be an indomitable spirit of resilience and positivity that gives hope for the future.

For brands and their marketing teams – frequently struggling amidst high inflation, supply chain issues, exchange-rate concerns and other challenges – the steadfast determination of ordinary Africans to make tomorrow a better day is a ray of sunshine in the economic gloom; a rallying point for brand plans and business strategies that can look beyond the short term.

The latest Kantar ‘Africa Life 2023-2024’ study – released in October and this year covering the nations of Nigeria, Senegal, Ethiopia,

Kenya, Tanzania and Uganda – emphasises the African spirit as one of the reasons that consumer-facing businesses, particularly multinationals headquartered far beyond the continent, can continue to invest here and plan for the longer term.

“We see institutions, multinationals, and investors question whether African nations can sustain and maintain the gains they’ve seen in recent years. My argument is: ‘yes, we can’,” said Dan Oseman, a 10-year Africa veteran and Chief Growth Officer for Kantar’s Insights Division in West, East and Central Africa, during the presentation that launched the latest study.

He added that ‘Africa is on the rise’ is not a marketing slogan. “It is a reality. While we do expect the next few years to be tough, the underlying fundamentals of Africa’s youthful, aspirational and innovative societies,

empowered by technology, haven’t changed. What is changing is how people are evolving in their ambitions and lifestyles.”

To compile ‘Africa Life 2023-2024’, the consultancy had 5,000 conversations with consumers, including in Ethiopia, a sometimes lesser-understood market. The latter threw up insights which senior Kantar executive, Ndeye Diagne, intriguingly referred to as “the Ethiopian Exception” in her presentation.

### AFRO-OPTIMISM – MOSTLY

That exception comes quickly to the fore in the study’s comparison of ‘Optimism vs Pessimism’ in Africa – where, it must be said, optimism has taken a hit due to economic circumstances and has declined for the past four years. Yet it still remains higher than in other regions of the world.

► A bazaar in Addis Ababa. Many Ethiopian consumer trends are different to elsewhere in the region



Ethiopians have the lowest level of pessimism of all the countries surveyed. They are also the most patriotic.

Apart from Uganda (49%), all the countries scored 50% or above for optimism, with Ethiopia and Senegal being the most optimistic.

"Resilience is an enduring feature of all the countries surveyed," said Oseman in his presentation, noting that there is a divide between West Africa and East Africa in this regard.

"In West Africa there is a feeling that things can't get much worse and they will turn the corner eventually ... the dark before the dawn. East Africa is the opposite. People feel things are not yet at rock-bottom and will get worse before they get better. It is very pronounced in Kenya and Tanzania. So people are marshalling limited resources for the long term," he explained.

### 'SMALL' ECONOMY RE-EMERGES

In East Africa, this mindset has sparked the re-emergence of the Kodogo (meaning 'small' in Swahili) Economy that was prominent in local marketing terminology a decade or more ago.

This describes the consumer habit of seeking to stretch your money further by purchasing the smallest pack sizes, buying cheaper or unbranded products, and shopping in traditional outlets rather than modern shops. In this environment, consumers make frequent shopping trips for low-cost items.

In the more prosperous years prior to Covid, there was a shift towards modern trade. However, this trend is now being reversed and old habits are again coming to the fore. This poses a challenge to brands and will require changes to the marketing mix in terms of distribution, pricing and branding.

### A NEW PRAGMATISM

In his presentation, Osato Igbinadolor, Kantar's Country Manager for East Africa Worldpanel, confirmed a new pragmatism in the shopping behaviour of consumers. They are continually asking hard questions of themselves:



## Buying choices are being consolidated

'What do I need?' 'How much do I need?' 'What can I really afford?'

He noted that, across Africa, consumers are consolidating their brand choices across a smaller shopping basket.

"This means the role of brands in the life of consumers will increase as shopping trips become more purpose-driven. So, marketers must drive more brand saliency by making consumer shopping trips count. They must focus on customer needs," Igbinadolor said.

Interestingly, it is the local FMCG brands that are finding favour, rather than high-profile multinational ones. Mentioning data coming out of Nigeria, Ghana, Kenya, Morocco and Egypt, he said 70% of brands bought across those countries are local brands. This

trend has been consistent over the past three years and continues to grow.

Of that 70%, around 60% are actually small and medium brands, indicating that cash-strapped shoppers are happy to consider these brands as an acceptable alternative to their bigger and better-known competitors.

"Local brands are not only dominating consumer baskets, but grabbing a hold of the market," he stated. "The implication for brands, even if they are global or regional, is that they must connect with local consumers. Their strategy must be 'glocalisation'."

### THWARTED ASPIRATIONS

While optimism, aspiration, energy and a can-do entrepreneurial spirit are all positives for Africa and set it apart from many other regions, there is a downside to this too.

When people are thwarted in their desire for a better life and a better future for their families, it leads to a

## DISCOVERING THE ETHIOPIAN EXCEPTION

Despite its physical size and large population of 120-million, Ethiopia is still something of an enigma to many marketers, with this being the first time it has featured in Kantar's 'Africa Life' series of studies.

In her opening remarks to *Africa Life 2023-2024*, Ndeye Diagne, Managing Director for West, East & Central Africa at Kantar, intriguingly referred to it as "the Ethiopian Exception".

