

# STRATEGIC MARKETING *for* AFRICA

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Journal of the African Marketing Confederation

Issue 1 2024

## Sports Marketing

Brands shoot  
for BAL success



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MARKETING**



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## An exciting new future for African marketers

**G**OOD DAY FELLOW MARKETERS! WELCOME to the first issue of the magazine in 2024. After a busy end to 2023, the AMC has kicked off this year with a bang!

We recently announced a reconstituted President's Council, which guides the direction of the confederation. We also say a fond farewell to Gillian Rusike, our long-standing Secretary General, and welcome David Balikuddembe to the role (see more on pg 4).

And we are excited to announce two new Primary Members to the AMC: the Ethiopian Marketing Professionals Association (EMPA) and the Tanzania Marketing Science Association (TMSA). At the time of writing, we await confirmation that Botswana's marketers are also joining the fold.

We look forward to welcoming the newcomers to the AMC committees and, of course, to the upcoming 2024 AMC Conference.

By the time you read this, I will have returned from visiting Addis Ababa for the relaunch event of EMPA, where I was honoured to be the keynote speaker.

Last, but definitely not least, we are working hard on preparations for our annual Conference, this year being held in Mombasa, Kenya and hosted by the MSK. We are lining up a host of exceptional speakers and thought leaders from Africa and around the globe. To ensure you don't miss out, see our website and social media platforms for the latest conference updates.

It is indeed a privilege to be working with so many fine people to create a better Africa for marketers.

Yours in African marketing,

**Helen McIntee**

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

**Co-founder and President:**

**African Marketing Confederation**

## Un nouvel avenir passionnant pour les professionnels du marketing en Afrique.

**B**ONJOUR CHERS PROFESSIONNELS DU marketing ! Bienvenus dans ce premier numéro du magazine de 2024. Après une fin d'année 2023 bien chargée, l'AMC a démarré cette nouvelle année en fanfare !

Nous avons récemment annoncé la reconstitution du Conseil du président, qui guide les directives et orientations de la confédération. Nous avons également fait nos adieux à Gillian Rusike, notre secrétaire générale de longue date, et accueilli David Balikuddembe dans ses Nouvelles fonctions (voir page 4).

Nous sommes heureux d'annoncer l'adhésion de deux nouveaux membres principaux à l'AMC: l'Association éthiopienne des professionnels du marketing (EMPA) et l'Association tanzanienne des sciences du marketing (TMSA). À l'heure où nous écrivons ces lignes, nous attendons la confirmation de l'adhésion des professionnels du marketing du Botswana.

Nous avons hâte d'accueillir ces nouveaux venus au sein des comités du CMA et, bien sûr, à la prochaine conférence du CMA en 2024.

Au moment où vous lirez ces lignes, je serai rentré d'Addis-Abeba où j'ai eu l'honneur d'être l'oratrice principale de l'événement de relance de l'EMPA.

Enfin, nous travaillons d'arrache-pied à la préparation de notre conférence annuelle, qui se tiendra cette année à Mombasa, au Kenya, sous les auspices de la MSK.

Un grand nombre d'orateurs exceptionnels sont attendus, ainsi que des leaders africains et du monde entier. Nous vous invitons vivement à consulter notre site web et nos plateformes de réseaux sociaux afin d'obtenir les dernières informations à propos de la conférence.

C'est en effet un privilège de travailler avec tant de personnes de qualité, dans le but de créer une meilleure Afrique pour les spécialistes du marketing.

Bien à vous, chers confrères et consœurs du marketing africain.

**Helen McIntee**

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

**Cofondatrice et présidente de la Confédération**

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**PRODUCTION**

**Reproduction:** Tamlin Lockhart Design

**Digital magazine:** Belgium Campus

**Print magazine:** Business Print

**IN ASSOCIATION WITH**

Chartered Institute of Marketing, Ghana

Ethiopian Marketing Professionals' Association

Institute of Marketing in Malawi

Institute of Marketing & Management, Mauritius

Institute of Marketing Management, South Africa

L'Association Marocaine de Marketing et de la Communication

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Zambia Institute of Marketing

# Ethics, **morals**, laws. And fun on the court

**W**ELCOME TO THE latest issue of *Strategic Marketing for Africa*, the magazine for well-informed marketing professionals on the continent.

In one of our previous issues, I wrote about how the African Marketing Confederation is “on the march”. Given that we’ve welcomed three new members in recent months – Tunisia, Ethiopia and Tanzania – and with more members to come, I’m glad to say I was right!

You can read more in the remarks from our President, Helen McIntee, on the previous page (pg 1) and on page 5. Exciting times, indeed!

## IN THIS ISSUE OF THE MAGAZINE

As a marketer, you’ll know the profession is under constant scrutiny and frequently accused of encouraging over-consumption and over-spending. Unfortunately, these are not unfounded allegations and the onus is on us to ensure we’re better marketers, doing better things, for the betterment of the continent and the world at large.

It’s not simply about following the laws. Laws are a system of rules. Morals are about the principles of right and wrong behaviour, even when nobody is watching. Or when there’s a legal loophole to be found.

Professional ethics, I would argue, are a combination of laws and morals. Mostly, they are written down and agreed upon by a particular professional grouping of people. Sometimes it goes beyond that; to a gut-feel of what’s right and what’s wrong.

Our article on page 14, under the topic of ‘Marketing for Good’ seeks to explore some of that, especially in the African context. I say “some”, as it’s a

topic that can occupy entire magazines and books.

We’re merely scratching the surface, and I daresay there will be much more on the subject in future issues of the magazine. If you have a particular viewpoint and would like to contribute to the debate, we’d be happy to hear about it.

On a lighter note, our cover story on Sports Marketing (see pg 8) examines how the rise of the Basketball Africa League (BAL) is opening up new avenues for businesses and their marketing teams to reach out to audiences across the continent.

As we know, Africans love their sport and soccer has typically been the dominant vehicle when targeting consumers. Basketball is the new kid on the block and certainly making inroads. Does it have the staying power to eventually rival soccer for attracting marketing spend? Time will tell.

There’s this, and much more, in your latest read, courtesy of the African Marketing Confederation. Enjoy.

**Mike Simpson**  
**Editor**

## IT'S YOUR MAGAZINE

This is your AMC magazine. We are always keen to showcase what our members are doing to advance the profession, so please keep us informed. We also welcome content ideas, article pitches and press releases from the wider marketing community.

Please note that the AMC supports ethical journalism, and all content is published solely at our discretion. We do not trade editorial content in exchange for paid advertising.



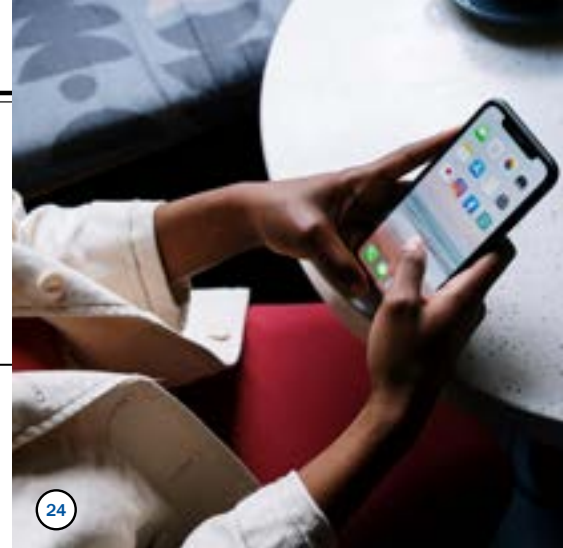
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### NEXT ISSUE:

- Democratic Republic of Congo Media Landscape Survey
- Book extract: *Bottled. How Coca-Cola Became African*
- Kenya study: Why do informal businesses set up side by side?

# African Marketing Confederation unveils reconstituted President's Council



▲ Gillian Rusike

Long-standing AMC Secretary General steps down and replacement from Uganda is announced. New AMC Vice Presidents also named.



▲ David Balikuddembe

Confederation Conference, which was hosted by the UMS in September 2023.

Balikuddembe is a career market researcher and co-founder of CEBS (Cutting-Edge Business Support) a business that provides market research and tech solutions in the marketing space.

## ➤ *Grateful for his contribution*

"We are extremely grateful to Gillian for his amazing contribution to the African Marketing Confederation, which he helped found in 2011 with the aim of unifying Africa's national marketing associations to exchange expertise and promote the marketing profession as a whole," says AMC President, Helen McIntee.

### A PASSION FOR AFRICA

"Fortunately, we have David to step forward and fill Gillian's shoes. David has a passion for Africa and for marketing. As President of the UMS – a role he relinquishes when his two-year term expires – he showed that he is innovative and supremely organised.

He will be a great asset to the AMC going forward."

The following appointments have also been made to the AMC President's Council:

- **Vice President East Africa:** David Balikuddembe (UMS).
- **Vice President West Africa:** Kwabena Agyekum (Chartered Institute of Marketing, Ghana).
- **Vice President Southern Africa:** Nigel Tattersall (Director, AMC).
- **Vice President North Africa:** Helen McIntee (Director, AMC).
- **Deputy Vice President Southern Africa:** Irene Gregory (Institute of Marketing Management, South Africa).

"Exciting things are happening in 2024," says McIntee. "We have several more national marketing bodies from Africa joining the Confederation this year. We are also working on collaborations with leading marketing organisations in other regions of the world.

"Plus, we have our 3<sup>rd</sup> Annual African Marketing Confederation Conference taking place in Kenya.

"David and our reconstituted President's Council will be key to driving these initiatives forward." ■

PHOTOS: SUPPLIED. MAZ

**T**HE AFRICAN Marketing Confederation has announced details of its reconstituted AMC President's Council, which plays a key role in guiding and supporting the direction of the confederation.

Gillian Rusike, the long-standing Secretary General and a founder member of the AMC, has relinquished his position to pursue other ventures, including studying for his doctorate. He continues to be the CEO of the Marketers Association of Zimbabwe (MAZ), which is a member of the African Marketing Confederation.

The position of Secretary General is being filled by David Balikuddembe, who has been serving as President of the Uganda Marketers Society (UMS). He played a leading role in the success of the 2<sup>nd</sup> Annual African Marketing





◀ AMC President, Helen McIntee, and EMPA President, Dr Mulugeta Gebremedhin, sign the MoU. ▶ AMC Secretary General, David Balikuddembe (left) with Dr Mulugeta Gebremedhin, President of the EMPA

# AMC signs memorandum of understanding with Ethiopian marketing body

Ethiopian Marketing Professionals Association joins the AMC fold, along with the Tanzania Marketing Science Association.

**T**HE AFRICAN Marketing Confederation (AMC) is continuing to grow its family of members as it fulfils its aim of becoming the voice of marketing across the continent.

A three-person delegation from the AMC recently visited Addis Ababa in Ethiopia, where the confederation and the Ethiopian Marketing Professionals Association signed a memorandum of understanding (MoU).

The delegation comprised AMC President, Helen McIntee, AMC Secretary General, David Balikuddembe, and AMC Director, Nigel Tattersall. Dr Mulugeta Gebremedhin, President of the Ethiopian Marketing Professionals Association, signed the MoU on behalf of the Ethiopian body.

On the day, McIntee also joined Ethiopian marketers for an insightful panel discussion on the topic *'Emerging Trends in Digital Marketing'*.

"We enjoyed a wonderful visit to Ethiopia and were warmly welcomed by the members of the EMPA," says McIntee. "The EMPA is being re-energised and we look forward to having their expertise and enthusiasm within the AMC fold."

## ➤ *'Thrilling' to have Ethiopia in AMC*

Says Balikuddembe: "It was thrilling to welcome Ethiopia to the fast-growing African Marketing Confederation family. I am especially thankful to Fana Abay

and Henok Tsegaye for not abandoning this ambition [to join the AMC], hatched at the African Marketing Confederation Conference at Entebbe in September 2023."

## TANZANIA ALSO JOINS

Tanzania's marketing body, the Tanzania Marketing Science Association, has also recently joined the AMC, and an AMC delegation will soon travel to the East African country to officially sign an agreement.

TMSA's aim is to achieve a strong marketing professional ecosystem in Tanzania by driving collaboration between industry and marketing experts. Its services include professional training programmes, ranging from certified to professional marketer. ■

# Introducing the African Marketing Confederation

**T**HE 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 exchanges expertise and information, provides intellectual capital, and ensures that the continent has a platform for like-minded marketing professionals.

## L'ASSOCIATION MAROCAINE DE MARKETING ET DE LA COMMUNICATION

The AMMC (English name: Moroccan Association of Marketing and Communications) was created in 2013 as a platform for the country's marketing and communication communities. Its aim is to promote the professions, develop the skills and knowledge of members, and promote the economy of Morocco.

[Visit Facebook page](#)



## L'ASSOCIATION TUNISIENNE DES PROFESSIONNELLES DU MARKETING ET DE LA COMMUNICATION

Established in 2012, the aim of the ATPMC (English name: Tunisian Association of Marketing and Communications Professionals) is to offer the country's marketing and communications professionals privileged access to a network of colleagues and high-level industry experts. It also promotes the image of marketing and communications in Tunisia. [Visit website](#)



## NATIONAL INSTITUTE OF MARKETING OF NIGERIA

NIMN was established by Act of the National Assembly no. 25 of 2003 with a chartered status conferred on it, the responsibility to regulate and standardise marketing professional practice through the conduct of professional examinations and certifications, training, retraining and consultancy services geared towards ensuring that members adopt a professional approach to marketing.

[Visit Website](#)



## CHARTERED INSTITUTE OF MARKETING, GHANA

The Chartered Institute of Marketing, Ghana was founded in July 1981 with the vision to be the voice of marketing practice in Ghana. The Chartered Institute of Marketing, Ghana (CIMG) ultimately aims to see organisations (both private and public) embrace the marketing concept, and be marketing-oriented in their operations.

[Visit Website](#)



## 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 and organisations to share thoughts and experiences within the rapidly changing marketing environment. The IMM South Africa offers a range of activities and services for marketing professionals.

[Visit Website](#)





#### UGANDA MARKETERS SOCIETY

Uganda Marketers Society is the premier organisation for marketers in the country, dedicated to promoting excellence in the field. UMS provides a range of resources and opportunities for skill-building, so members can stay up-to-date with the latest trends and best practices in marketing. We help members become the best marketer they can be.

[Visit Website](#)



#### MARKETING SOCIETY OF KENYA

MSK is the national umbrella body for all marketers in Kenya. Its key mandate is to empower and regulate the marketing industry by creating policy that governs the Marketing Industry (self-regulated), education and training of professionals, corporates and entrepreneurs, marketing and business mentorship, and arbitration through the Advertising Standards Board.

[Visit Website](#)



#### TANZANIA MARKETING SCIENCE ASSOCIATION

The Tanzania Marketing Science Association is a one-voice platform which harmonises the knowledge and practice of marketing in Tanzania. TMSA's aim is to achieve a strong marketing professional ecosystem in Tanzania by driving collaboration between industry and marketing experts. Its services include professional training programmes, ranging from certified to professional marketer.

[Visit website](#)



#### ETHIOPIAN MARKETING PROFESSIONALS' ASSOCIATION

The Ethiopian Marketing Professionals' Association is a beacon of marketing excellence, officially recognised and licensed by the Ministry of Justice under Proclamation No. 621/2009. The EMPA's goal is ambitious but tangible: To emerge as Africa's leading marketing association and catalyse engagement, education, inspiration, and the training of exceptional marketing professionals.