Discovering this was an "Ah ha moment," she said. "Ethiopia is an African exception from mindsets, to attitudes, to behaviours. Things we take for granted, like social media patterns, are different there. It is an outlier, but in the positive sense of the word."

It has, for example, a different social profile from the rest of the

continent. While WhatsApp is the #1 social media platform across five of the six countries in the study, in Ethiopia it is last.

When it comes to TikTok, Ethiopia is the number one country in the entire sub-Saharan Africa, per size of user base.

The Telegram platform, with 20% or less user base in five of the six countries in the study, is by far the dominant social media platform in Ethiopia (77%). Telegram's domination in this market is attributed by the researchers to:

1. Ease of use in a lower internet-penetration country.
2. Secured connection, critical in a sensitive political space.
3. A good tool for political activism in the country as it can hold 100,000 super-group members.



➤ The surge in internet and smartphone adoption rates has not only fuelled increased consumption of entertainment, music, and social media – it has also catalysed technological advancements in critical sectors such as banking, finance, business, health and education

KANTAR AFRICALIFE

## HOW TO HARNESS THE AFRICAN OPPORTUNITY

In a wide-ranging Q+A with Kantar executive, Varun Puri, the Chief Marketing Officer of Guinness Nigeria, Mark Mugisha, responded to a question on how business leaders can identify and harness the African opportunity.

"I am a firm believer that Africa is on the move," he said. "It is wrong to write Africa off. A few things that excite me about the continent:

- There are businesses in Africa which are making it big. There are 345 businesses with revenues of one-billion-plus dollars. These guys are making it work. So, what are the lessons to be learned?

- The continent's young population. We will have the largest working population by 2040. That is a good creator of opportunity for business.

- By 2040, Africa will be the world's fastest urbanising region – 12 cities with a population of over 12-million people. Another 19 cities with 5-10-million people. That brings stronger consumption and 'premiumising' of consumption.

- In summary, the opportunities that are provided by a young, vibrant population ... the consumer opportunities are immense."

loss of expertise and skills; a brain-drain that is damaging to the economies.

Oseman says this brain-drain varies widely among the countries in the study. For example, in Nigeria, Kenya and Uganda, solid majorities (about two-thirds) say they want to leave

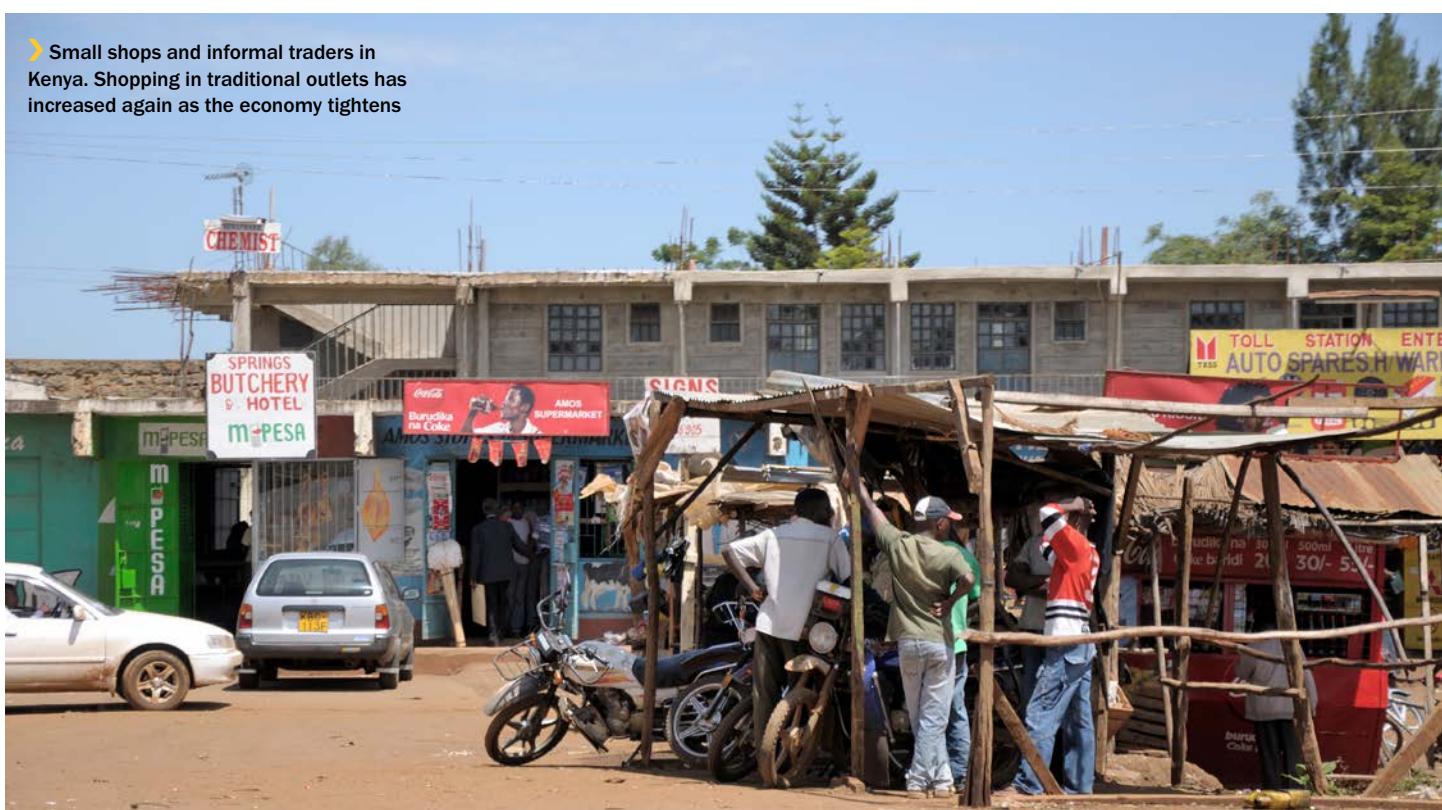
Africa and start a new life elsewhere. In contrast, only a third of people in Tanzania, Senegal and Ethiopia have the same aspiration.