[Visit Website](#)



#### 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 Zimbabwean economy at large.

[Visit Website](#)



#### ZAMBIA INSTITUTE OF MARKETING

The Zambia Institute of Marketing is a professional marketing institution that was established by an Act of Parliament No. 2 of 2022 to regulate, promote, uphold and improve the standards of training, practice and professional competence of persons and organisations engaged in marketing and advertising in Zambia.

[Visit Website](#)



#### 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.

[No Website](#)



#### INSTITUTE OF MARKETING IN MALAWI

IMM Malawi is a locally recognised and registered marketing body, whose agenda is to promote, enhance, and regulate the marketing profession in Malawi, with the aim of developing marketers into positions of influence. IMM Malawi started in January 2021, transitioning from the Chartered Institute of Marketing (CIM) Malawi.

[Visit Website](#)



# Basketball Africa League a **slam** **dunk** for sponsors?

Africa has a growing fascination with basketball, making the continent attractive to the NBA and its local BAL partner. Brands see the potential too. By **Cara Bouwer**.





## THE NATIONAL

Basketball Association (NBA) in the United States has a long history of attracting top Africa-born talent, starting with Nigeria's highly acclaimed Hakeem Olajuwon who played 1,238 games in the NBA from 1984 to 2002 and made 12 All-Star appearances.

In its most recent season, the NBA had 16 African-born players, from two-time runner up for the Most Valuable Player accolade, Joel Embiid of Cameroon, to the Democratic Republic of Congo's Bismark Biyombo and Senegal's Gorgui Dieng.

These big names highlight the wide reach basketball has across Africa, attracting talent and support beyond borders, cultures and languages.

It is hardly surprising, therefore, that marketers are taking note of the NBA juggernaut's formation in 2021 of the NBA Africa to conduct its business across Africa and run the Basketball Africa League (BAL).

Having first established African operations in South Africa in 2010, today NBA Africa also has offices in Egypt, Senegal, Nigeria and Kenya.

### THE ALLURE OF AFRICA

In 2023, the former CEO of NBA Africa, Victor Williams, noted that Africa's market was particularly attractive for the global NBA brand, much as NBA China was when the NBA successfully moved into that market in 2008 – notably using a similar approach to its plans for Africa.

Among the reasons for Africa's appeal, said Williams, is its potential to supply high-quality future players, who are the lifeblood of the game.

"We also want to reach into and tap African consumers as well, and African youth – and get them to become fans of our game," he said. "We also see basketball as a vehicle for delivering social and economic impact on the continent."

This accords with the views of NBA



Africa Vice President and NBA Nigeria's Country Head, Gbemisola Abudu, who told a recent podcast that "sports are the most powerful tool, if harnessed properly... as a tool for nation building, development, and as an economic growth engine".

### > *2024 season played across four nations*

This has certainly been the approach adopted by the East African country of Rwanda. During a Giants of Africa and Basketball Africa League forum, held in Kigali in 2022, Rwandan President Paul

Kagame described sport as a catalyst. "It's going to have impact in terms of the development of talent on our continent," Kagame predicted.

Like Senegal, which invested in the development of the 15 000-seater Dakar Arena to primarily host basketball games, Rwanda also recently built a multi-purpose indoor sports and entertainment venue – the BK Arena – which has a capacity of 10,000 fans.

With infrastructure going up in support of the continent's basketball vision, in 2024 the 48-game BAL season is being played across four different African countries for the first time. These are Senegal, Rwanda, South Africa and Egypt.

### BRANDS LEADING THE CHARGE

Brand partners for the 2024 BAL season are alcohol brand Hennessy, Wilson Sporting Goods, African Export-Import Bank (known as Afreximbank), beer brand Castle Lite, airline RwandAir, and Visit Rwanda, the tourism promotion arm of the Rwanda Development Board.

However, brands are being asked to give and do more than just allocate marketing budget. They are being

called to understand African trends and needs, and to get involved.

As Abudu – a successful luxury brand marketer in her own right – explains: “Basketball is a priority for us, but it is beyond basketball. For the programmes

› *Brands being asked to give and do more*

we do that impact the youth, we ensure it instils life skills.”

Taking heed of this approach, companies such as global energy infrastructure company New Fortress Energy (NFE) have included a social development aspect to their support of basketball in Africa, hosting career development workshops for women and supporting environmental organisations on the continent.

Discussing this marketing partnership when NFE renewed its agreement with the BAL in March 2023, Wes Edens, CEO of NFE, explained: “These initiatives have a real impact on youth across Africa, furthering our efforts to promote gender equity and environmental sustainability as NFE works to accelerate the world’s transition to cleaner, more affordable energy.”

The African Export-Import Bank is also working with the BAL to support the holistic development of African talent “based on their specific needs, goals, projects and interests” and is expanding this reach beyond professional development to include other aspects of the sports industry – from event management and broadcasting, to analytics and technology.

Similarly, Stanbic Bank joined forces with NBA Africa and the Luol Deng Foundation in early 2024 to launch the first Junior NBA league in South Sudan. This is designed to give 450 boys and girls aged 16 and under their first taste of basketball competition.

As Stanbic Bank Chief Executive for Kenya and South Sudan, Dr Joshua Oigara, explained: “We have been supporting nation building, expanding upon the achievements made so far and investing in concrete initiatives and programmes that support all sectors of the country’s economy.”

The stories of these future basketball greats may well, in time, feature in the marketing collateral and video docu-series put out by the NBA Africa content marketing team to raise awareness of the stories of rising basketball stars from across Africa.

› A Hennessy basketball promotion in Nigeria, in collaboration with *Bella Naija*, the lifestyle, entertainment and fashion website







➤ The 15 000-seater Dakar Arena primarily hosts basketball games

This is a popular way of building greater affinity, interest and engagement. Readers of our Digital Edition can watch a docu-series video about the NBA Academy Africa, an elite basketball training centre in Saly, Senegal for high-school-age prospects from across Africa. Download the required NBA app [here](#).

### A MULTI-TOUCHPOINT MARKETING APPROACH

Abudu explains that capitalising on the existing interest in the sport can be achieved in a range of ways, including through working in step with African culture. “Fashion, film, music, art and tech appeal to culture,” she said. “So, how do we build the brand along that? This is what the NBA does in the US as well; how do you localise that and make the brand culturally relevant?”

Already, and in step with the US\$1-billion investment the NBA has made in the NBA Africa enterprise,

### ➤ *Marketing strategies are vibrant and slick*

marketing partnerships have been vibrant and slick, covering sponsorships and social responsibility strategies, as well as promotions, fan engagement and a mixture of traditional and digital methods.

Former CEO Williams, however, points out that Africa is “quite a fragmented market” and one must be careful to serve the various countries and the many language groups.

A prime example is the need to adapt the marketing mix to suit African content distribution models and methods, including mobile phones that are not state-of-the-art.

Getting the mix right and determining the right platforms for each country is still a work in progress, Williams said. “It’s an exciting time and we are all

experimenting and trying a number of options to better tap into the opportunity that we see ahead of us.”

This does not mean that sports marketers must ignore global trends, such as those outlined by Deloitte in the recent ‘2024 Sports Industry Outlook’ report; particularly when it comes to accessing interactive data as a means of enhancing marketing strategies and creating new avenues for engagement.

As the report’s authors wrote: “Sports organisations can use this data to better target and reach fans with personalised marketing messages, promotions, and fan experiences – all in the hopes of driving engagement, loyalty and purchasing.”

Personalisation remains an important approach for global sports marketers. “Consumers have come to expect personalised marketing and communications from the brands and organisations they interact with – 68% of consumers say personalisation

› NBA Africa  
Vice President,  
Gbemisola  
Abudu



› NBA Africa, Stanbic Bank and the  
Luol Deng Foundation celebrate the  
launch of the first Junior NBA League  
in South Sudan



› BAL and the African Export-Import  
Bank announce their brand partnership  
collaboration



significantly increases their brand satisfaction – and their favourite sports leagues and teams are no exception,” said Deloitte.

The report also noted that “in 2022, the NFL [US National Football League] created one centralised league database of more than 20-million fans in an effort to streamline and personalise outreach. Major League Baseball uses its fans’ data to send personalised promotions and notifications and to enhance the in-stadium experience for attendees with directions and discounts.”

And according to Deloitte research, this approach is a home run in baseball terms: nearly 70% of consumers are more likely to purchase from a brand that personalises its customer experience compared with a brand that doesn’t.

Over and above personalisation as a marketing strategy, in Africa the partnerships-at-country-level approach used by Rwanda have been noteworthy, particularly the country’s sleeve sponsorship of English premier side Arsenal which was extended in 2021 for an additional four years at a reported cost of £40-million (US\$51.3-million).

Above all, said Williams, marketers must remember that “Africa is not a straight line”, so “be willing and able to shift your strategy to take advantage of

## › *Strategies must be adaptable in Africa*

the changing circumstances while being focused on your long-term goal”.

This means that sometimes you need to focus on your footwork, and other times on your free throws. It seems mastering the game is as important for Africa’s basketball players as it is for the sports marketers who tell their stories to the world. ■

**Cara Bouwer is an experienced writer, independent researcher, journalist and editor. Her words appear in media articles around the world, in business case studies, white papers, insight reports and corporate copywriting.**

## AFRICA’S SPORTS INDUSTRY SHOWING STRONG GROWTH

Africa’s sports industry (which encompasses leagues and federations, sponsorships, marketing, media rights and investment) is expected to grow at 8% over the next three to five years; making it a market very much on the rise.

This is ahead of the predicted global average of 6.6% growth over the same period. Africa will be ahead of Australasia (6.9% predicted growth), Asia (6.4%), Europe (5.3%) and South America (4.3%).

Source: PwC Global Sports Survey (7th Edition)

**AFRICA**  
*is ready...*

*to tell it's*  
**story**



# The choice: Marketing as a force for good – or not!

Encouraging over-consumption and over-spending – to the detriment of all – are accusations frequently levelled at marketing. So, are we in denial or becoming a force for good? By **Mike Simpson**.

**A RECENT STUDY BY** American academics, published in the peer-reviewed *Journal of Macromarketing*, questions marketing's growth mantra and its impact on climate change, urging more focus on 'marketing for good' among marketing educators.

Lead author Sabrina Helm, an Associate Professor at the University of Arizona, and her co-authors surveyed marketing educators from 42 countries to understand if, and how, they are integrating climate change into their curricula.

They found that just over one-third of respondents actively integrate sustainability and climate change into their classrooms. About half recognise the need for change, but feel stuck teaching 'business-as-usual' marketing curricula.

The remaining respondents value the standard marketing curricula. Members of this group don't deny climate change. Rather, they believe marketing education is not the place to address the issue.

"It does not make sense to teach our standard business-as-usual

marketing repertoire while we are confronted with these grand challenges in society," Helm says.

"I hope people realise how much impact we have, as educators, on the decisions of business leaders of the future. If climate change is caused by over-consumption, and marketing ... is driving consumer behaviour, you can immediately see the connection and need for change."

Helms continues: "The model that requires infinite growth cannot be workable when you think about resource constraints on our planet. It will require



rethinking what economic success means and changing how we live our lives.

“The task is huge, but ... it’s quite interesting to think about marketing in that context because marketing has been pursuing this growth mantra, but we can instead use marketing for good.”

### THE AFRICAN PERSPECTIVE

But what’s the viewpoint of the African marketing community? Are these developed-world concerns with limited relevance on our continent? ‘First World problems’, to quote an oft-used phrase?



Sean Mwawi Longwe

The feeling seems to be ‘no’ – we’re all in this together, whether we’re marketers in Lagos or London, Accra or Amsterdam, Beijing or Brazzaville.

Helen McIntee, President of the African Marketing Confederation and a former academic and marketing lecturer, believes there’s a clear need for African universities, and marketing bodies in general, to educate on climate change and marketing’s place within it.

“It is very important, especially with the increasing pressures that consumerism is placing on the environment, particularly in Africa,” she says.

“There is much written about the fact that, whilst Africa is only responsible for a fraction of global greenhouse gas emissions, it is sadly the continent least able to cope with the negative fallout from climate change.





“For this reason, I believe marketers need to be aware of, and craft, strategies to ensure that products and services lessen the impact of climate change where possible, while also supporting the consumers who are affected by climate change.”

She adds that sustainability is increasingly a key topic for African marketers and is usually included in AMC member associations’ conference agendas.

“As we gain more knowledge about climate change and sustainability, and as we test and develop more effective strategies, we will adapt our marketing courses appropriately.”

Like Associate Professor Helm, McIntee believes that climate change and sustainability are just part of a wider panorama that must embrace a philosophy of ‘Marketing for Good’.

“I see it as a modern development and extension of relationship marketing.

As the AMC is fast becoming the leading voice of the marketing profession in Africa, it is important that we spearhead the inclusion of Marketing for Good into the African marketing profession as a whole,” she states.

“Inclusion in the goals and objectives of our members, as well as into our marketing strategies – which, therefore, requires inclusion in study materials too.”





## MARKETING WITH A CONSCIENCE

Sean Mwawi Longwe, Head of Marketing, Business Development and Communications at Ritz Attorneys at Law in the Malawian city of Blantyre, likes to talk of “marketing with a conscience”, which he defines as “where organisations conduct marketing strategies in a socially responsible and ethical manner, with a focus on promoting positive social impact and sustainability”.

## MODERN MARKETERS AND ‘MINDFULNESS’

AMC President, Helen McIntee, who attended the World Marketing Forum in Thailand last year, describes how the Asian Marketing Federation is promoting the concept of ‘mindfulness’ to its members.

“It encourages a person to slow down so as to see things more clearly and maybe differently,” she explains.

Mindful marketing uses the same principles and suggests stepping away for a while, slowing down and being more conscious of the here and now of the business. By doing this, we can identify more specific and objective ‘mindful’ behaviours, allowing our marketing strategies to be more effective and more understanding of our customers.

“Marketing for Good ties in completely with this concept as it, too, focuses on displaying high values, ‘doing the right thing’, and giving back to society and the environment.”

He emphasises that, in today’s increasingly aware and enlightened consumer environment, marketing professionals must align their strategies with principles of integrity, responsibility, respect and trust.

“In Africa, the philosophy of Ubuntu reinforces these values, highlighting the interconnectedness of actions and relationships within society. Therefore marketing, often considered the voice of the business, should operate from this premise,” Longwe tells *Strategic Marketing for Africa*.

“Additionally, forming partnerships with non-profits and local communities, as well as ensuring that supply chain and operations adhere to human rights and environmental standards, are integral components of marketing with a conscience.”

Longwe says that, like elsewhere in Africa, consumers in Malawi are becoming more socially conscious and environmentally aware. Increased internet access and social media penetration has exposed consumers, especially younger generations, to trending global issues.

“Regulatory bodies in Malawi and the region – the country’s Competition and Fair Trading Commission and the Comesa Competition Commission – are increasingly scrutinising marketing practices to ensure compliance with ethical standards and consumer protection laws,” he observes.

“This heightened regulatory oversight is prompting companies to re-evaluate their marketing strategies and adopt more responsible and transparent practices to avoid legal risks and regulatory penalties.”

## PLACE PEOPLE ON TOP

George Damson, Managing Director of Blitz Interactive Agency, a Malawian brand communication agency, believes the Marketing for Good ideal fits nicely with the Three Ps of Sustainability – People, Planet and Profit.