He sums up: "The next few years will be tough. But where there is hope, there is opportunity. The underlying fundamentals haven't changed. Africa

is going to rise – and it is going to do so with or without you." ■

**Mike Simpson** is the Editor of 'Strategic Marketing for Africa' and has 30-plus years of experience in the media and marketing industry. He has contributed to media titles around the world.

➤ Small shops and informal traders in Kenya. Shopping in traditional outlets has increased again as the economy tightens





# The importance of blogging in building an **online** brand presence

**Renier Bezuidenhout** discusses why informative, credible, long-format blogging is the key to driving high-value traffic to your organisation's website.

*"If Google has the choice to show two articles for the same keyword, which one are they going to choose? The one where readers average 45 seconds on the page or the one where readers average 4.5 minutes on the page?"*

**- Marcus Sheridan, international keynote speaker, author, and partner at Impact, a marketing and sales training company.**

**B**LOGGING IS ONE OF the core essentials for building a sturdy online brand identity. According to an Orbit Media Survey titled '2023 Blogging Statistics: 10 years of Trends and Insights from 1000+ Bloggers', the indexation of your website rises by 434 percent when you have a blog.

Brands which blog also get 97% more links to their websites, according to the Optinmonster.com '2023 Ultimate List of Blogging Statistics and Facts'.

Blogs are further viewed as one of the most trustworthy sources of online information, finds the 'The HubSpot Blog's 2023 Marketing Strategy & Trends Report', which adds that blogging is the second most popular media format that marketers leverage, and ranks as having the third-highest marketing ROI.

Blogging should be part of every marketing strategy because it gives your brand an opportunity to show its identity on a deeper value level. It's also an opportunity to exhibit your brand's unique knowledge and expertise in your particular industry.

From the above statistics, it's easy to see why creating a blog should be one of the first steps you take to drive new traffic to your organisation's website. It's a highly effective way to reach your target audiences, and you appeal to them through creating content that is relevant to their online searches.

The following are, in my opinion,

the five key ingredients for the perfect blog. It doesn't matter if you're new to blogging or would like to invigorate your current content strategy.

## **1. Blog posts should be in sync with your brand's goals – particularly that of serving your audience.**

One of the main reasons you're blogging is to express your brand's market insights and expertise.

Yet, if your blog doesn't strive to also address the needs or challenges faced by your audience, it becomes a pointless exercise. A blog post that doesn't resonate with the target market will not generate traffic, leads or sales.

You should speak about your brand persona's challenges, the obstacles it may have encountered, and how it overcame these. In short, humanise your brand to make it more relatable.

## **2. Leave your audience with something to take home.**

Content becomes most effective when it gives readers something they can benefit from. One way of achieving this is by including concrete, actionable steps they can apply. When compiling a blog post, ask yourself: 'have I truly added value to the few minutes my readers will spend on my post?'

### **3. Give authority to your blog by making research a priority.**

Content creation is a serious business. Always remember, you're not just writing for your unique audience, but for the world's stage. Most people will probably never have heard of your brand, so make the moment count.

If you want your blog to be impactful across industries, peoples and cultures, you'll need to write with authority that's backed by current research. Challenge yourself to add to that research by offering new insights through your writing.

### **4. Links produce authenticity and trust.**

With search algorithms continuously evolving, one of the key things still looked for is links. All links, whether external, internal or back, should be

part of every SEO checklist. Links also add authenticity to your writing by showing your content is credible and well researched.

### **5. Long-form content.**

Your content should be as long as it needs to be in fully addressing the reason why the reader has landed on your site.

Don't underrate long-form content. With longer content, you're also telling search engines like Google that what you've compiled answers to a user's inquiry. Doing so more comprehensively is of a higher value than short-form content. Long-form further makes people spend more time on your website, which is also very important for SEO.

Ultimately, you want your brand to be a trustworthy source of information. Key industry insights will make your website worth visiting again and again. Well-researched, authoritative and well-written long-form content can help you achieve this.

## **THE CAPSTONE OF THE PROCESS IS SEARCH-ENGINE TRUST**

Your brand identity is not complete

without the buy-in of internet search engines. If your website isn't optimised for SEO, you won't easily be attracting new customers.

Writing in *Forbes* business magazine, Vincent Sünderhauf, the CEO and founder of SEO Support, a leading German agency that brings together online visibility and sustainable brand positioning, used real-life human pre-requisites to help us understand Google's trust algorithm. He says that, essentially, there are three trust accelerators to the algorithm:

1. We trust people we have interacted with and know.
2. The longer we have known someone, the more we trust them.
3. Our trust grows faster and stronger (or breaks down entirely) in shared crises or under intense circumstances.

The more interaction, duration/frequency and intensity, the better the ranking will be. The bottom line here is that you must earn the trust of your users first. Google will quickly pick up on this through its user-engagement analysis. And again, it comes back to that 'humanity principle'.

The more a brand is perceived as human, the more relatable it becomes, and the more people it will draw to itself. The intimate connections brands create are foundational to brand loyalty.

And if you have a loyal audience who visits you time and again, search engines will take notice! ■

**Renier Bezuidenhout** is Technical Writer and Editor for Good News Lab digital brand agency. With a background in writing for television, in 2012 he made the move to corporate writing. He believes that, in this age of information excess, business writing should transcend traditional methodologies and strive toward a more enlightened social intelligence that establishes immediate connections.





# Zimbabwe's marketers recognise outstanding efforts by individuals and organisations

Glamorous Harare event hosted by Marketers Association of Zimbabwe (MAZ) honours high-achieving individuals and organisations.



**THE NATIONAL**  
Exceptional Awards, hosted by the Marketers Association of Zimbabwe (MAZ), took place recently at the Golden Conifer function venue in Harare.

Sponsored by Surface Wilmar, through its brand Buttercup Margarine, the event celebrated the outstanding achievements of marketers and their organisations in Zimbabwe, in a glamorous all-black theme with a touch of green and gold. Those in marketing-related fields were also honoured.

On each category, the diamond winner was the top position, symbolising the pinnacle of achievement and excellence. A platinum award went to those in second place.

For **Best Video / TV Advert of the Year 2023**, Nyaradzo Group was the diamond winner with its Rongeka advert, followed by Pure Oil Industries with the 'Aura Beauty Soap Skin That Glows' campaign.

In the category for **Best Radio Advert of the Year 2023**, Econet Wireless was

the diamond winner with the 'Hallo 25' campaign, followed by Nyaradzo Group with its Wamuwana advert.

Zimnat Construction House Status Branding was selected as the **Best Outdoor Advert of the Year 2023**, followed by OK Zimbabwe Grand Challenge.

The **Best Website of the Year 2023**, went to Croco Motors, followed by Zimnat in second place.

Econet Wireless was the diamond winner in the category of **Best**



▲ Above left: Group of happy achievers at the awards ceremony. From left: Simba Kadye, Dr Michael Louis, Ken Sharpe, Joana Sharpe, Koos Ellis, Simukai Whande, Amanda Chabvonga, Collin Zvenhamo, and Mark Mukunga



▲ Above: President of MAZ, Madam Lilian Mbaiwa (right), MAZ Executive Secretary, Mr Gillian Rusike (centre), and Professor Zororo Muranda (left), the former President of MAZ

◀ Left: Guests relaxing and enjoying the event

**Social Media and Digital Marketing Campaign of the Year 2023** with its Econet Victoria Falls Marathon campaign, while West Property came in second with its Pomona City campaign.

**Best Customer Experience of the Year 2023** was taken by Nyaradzo group, followed OK Zimbabwe as the platinum winner.

For the **Best New Product or Innovation of the Year** category, National Foods limited was the diamond winner, with Pearlenta Nutri



▲ All smiles. Delegates pose for a photo at the MAZ National Exceptional Marketing Awards

## ➤ An all-black theme with green + gold

Active Breakfast Cereals in second.

The award for **Best Marketing-Oriented SME of the Year 2023** was scooped by Powerlive Zimbabwe, followed by The Legacy Car Rental as the platinum winner.

StarFM was the diamond winner for the **Best Marketing Services Supplier of the Year 2023** and Askeland Media & Advertising was the platinum winner.

The **Best Corporate Event of the Year 2023** was won by Delta beverages for the Chibuku Neshamwari Traditional Dance Festival. Econet Zimbabwe won the platinum award with its Econet Victoria Falls Marathon.

**Young Achiever /Upcoming Marketer of the Year 2023** was scooped by Gamuchirai Sibanda from Zimnat as the diamond winner, followed by Cuthbert Nduwure from CIMAS as the platinum winner.

Kudzai Munemo (Econet Wireless) was in first position for **Brand Manager of the Year 2023**, with the platinum award going to Nomagugu Matafare (National Foods Limited).

Dr Douglas Mboweni from Econet Wireless scooped the diamond award for **Marketing-Oriented CEO/Managing Director of the Year 2023**, followed by Kenneth Sharpe (WestProp) as the platinum winner.

**Public Relations Practitioner of the Year 2023** was awarded to Dr George Manyaya (ZESA), with Kissmore Murandu (Delta Corporation) as the platinum winner.

Tafadzwa L. Gotora (Bakers Ogilvy) was first for the **Digital Marketing Practitioner of the Year 2023**, followed by David Duri (Econet) in second position.