“If the first Ps are taken care of, the third P will automatically mostly be positive for the business,” he says.

“The framework deliberately places people on top because businesses exist for, and because of, people. Issues such as growth and development are paramount to the organisation’s success; it therefore follows that organisations invest in their people so that they become more productive and affect the third P.”

Damson, who is Vice President of the Institute of Marketing in Malawi, adds that it is also important to ensure the communities in and around the areas businesses operate in are beneficiaries of its presence.

He cites the example of The Makokola Retreat, a tourist resort in Mangochi on the shores of southern Lake Malawi, which built a house for the local chief in 2019.



▲ There's a clear need for African universities to educate on marketing's role in key societal issues such as climate change

In a news report at the time of the handover of the house, the Malawi Broadcasting Corporation reported resort management as saying “chiefs, as custodians of culture, deserve respect and dignity”.

Says Damson: “This resort knows that chiefs are extremely important in the Malawian culture and command massive respect. However, most are poor. By building this decent house for the chief, the resort is communicating that it is a part of this community.

“In return, the local community makes sure visitors are welcome and safe, which guarantees the resort business. Everyone benefits.”

He is also of the opinion that the marketing profession cannot ignore environmental issues in pursuit of profit.

“Environmental protection is important because there can be no business operations without an environment,” Damson states. “If we take care of the environment, it will take care of the profit.”

## MARKETING'S TRACK RECORD

Rachel Ooi, a Singapore-based author, CEO coach, and former senior Dentsu executive, urges that marketing's sometimes dubious track record be turned into a positive one by being a force for good.

In an article written for *Forbes* business magazine in late 2022, she says this can benefit brands and lead to sustainable growth.

“We need to pivot marketing's ‘brain-print’ toward a positive influence on worldviews, identities, lifestyles, social norms, cultures and societies if we desire to achieve a sustainable future with sustainable growth for businesses, where we all thrive,” Ooi believes.

“It is also time-critical to re-establish brand experience with people. And not just commercially as employees and customers, but as global citizens who genuinely care about social, environmental and economical causes.

“Responsible brands with good global citizen stewardship are taking

## NO, GREED IS NOT GOOD

Does marketing encourage over-consumption of resources and over-spending by consumers? In short is it all about ‘greed is good’?

Malawian marketer, Sean Mwawi Longwe, believes the role of marketing in influencing consumer behaviour and promoting consumption is a complex and multi-faceted issue.

“There are certainly examples throughout history of marketing tactics promoting over-consumption, materialism, and buying things people may not need,” he says.

“However, I don't believe this is inherently true of all marketing. Done responsibly, marketing provides value by educating consumers about products that can improve their lives, and promoting businesses and innovation that support the economy.

“The key is ethical practices. With conscientious marketers and leaders, the industry can reform harmful practices of the past and act as a force for the greater good.”

urgent action to transform marketing. These are the brands that will thrive for the next decades despite small beginnings today. But the laser-focus on fundamentally meeting needs, solving challenges with strong capabilities to innovate, and creating values to serve, will harness true success.

“Also important is having a ‘heart-print’ of how to meaningfully serve the needs of the people, mapping sustainable desires for an impactful ‘awakening-moments’ experience.” ■

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

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# Bridging trust between business and NGOs to advance Africa's sustainable development

In an age where consumer trust is fragile but invaluable, Africa requires a deeper alliance between the business and NGO sectors, says PR expert **Karena Crerar**.

**I**N AFRICA'S BUSTLING socio-economic bazaar, trust isn't just another commodity – it's the marketplace's very foundation.

Businesses might be the stalls drawing attention, but it's NGOs that know every nook and cranny. Together, they're more than just market players; they're the architects of progress, turning trust into the blueprint for a sustainable future.

In regions marked by historical complexities, socio-political challenges and economic disparities, the

role of trust becomes even more pronounced: a fundamental thread binding communities, businesses and institutions towards sustainable development.

According to the '2024 Edelman Trust Barometer', business remains the only trusted institution for 63% of respondents surveyed globally. On the African continent, in countries like South Africa and Kenya, the results are not much different.

The data shows that South Africans, for example, are increasingly

turning to businesses as trusted partners in addressing contentious societal issues. This emphasises the responsibility of businesses to leverage the power of their brands to create a shared identity and effect positive change.

But this responsibility isn't solely for the corporate realm to bear. A more nuanced understanding of sustainable development in Africa instead reveals a compelling case for a synergistic collaboration between the private sector and NGOs.

# 2024 Edelman Trust Barometer

South Africa Report



**ON 19 MARCH, EDELMAN AFRICA LAUNCHED THE 2024 TRUST BAROMETER SOUTH AFRICA. WE TRUST THAT YOU FIND THE REPORT INSIGHTFUL.**

Our work as a global communications firm is built on helping our clients earn trust from their stakeholders through a number of different actions that evolve, promote and protect their reputation. For more than 20 years, we have studied the influence of trust across society — government, media, business, and NGOs — to shape conversation, drive results and earn action.

As you would have seen, the South Africa report shows that over the last decade, the country has witnessed a significant surge in public demand for a collaborative approach between business and government, especially in the realm of science-led innovation. The opportunity for Business and Government to step into this role is critical if we ever to realise an era of future prosperity.

[DOWNLOAD SOUTH AFRICA REPORT](#)

## Top findings

01

### **Business must lead on innovation**

65% of respondents believe that business is the most trusted institution to integrate innovation into society, ensuring that it is safe, understood, beneficial and accessible

02

### **Collaboration between business and government is KEY**

61% of respondents believe that collaboration between these two institutions can lead to trustworthy management of innovation

03

### **More calls for inclusivity**

89% of respondents mandate business, government, and media to hear their concerns and allow for questions to be asked

[DOWNLOAD TOP 10 KEY FINDINGS](#)

## Our insights



"When restoring trust in the promise of innovation, we must remember that implementation is as important as invention."

**Karena Crerar**, CEO, Edelman Africa



"We are in a good position to respond in a far less fear-driven way to innovation. We just need to act."

**Justice Malala**



"There is a growing expectation for CEOs to be vocal on issues that affect society, and we need to do a better job of nailing our colours to the mast...It's about transitioning into a broader mindset shift of assuming stakeholder capitalism over shareholder capitalism."

**Busisiwe Mavuso**



"Cocreation and collaboration is vital in ensuring transparency and trust in new innovations and technologies."

**Basil Mugwagwa**



"Citizens want to be involved in the innovation value chain."

**Nicki Koorbanally**



## THE NEXUS BETWEEN AFRICA'S BUSINESSES AND NGO SECTOR

Businesses, with their impressive capital and strategic prowess, are more than just profit-making entities. They've evolved into agents of societal change, possessing the capability to influence debates, drive innovation and champion sustainable growth. Their brand power and global networks position them as formidable forces capable of fostering large-scale change.

However, real, sustainable impact doesn't emanate from corporate boardrooms alone.

Grassroots movements, local understanding, and an intricate grasp of societal nuances are crucial. This is where NGOs, with their decades of on-the-ground experience and commitment to mission-driven work, become invaluable partners.

Historically, NGOs have been the silent shepherds of sustainable initiatives, working relentlessly at the community level, identifying challenges and piloting solutions. Their insights into the local context, combined with an intimate understanding of the challenges faced by marginalised communities, make them unparalleled experts in the field. But, while they hold the knowledge and the passion, they often face hurdles when it comes to scalability and resources.

*This is the gap that businesses can bridge!*

A collaboration between the two entities creates a dynamic where the strengths of one counterbalance the limitations of the other. In this symbiotic relationship, NGOs offer businesses the blueprint – the know-how and the local trust – while businesses bring scalability, resources, and a broader stage.

Yet, while the merits of such a collaboration are evident, establishing meaningful connections between businesses and NGOs is not without its challenges. The two entities, though complementary, often operate with different priorities and perspectives.

According to the latest 'Trust

*Barometer Special Report: Trust and Climate Change'*, only 44% of the public believes that NGOs are doing well in partnering with government and business to develop and execute climate change solutions, reflecting a degree of scepticism about the effectiveness of these collaborations.

## FINDING THE CONNECTION

This is where communications and PR can help both business and NGOs in how they undertake more trust-building activities and also how they communicate those activities to their stakeholders. Demonstrating both institutions' levels of competence and ethics toward solving today's societal challenges will build trust – our Edelman 'Trust Barometer' 2023 research underscored that a significant percentage of people believe that businesses are falling short in addressing significant societal issues. There is, therefore, a pressing need for businesses to step up, not just to maintain trust but to be the vanguards of societal change.

In partnering with NGOs, businesses can ensure that their initiatives are not just well-intentioned, but well-executed. In an age where trust is both fragile and invaluable, the path forward necessitates a deeper alliance between these entities.

By championing collaboration and prioritising societal impact over isolated efforts, businesses and NGOs can co-create a future that's not only prosperous, but also deeply rooted in trust and mutual respect.

The time to foster these transformative partnerships is now, setting the stage for a more inclusive, sustainable, and trust-rich African continent. ■

**Karena Crerar is CEO of Edelman Africa, the regional arm of the global public relations consultancy network. She has over 24 years of communications experience across a variety of business sectors and disciplines, in both an agency and corporate environment.**



## CONSUMER 'TRUST' MEASURED IN KENYA, S.A. AND NIGERIA

Edelman regularly studies consumer attitudes to 'trust' through its 'Edelman Trust Barometer'. Among the African countries reviewed are Kenya, South Africa and Nigeria.

According to the consultancy's 2023 Kenya Report, NGOs and the business sector are the most trusted institutions in Kenya – with teachers, NGO leaders and business leaders seen as a unifying force for a population increasingly grappling with personal economic fears relating to unemployment and higher costs of living.

The study says NGOs, business and media are all seen as competent and ethical institutions. Trust in one's employer (among employees) matched trust in NGOs across the general population, both growing by three percentage points year-on-year to 76%.

Meanwhile, the consultancy's 2023 South African study found most people want the business sector to act as agents of accountability and co-operation in mending the country's social fabric.

As we were putting the finishing touches to this magazine, Edelman published its global 2024 'Trust Barometer' report, as well as the 2024 report for South Africa. Consequently, some figures published here may be superseded, but trends remain similar.

**Readers of our Digital Edition can access the global report [here](#), and the SA report [here](#).**

# Online short courses to **boost** your marketing career in 2024

AMC offers fast-paced online Express Courses you can complete in a week, through to more in-depth fields of study taking from six weeks to 10 months.



**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

## > *Courses are hands-on and practical*

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 + GUIDE 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](#). ■



# Rethinking modern corporate reputation management strategy in the digital age

➤ Online corporate reputation management is a strategic process that demands agility in execution

Zimbabwe's telecoms industry must set standards and benchmarks on social media engagement, using the social capital drivers that form new perspectives on corporate reputation management.  
By **Dr Tabani Moyo.**

**L**EADING DISCUSSIONS on the intricate corporate reputation management (CR) field is a complex and humbling engagement. The discipline is in its infancy, yet a moving target due to fast-paced technological changes.

Many businesses worldwide, including African businesses, struggle with reputation management. Organisations and managers often mistake reputation management for media relations, crisis management, advertising – or thinly veiled corporate propaganda. This limits the

management of a company's reputation to unintentional operational interactions.

In reality, corporate reputation management is a strategic process that demands agility in execution through a carefully thought-out operational plan and a strategic approach to its development. Unfortunately, businesses often treat reputation management as a brand exercise, which causes them to focus resources on external stakeholders while neglecting internal stakeholders such as employees, who are important strategic drivers of a company's reputation.

Senior management should, therefore, approach the subject from a strategic angle and design operational strategies with agility and dexterity if businesses want to develop a solid corporate reputation in the digital age.

## ZIMBABWEAN TELECOMS SECTOR

From 2023 to 2024, I conducted a study aimed at understanding how telecommunications companies in Zimbabwe were engaged in corporate reputation management. I especially noticed the shifts from traditional communications approaches towards



management; social capital; social blogs; and business resilience.

It became clear from our research that the Zimbabwean telecommunications industry needs to periodically audit the dominant social blogs and social media platforms in the country, so as to adjust to the evolving popularity and requirements of the various platforms.

In addition, the study indicates the need for the industry to set standards and benchmarks on social media engagement, using the social capital drivers that form new perspectives on corporate reputation management. This should be done by enhancing the organisation's digital capabilities and infrastructure to accommodate remote work and customer engagement.

### ➤ *Ensure there's 24-hr online support*

However, the research also noted the need to improve customer service programmes to ensure clients have access to the appropriate information and support when required. This could involve developing online customer care communities on social media platforms to offer round-the-clock online support, as well as investing in customer relationship management (CRM) systems to manage customer data better, and offer more specialised services.

Lastly, the analysis reveals the need to implement efficient communication systems to ensure that staff, clients, and other stakeholders are kept up to date on any changes to business operations and company achievements. Setting up social media profiles to share important news and keep everyone informed could be part of this.

However, to enhance the findings of the research, I feel I need to expand the conversation to include some of the of the practical steps that companies in the Zimbabwean telecommunications sector, as well as

other industries, could undertake to enhance corporate reputation management in the digital age.

### **BECOME A WELL-KNOWN BRAND ON SOCIAL MEDIA**

Brands should always choose the platforms they believe are appropriate for their products and desired reputation. The needs of the organisation's stakeholders should be considered in making this decision. From this, develop an appropriate digital strategy and ensure you have the capacity to produce relevant content.

Organisations must acknowledge that the purpose of these platforms is to convey pertinent, consistent, and helpful messages to the intended audience – it is not to create promotional material or advertisements. By doing this, brands will be positioning themselves as reliable information sources for topics relevant to their core activities.

Equally important is the understanding that the old 'push-and-pull' media environment has given way to the 'sharing' economy. Your brand's exposure and intended reputation drivers are reduced if your content is not shared widely by social media users.

### **ENSURE IMAGE CONSISTENCY**

Though many organisations aim to convey a premium brand image to the public, their online strategy appears to be contrary to this. Consequently, there is a risk to the brand's reputation. When creating and publishing content for their marketing channels, brands need to stay true to their core principles.

Reputation and loyalty are cemented in this way. Client trust is damaged, and animosity towards the brand is increased, when businesses act in an inconsistent, unpredictable, or disrespectful manner.

It's easy to portray the three Zimbabwean mobile telecommunications companies as being inconsistent when interacting with stakeholders. The difficulties are caused mainly by network and technical challenges, which then

multimedia, specifically focusing on social blogs and posts.

The study offered a paradigm for engaging on social media sites in the modern era, revealing that the most-used platforms in Zimbabwe are X (formerly Twitter), Facebook, LinkedIn, YouTube and Instagram. This is crucial information for practitioners managing reputation across traditional and digital media.

There was a realisation of the important connections between the study's four main pillars in a post-Covid environment: corporate reputation



shape the realities of their customers' experiences and their interactions with the brands online.

Because of the industry's need for constant innovation to survive, it is meant to be the nation's flagship sector. However, for the most part, it has let many consumers down as it struggles to bridge real-life brand experience with brand promise. The two are, unfortunately, often off at a tangent.

This situation is made more problematic as the mobile telecommunications companies have glaring challenges in managing the shift from traditional media to new media platforms, where (often disgruntled) customers and other stakeholders are co-creating the reputation of the telecommunications companies.