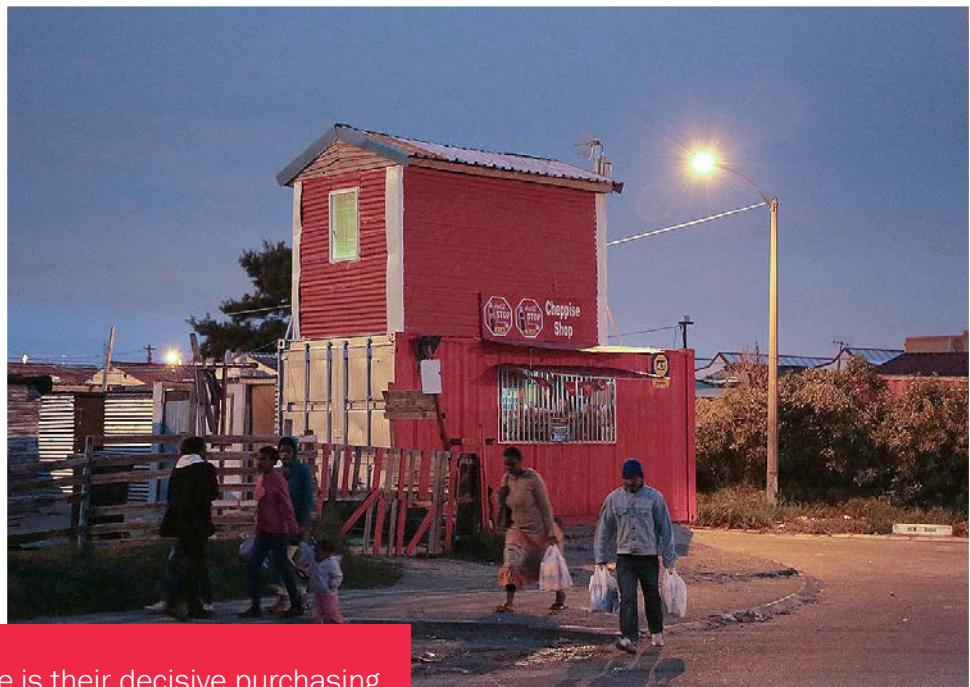
**Sales Manager of the Year 2023** was Darlington Mabvure from Nyaradzo Group. Shalmore Khuleya (Dendairy Private Limited) was the platinum winner in the same category.

Tariro Muchena, in recognition of her outstanding work this year as GM-Marketing Services at Econet Wireless, was named **Champion Marketer (Executive) of the Year 2023**, with Lesley Gibbons from Pureoil Industries as the platinum winner.

Readers of our Digital Edition can find out more about the MAZ National Exceptional Awards and the full list of winners [here](#). ■

# S. African township shoppers prefer value over brand affinity, study finds

Nearly 60% of people say price is their decisive purchasing factor. Advertising is only a motivator in 10% of cases.



**S**OUTH AFRICA'S TOWNSHIPS are seeing a significant shift in consumer behaviour, with a growing preference for value over brand affinity. That's according to digital CX agency Rogerwilco's *Township CX (Customer Experience) Report* for 2023, developed in conjunction with market research company Survey54.

This as residents adapt to a number of challenges – including high unemployment, power cuts, poor service delivery and rising food prices.

Now in its third year, the *Township CX Report* polled more than 1,000 individuals living in townships nationwide to better understand their spending and saving habits, and the brands that resonate with them.

When asked about their motivation for choosing a particular brand, the survey found that 59.3% of respondents considered price as the decisive factor. Additionally, 24.9% of participants emphasised the importance of a brand's understanding of their needs, while only 10.4% mentioned advertising as a motivating factor.

"We're seeing spaza shops adopting strategies such as repackaging products into smaller sizes and offering weigh-and-pay options. These approaches cater to customers' budgets and their current need for value," said Mongezi Mtati, Senior Brand Strategist at Rogerwilco,

## EFFORTS ARE PAYING OFF

The efforts made by spaza (informal convenience) shop owners are paying off, as 25% of respondents reported spending over 50% of their income within the townships. Moreover, there has been a rise in patronage of local spaza shops, with 51% of respondents claiming to shop at spazas daily – an increase from 44% in 2022.

"To succeed in this market and win the hearts and minds of customers, brands may need to consider collaborating with spaza shops. Close partnerships with these businesses will allow brands to increase their basket sizes as customers top up their supplies throughout the month," noted Mtati.

The loyalty towards local businesses extends to the fashion industry as well.

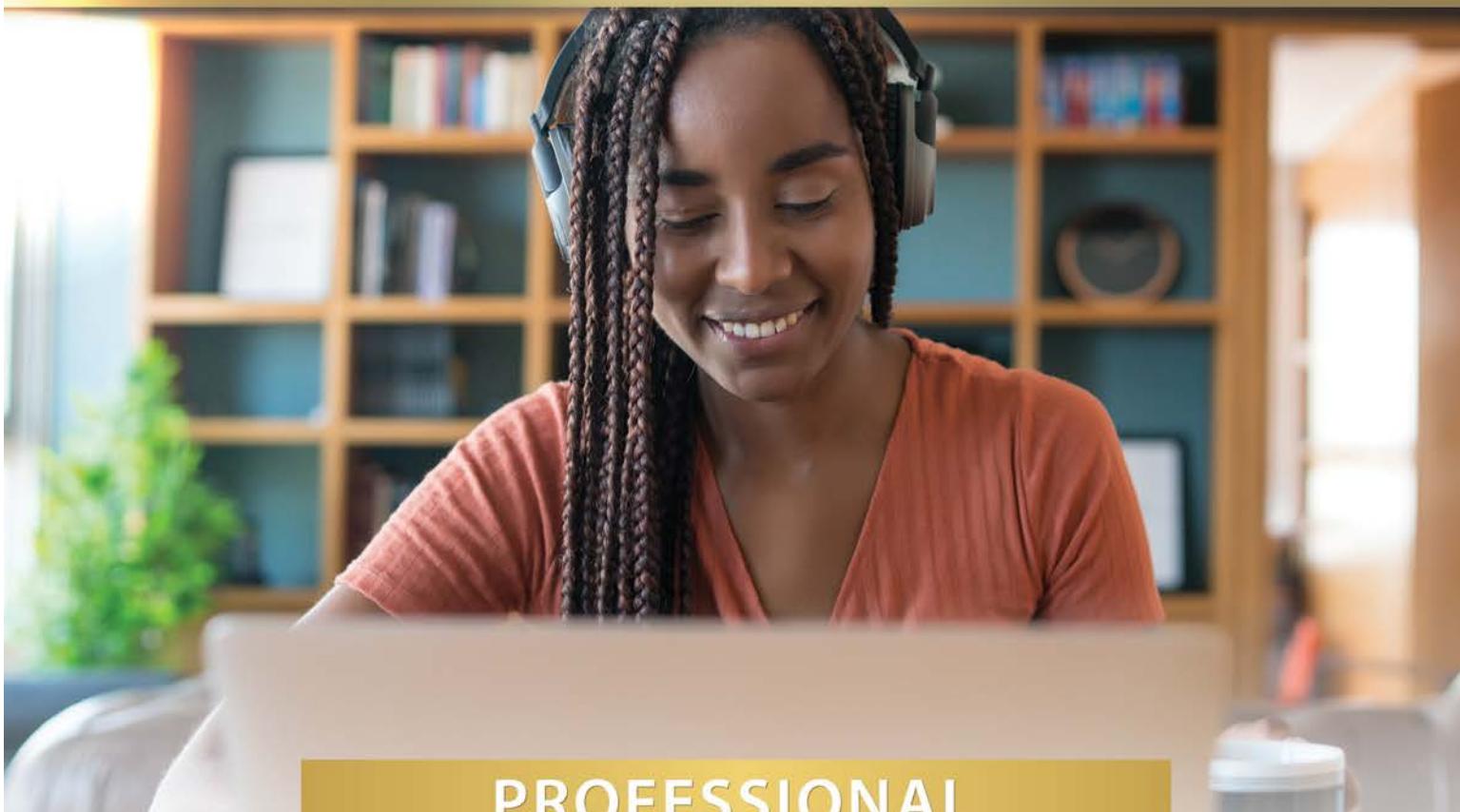
The popularity of home-grown brands is on the rise among township consumers. In 2022, 75% of respondents expressed a higher likelihood to purchase local fashion brands if they were easily accessible through store cards at frequented shops.

The 2023 survey delved into the actual expenditure on local fashion. Nearly 17% of respondents reported spending between R1,000 and R2,000 (US\$50 – US\$110) in the past year, with almost 6% investing over R3,000 (\$160) in local fashion over that time. In comparison, 6.3% of respondents bought international fashion brands.

The internet is crucial in transforming life in South African townships, providing opportunities for education, access to information, and income generation.

The 2022 study showed that 70% of respondents had purchased online. In 2023, respondents were asked about using the internet to earn money, and 60% reported that either they or someone they knew had engaged in the online sale of products or services, or were working online.

Readers of our Digital Edition can read more about the study [here](#). ■



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# Minister stresses vital role of Malawi's marketers in growing tourism

It is through marketers' creativity and innovative approaches that the country can encourage travellers to explore its wonders, annual conference hears.

**M**ALAWI'S MARKETERS are pivotal in achieving the dream of making the country one of the best tourism destinations in the world, delegates to the annual Institute of Marketing in Malawi Conference heard recently.

Addressing the 2023 IMM Marketers Conference held at Sunbird Nkopola Lodge in Mangochi from 26th to 29th October, the country's Minister of Tourism, the Honourable Vera Kamtukule, emphasised a vital principle: belief comes first.

"Malawi is a jewel of natural beauty, rich cultural heritage and warm hospitality. Our nation possesses the essential elements to stand as a top-tier tourist destination. What we need now is the unwavering belief that this vision is not only attainable, but imperative," the Minister said.

"Marketers, you are the architects of perception, the storytellers and the promoters. Your role in conveying the allure of our nation to the global stage cannot be overstated. It is through your creativity, strategies and innovative approaches that we can kindle the desire in travellers to explore the wonders of Malawi."

The Minister highlighted that belief is the foundation of any great endeavour. When Malawians believe in the transformative power of tourism, they will

become resolute in making it a reality.