### PROMOTE ONLINE REVIEWS

This co-creation of reputations on social media – with or without the consent of the brands concerned – means that businesses in general (not just in the Zimbabwean telecommunications sector) must promote online referrals from stakeholders and customers.

Remember that people trust other people more than they trust brands. Allowing clients and other online stakeholders to evaluate and comment on your brand makes your business appear approachable, honest and transparent – all of which help to establish and preserve trust.

However, this requires that companies must pay prompt and genuine attention to issues raised by the market, and respond appropriately. Many brands are lacking in this respect. But, one day, they will recognise the damage they are doing to their reputations.

### RESPONSIVE CUSTOMER CARE

Frustrated customers can be both erratic and aggressive. They will work hard to mobilise online consumers to criticise a particular company's products and services.

This means there is a need for organisations to rapidly absorb and

respond to feedback. A well-oiled online reputation management machine must be in place to protect the brand by replying to customers who have left unfavourable reviews and, more importantly, assist them in resolving their problems.

Removing critical remarks from company social media sites only encourages angry users to flood the platforms with more hateful messages. Therefore, avoid doing so. Additionally, keep in mind that acknowledging favourable feedback from stakeholders and devoted customers helps develop brand evangelists.

### IN CONCLUSION

The ongoing shift from traditional communication approaches to social media commentary and online blogs presents a challenge for corporate reputation management in the Zimbabwean telecommunications industry. It is a challenge that may be exacerbated by the rise of artificial intelligence and its potential to rapidly create and spread inaccurate or fake content.

### ACADEMIC STUDY

Tabani Moyo is the co-author of the academic paper 'Rethinking the use of social blogs for corporate reputation management in emerging markets post-Covid-19', published in January 2024 in the journal *Corporate Governance and Organizational Behavior Review*. His co-authors are Cecile Gerwel Proches, Emmanuel Mutambara and Upasana Gitanjali Singh.

The study aimed to ascertain how social blogging usage shaped social capital in the new strategy for corporate reputation management, particularly in the wake of the Covid-19 pandemic in Zimbabwe's telecoms sector.

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

This is because the industry has been fixated on conventional media approaches that allow more control over companies' reputations. But social media has poked holes in the corporate reputation bubble, which is not built from the inside out. Therefore, these businesses need to strategically manage their online reputations in a responsive and competitive manner.

The telecommunications industry has the burden of innovating towards better-managed online reputations for itself, while at the same time spearheading the rapid growth of internet and social media use in Zimbabwe through telecommunications-anchored connectivity.

This paradox requires agility and strategic intent to remain ahead of the curve.

**Dr Tabani Moyo is a Doctor in Business Administration (research focus on new media and corporate reputation management) from the University of KwaZulu-Natal (UKZN) in South Africa. He is a Chartered Marketer, Fellow of the CIM, a communications and reputation management expert, academic and business leader. He is based in Harare, Zimbabwe and can be contacted at [moyojz@gmail.com](mailto:moyojz@gmail.com) or on Twitter: @TabaniMoyo.**

➤ Practitioners are juggling to manage reputation across traditional and digital media



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# Development Bank forecasts stronger growth for Africa in 2024

Continent set to outpace projected global average and be the second fastest-growing region after Asia, says macro-economic report.



◀ Cairo, Egypt. North Africa's growth will be steady at 3.9% in 2024

and 5.7% in 2025, supported by strong strategic investments to improve internal connectivity and deepen intra-regional trade.

- **North Africa:** Successive adverse weather conditions and macro-economic challenges will hold the region's growth steady at 3.9% in 2024 with a slight improvement to 4.1% in 2025.
- **Central Africa:** Growth is forecast to moderate to 3.5% in 2024, but projected recovery in private consumption and increases in mining investment and exports could help push growth to 4.1% in 2025.

**A**FRICA WILL ACCOUNT for 11 of the world's 20 fastest-growing economies in 2024, the African Development Bank Group said in its latest Macro-economic Performance and Outlook of the continent.

Overall, real gross domestic product (GDP) growth for the continent is expected to average 3.8% in 2024 and 4.2% in 2025. This is higher than projected global averages of 2.9% and 3.2%, the report said.

Africa is set to remain the second fastest-growing region after Asia.

The top 11 African countries projected to experience strong economic performance forecast are: Niger (11.2%); Senegal (8.2%); Libya (7.9%); Rwanda (7.2%); Cote d'Ivoire (6.8%); Ethiopia (6.7%); Benin (6.4%); Djibouti (6.2%); Tanzania (6.1%); Togo (6%); and Uganda at 6%.

"Despite the challenging global and regional economic environment, 15 African countries have posted output expansions of more than 5%," Bank Group President, Dr Akinwumi Adesina, said.

The latest report is calling for cautious optimism given the challenges posed by global and regional risks. These risks include rising geopolitical tensions, increased regional conflicts, and political instability – all of which could disrupt economic performance and continue inflationary pressures.

## OUTLOOK ACROSS REGIONS

The African Development Bank Group says the resilience of the continent's economies remains strong, with positive growth projected for the five regions.

- **East Africa:** East Africa will continue to lead Africa's growth momentum, with growth projected to rise to 5.1% in 2024

- **Southern Africa:** Growth will remain sluggish at 2.2 and 2.6% in 2024 and 2025, respectively. This reflects continued economic weakness in South Africa, the region's largest economy.
- **West Africa:** Growth is projected to pick up to 4 and 4.4% in 2024 and 2025 respectively. Strong growth in most countries in the region is projected to offset slowdowns in Nigeria and Ghana. The announced withdrawal of Burkina Faso, Mali, and Niger from the Economic Community of West African States (ECOWAS) casts a shadow over the sustainability of gains amid growing uncertainty. Readers of our Digital Edition can find out more about the African Development Bank Group's latest Macroeconomic Performance and Outlook report [here](#). ■

Formal and informal regional trade likely to be impacted as Burkina Faso, Mali and Niger give notice of their intention to leave Ecowas.

# West African trading bloc facing headwinds as three members resign



**WHILE THE REASONS** for the nations of Burkina Faso, Mali and Niger deciding to leave the Economic Community of West African States (Ecowas) are political, there will likely be significant economic, business and supply chain impacts – not only for the three countries, but the region.

Founded in 1975, Ecowas allows the free movement of its citizens between its 15 member countries and, largely, the free movement of goods. The members of Ecowas are Benin, Burkina Faso, Cabo Verde, Cote d'Ivoire, The Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, and Togo.

"Ecowas is primarily an economic community and the loss of any member will affect trade and economic development," says Olayinka Ajala Senior lecturer in Politics and International

Relations at Leeds Beckett University in the United Kingdom.

Writing for *The Conversation* website, he notes that the main impact on the countries will be on the movement of people, goods and services.

"These countries have strategic importance, especially in food security. Niger is a key source of onions while Burkina Faso exports tomatoes to the sub-region," Ajala states. He adds that 80% of Niger's trade is done with Nigeria.

Tielman Nieuwoudt, an emerging market supply chain and logistics expert, as well as an occasional contributor to *Strategic Marketing for Africa* magazine, believes the planned exit of the three countries could influence the political and economic landscape of the region.

"While intra-regional trade within Africa, particularly in West Africa, remains modest, accounting for about 8 to 13%, official figures don't tell the full story. It is estimated that approximately 75% of intra-regional trade is informal," he explains.

## MARKETS SERVE AS HUBS FOR TRADERS FROM NIGER

"Nigériens" (from Niger) are regular

shoppers at Nigeria's Onitsha Main Market in Anambra State and the Alaba International Market in Lagos, where these large markets serve as hubs for traders by offering a range of goods, including high-demand electronics.

"Similarly, Mali and Burkina Faso rely heavily on the Port of Abidjan and the Port of Dakar. An average of 700 trucks per day travel between Mali and the Port of Dakar. Despite its challenging road conditions, this corridor is a vital trade route for Mali, especially for transporting commodities like cotton."