She stressed that tourism is not a standalone industry. Rather, it is the anchor that supports numerous sectors and generates jobs, stimulates the economy, and supports countless livelihoods.

## UNIQUE RESPONSIBILITY OF MALAWI'S MARKETERS

"Marketers, you have a unique responsibility in this journey. You have the power to shape perceptions, to capture hearts and minds, and to inspire travel. Your work extends beyond advertising; it is about presenting the vision of a brighter future for Malawi through tourism," the Minister said.

"Together, let's work with unwavering belief and determination. Let's share with the world the splendours of Malawi, its diverse culture, its pristine landscapes, and the warmth of its people. With your dedication and belief, we can make Malawi the world's finest tourism destination, creating a brighter future for all."

The theme for the 2023 conference was '*Breaking Barriers: Marketing as a Catalyst for Economic Growth*'.

It included presentations by various top-level speakers. Among them was Juliet Ziswa, Marketing Director for OK Zimbabwe, who





Left: Malawi's Minister of Tourism, the Honourable Vera Kamtukule, addresses the 2023 Institute of Marketing in Malawi Conference

The team from FDH Bank celebrates scooping four Marketing Excellence Awards

Bottom left: Conference delegates gather at the Sunbird Nkopola Lodge in Mangochi

discussed how to build competitive local brands amidst globalisation. And Peter Chulu, CEO of the Sermalo Group of Companies, who shared on the topic of data-driven marketing.

There was also a Panel Discussion that analysed the role of Government and the private sector in overcoming trade barriers and unlocking market access.

Day two of the conference concluded with the Graduation Ceremony of the 2023 Professional Certificate in Digital Marketing intake.

The final day featured the 2023 IMM Marketing Excellence Awards, which was broadcast live on MBC TV and on the MBC Facebook page. There was also a special performance from music star, Driemo.

Among the notable award winners were:

#### **Group:**

**Internal Engagement of the Year –** Castel (Castel Challenge Cup Internal Engagement Campaign).

**Marketing Team of the Year –** FDH Bank.

**Advertising Agency of the Year –** FD Communications.

#### **Individual:**

**PR Personality of the Year –** Lorraine Chikhula (FDH Bank).

**Marketer of the Year –** Thoko Kamkondo-Sande (Airtel Malawi Plc).

**Creative Artist of the Year –** Kennedy Spyral Mwenya (FD Communications).

**Best Sales Personality of the Year –** Limbani Matola (FAM). ■



PHOTOS: ISTOCK PHOTO

# Mars Wrigley expands its Maua route-to-market strategy in East Africa

Grassroots programme that empowers micro-entrepreneurs is being grown in Kenya and extended to Tanzania and Rwanda, company says.



**G**LOBAL CONFECTIONARY company Mars Wrigley recently announced an extension of its already successful Maua distribution programme that empowers micro-entrepreneurs in Kenya to sell to hard-to-reach-consumers in rural areas.

The distribution model has been operating since 2013 and by mid-2023 had around 1,600 people involved. They sell Mars Wrigley chocolate and chewing gum brands such as Juicy Fruit, Orbit, PK, Doublemint and Big G.

An additional 1,000 Kenyans have been added to the Maua programme. The company also has plans to expand the concept to Tanzania in 2024 and to Rwanda in 2025.

In simple terms, Maua is a route-to-market strategy which targets consumers who are hard to reach through traditional product distribution

channels. To do so, the company trains small-scale local entrepreneurs and equips them with the necessary tools of the trade – such as backpacks, bicycles or motorcycles – as well as training them in skills like record-keeping, branding and business management.

According to Mars Wrigley, the programme has an 85% retention rate among the micro-entrepreneurs it recruits.

Recently, a ceremony was held in Kenya's Machakos County to mark the 10th anniversary of Maua and announce the expansion of the programme. Among the special guests were Machakos County Governor, Wavinya Ndeti, the company's then General Manager for Middle East and Africa, Duncan McCulloch, and Mars Wrigley General Manager for sub-Saharan Africa, Ismael Bello.

"Maua has been a phenomenal success in driving our quest to reach the under-served consumer market while at the same time achieving our social and sustainability goals. Hence, the plan to expand the programme in Kenya and the region," Bello said at the event.

"With Maua, we seek to not only grow our business, but also create a platform to build both financial and social capital, working with individuals who are passionate about business and improving lives. We look forward to the next 10 years of Maua's transformative impact."

The Governor praised the Maua initiative as an inspiring model of how private companies can use innovative strategies to create employment and sustainable livelihoods – especially for women and youth – while supporting the growth of micro- and small-scale enterprises.



Kenya's Maua route-to-market programme will expand to Tanzania in 2024 and to Rwanda in 2025

"I am particularly delighted to note that four out of 10 beneficiaries of this noble initiative are women. I urge more companies to emulate Wrigley so that together, we can create meaningful livelihood and business opportunities for our people," she said.

### BENEFITS OF ENTREPRENEURSHIP

According to a study produced by Mars Inc. in partnership with the University of Oxford's Saïd Business School, "Maua unleashes the benefits of entrepreneurship in challenging business contexts through implementing an innovative business model design that engages the non-financial capital present, but typically hidden, within impoverished areas that lack infrastructure and investment".

It adds that the programme "delivers impressive results across human and social capital metrics".

The Oxford University study says Maua combines the business goal of creating a new route to market with the social goal of improving the income and

well-being of impoverished communities by expanding the distribution of Wrigley products through local micro-distributors and solving a key last-mile challenge.

"In a typical day, uplifters and hawkers gather products from participating stock points. Uplifters distribute to kiosk owners and other small-scale vendors. Hawkers collect from stockpoints and sell directly to the consumer. They are free to also sell non-Wrigley products.

"The right cross-sector partners make this business model possible by tapping into cultural and social assets. Citizen-sector organisations, including NGOs and academic institutions, offer a deep understanding of community needs, dynamics and social networks," the researchers state.

### SIMILAR PROGRAMMES

According to Trendtype, the London-based emerging markets consultancy, a number of manufacturers operate similar programmes in Africa, the highest profile of which is Nestlé.

In 2019, Nestlé launched a scheme called MyOwnBusiness (MYOWBU), which trained female entrepreneurs. In total, 60 women participated in the initiative.

These entrepreneurs were part of a pilot project to explore new routes to market for areas that are poorly served by Nestlé's existing delivery network. The MYOWBU programme was first started in West African markets to help sell coffee in the traditional trade in 2013.

Readers of our Digital Edition can read more about the Oxford University research [here](#), and more about the Nestlé programme [here](#). ■



At a ceremony to mark the 10th anniversary of the Maua programme (from left): Mars Wrigley General Manager for sub-Saharan Africa, Ismael Bello; Machakos County Governor, Her Excellency Wavinya Ndeti; Robert Mwanzia one of the programme beneficiaries; and the company's then General Manager for Middle East and Africa, Duncan McCulloch

*Editor's Note: This article has been compiled from publicly available resources. In an effort to obtain additional information, we reached out to Mars Wrigley personnel in Kenya, at MEA regional headquarters, and Mars Wrigley global head office. Unfortunately, no responses were received.*

Unilever Kenya is seeking increased localisation of its supply chain. This photo shows the June 2023 opening of a new warehouse in Nairobi



# Unilever Kenya to source US\$50m-worth of raw materials locally by 2025

Strategic shift towards local sourcing primarily motivated by external shocks, including disruptions caused by the pandemic and Ukraine war.

**U**NILEVER KENYA recently announced an ambitious goal to source US\$516.8-million (Sh7.6-billion) worth of raw materials from the domestic market by 2025.

The company says its 'localisation roadmap' outlines its commitment to sourcing approximately 70% of its raw material needs from the local market, in line with Kenya's 2030 sustainable development agenda.

Unilever Kenya has already exceeded its 2023 target by achieving 49% local sourcing, four percent ahead of the set target of 45%. For 2024, the localisation target is 55%.

"This strategic shift towards local sourcing is primarily motivated by external shocks, including the disruptions caused by the Covid-19 pandemic and

the Russia-Ukraine war, which have exposed vulnerabilities in the global supply chain," the publication 'Food Business Africa' reports.

According to Unilever, the company aims to mitigate these challenges by building a more resilient and sustainable supply chain within Kenya.

In addition to its local sourcing efforts, the company is investing in supplier diversity. It has formed partnerships with the likes of the SME Support Centre, aimed at delivering valuable insights through training in entrepreneurship, financial literacy, e-commerce, business mentorship and coaching.

Recently, during the launch of new variants of its popular Royco spices, Unilever Kenya partnered with Njoro Canning, engaging local farmers using sustainable sources.

## LARGER FREE-TRADE MARKET

Comments Trendtype, the London-based emerging market consultancy: "In the background, the prospect of a larger free trade market in Africa promised by the AfCFTA also means that in major markets like Kenya and Nigeria, the focus is on making manufacturing competitive and scaleable – the so-called AfCFTA window."

It continues its analysis: "A problem in Kenya is that the promise of becoming a regional manufacturing hub hasn't quite turned out that way without complications.

"Some major FMCG companies have closed local factories (Cadbury's in 2014, Colgate-Palmolive in 2006), while local manufacturers like Britania Biscuits and Proctor and Allan have also struggled.

"But in 2015 Unilever opened a state-of-the-art manufacturing facility in Nairobi for its Vaseline petroleum jelly brand. In 2019 Mars opened a large, flagship confectionery and chewing gum factory in Athi River, outside Nairobi."

Unilever's strategic review, which has seen it cut certain operations in both Nigeria and Morocco, may mean some shrinkage in the portfolio in Kenya too. As with Nestlé, another major FMCG manufacturer explicitly looking to source more inputs locally, for Unilever to hit its target of local sourcing it may need to rationalise its portfolio.

In June 2023, Unilever East Africa inaugurated its newly constructed warehouse in Nairobi, to enable the flexible handling of diverse health and beauty products in the region.

Speaking at the time, Unilever's Head of Supply Chain in Africa, Christian Byron, affirmed the importance of localising raw and packaging materials in its production processes.

"Seventy percent of raw and packaging materials that Unilever uses for production in the continent are made in Africa which has positive impact on access and affordability of our products," he said. ■

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