According to Nieuwoudt, the three countries could potentially launch their own currency and form new logistical alliances, such as partnering with Morocco for port facilities.

The Associated Press news agency says Ecowas does not enjoy the support of all West Africans.

"Some believe Ecowas is fast losing goodwill and support from many West Africans who see it as failing to represent their interests in a region where citizens have complained of not benefitting from rich natural resources in their countries," AP says in a January 2024 report. ■





# ‘Good old days’: The power and pull of **nostalgia** in marketing

Do you embrace brands that make you feel connected to your roots and hark back to simpler times? By **Cara Bower** and **Mike Simpson**.

➤ The Sapeurs are celebrated for their strong and vibrant history that dates back to the 1920s



**I**F YOU ANSWERED ‘YES’ TO the question on the left, then you are not alone. Researchers and marketers have long known that leveraging feelings of nostalgia, sentiment and fond memories in consumers has many benefits – such as loosening their purse strings and fostering brand loyalty.

It’s for this reason that big brands such as Coca-Cola, Pepsi, Mattel and Cadbury’s have, in recent years, rolled out nostalgic marketing campaigns.

The visceral human response to memories and past connections is why soft-drinks maker Coca-Cola was able to run a global marketing campaign in 2015 celebrating the 100th anniversary of its iconic glass bottle.

As global marketing chief, Marcos de Quinto, told *Campaign UK* at the time: “Since its creation in 1915, the Coca-Cola bottle has achieved iconic status as a symbol of refreshment and uplift[ment], and it remains an important asset for our business today.”

Arch-competitor Pepsi has recognised the same pull of nostalgia. In 2023, it unveiled a new logo which takes inspiration from its 1990s design,

amid a surging nostalgia for the era, thanks to Gen Z.

At the time, PepsiCo’s Chief Design Officer, Mauro Porcini, told CNN that most people, when asked to draw the logo from memory, still produce something like the design used from 1987-1997.

“We couldn’t ignore that kind of insight,” he said. “Instead of rejecting it, we decided to embrace it.”

Mattel, the multi-national toy manufacturer that owns the Barbie brand, released the blockbuster *Barbie* movie in 2023 that was aimed at a viewing audience not of today’s children, but at their moms and grandmothers who were Barbie doll owners and fans in the own childhoods. In other words, it was all about using nostalgia to draw in cinema-goers.

## NOSTALGIA IN AFRICA

In developing markets like Africa and Asia, marketing strategies that tap into feelings of nostalgia certainly hold promise, with the 2023 *Global Trends in Marketing and Advertising: The Enduring Appeal of Nostalgia* study by Ipsos noting that “feelings of nostalgia





› Nostalgia was one of the draws of the *Barbie* movie

are highest in Asia and Africa”.

Nigeria, South Africa and Kenya feature strongly among the countries surveyed, with Morocco in North Africa appearing further down the list.

According to Mac Mabidilala, Ipsos Strategy3 Regional Head for Sub-Saharan Africa, and Ibitayo Salami, Country Manager for Ipsos in Nigeria: “Nostalgia is a very human reaction to a world that is undergoing as much change and uncertainty as we’re experiencing. It is, however, always dangerous to extrapolate findings from one country to another – especially in Africa where there are some similarities between countries, but also very wide differences.”

They add that each of Africa’s

54 countries has a unique history and “within countries the variety of peoples, communities and languages can be staggering. For instance, in both Nigeria and Cameroon the people speak more than 200 home languages, and a country like Namibia (with less than two-million adults) has 11 official languages.”

### › *‘Barbie’ makes use of nostalgia*

This elevates nostalgia marketing in Africa beyond mere sentiment alone, to a means of connection that draws on heritage, indigenous knowledge,

language, traditions and cultural nuances, explains Michele van Heerden, Director of strategic communications agency Matter Advertising. She has more than two decades of experience working across Africa on various brands.

Van Heerden explains that, while the power of nostalgia marketing taps into “sentimental yearning and something you have an emotional connection to”, executing a campaign in Africa is more layered.

“We’ve worked on an East African personal care brand, Movit, which is based in Uganda, has a presence in eight African countries, and has seen its products offered in more than 30 African markets. Everybody grew up with those products and they leverage



family traditions and utilise cultural ingredients in the products, and they also amplify those cultural nuances in their communication.

“So, as I understand it, nostalgia marketing in Africa is about identity. It gives people something to belong to.”

### A SENSE OF WHO THEY ARE

For Africans, a sense of who they are and where they come from is critically important, emphasises Van Heerden.

This, explain Mabidilala and Salami, is why “regardless of the context, it’s always critical for brands to understand their audiences and test how messages will be received in any market, regardless of the trend or issue”.

Based on this understanding, the

Ipsos team notes that marketers can adapt their approach and messaging to the market in question.



## *Nostalgia is about brand storytelling*

“In Nigeria it [a nostalgia mindset] comes through strongly in how people embrace their rich culture – food, music and dance, fashion, Nollywood movies, and sports. In Southern Africa, brands such as investment management company Allan Gray have brought their long-term investment philosophy to life through creative that reminds audiences of their relationships between parents and their children,” they explain.

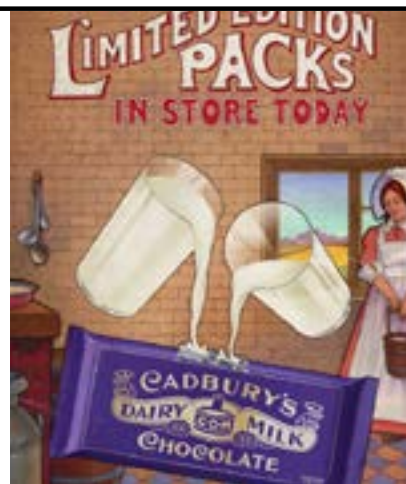
“Others have brought back popular characters and antagonists from previous advertisements and movies, such as the popular Chicken Licken advert that delivered a humorous and well-crafted reboot of the much-loved [1980s action TV series] *Knight Rider* and the sleek talking car that helped Michael Knight solve crimes.”

Chicken Licken is a fast-food chain operating mainly in South Africa. Readers of our Digital Edition can watch the TV ad [here](#).

Salami, a former Diageo executive, also singles out beer brand Guinness Nigeria as an example of how these ‘good vibes’ and a hankering for traditional values, culture and heritage have been harnessed in Africa for marketing efforts.

The brewer celebrated the [fashion and culture movement known as the] Sapeurs in Congo in a marketing campaign a decade ago, and more recently ‘Black Shines Brightest’ campaigns, which tap into the notion of an African Renaissance that, at the same time, respects where African people come from and the path they have trodden.

While the Sapeurs are also a modern movement, they are celebrated for their strong and vibrant history that dates



### CADBURY'S CELEBRATES ITS 200<sup>TH</sup> ANNIVERSARY

Cadbury, the famous chocolate brand now owned by Mondelez International, was founded on 4 March 1824 in the English city of Birmingham.

As part of its 200<sup>th</sup> anniversary celebrations this year, the company has created the ‘Your Cadbury Photos’ campaign across OOH and social media. This is a competition for the public to submit photos from old family albums, where families are seen enjoying Cadbury products – for example during Christmas, Easter or holidays.

Further boosting the nostalgia generated by the campaign is a limited-edition range of seven Cadbury Dairy Milk bars featuring classic designs from wrappers of yesteryear. The Dairy Milk range dates back to 1905.

Illustrators and designers have also recreated Cadbury posters from 1915 through to more recent times. The recreations take inspiration from previous Cadbury advertising over the decades.

“This is a very special moment for us. It’s not every day that you have the opportunity to celebrate a 200<sup>th</sup> anniversary,” says Elise Burditt, Senior Marketing Director at Cadbury. “We want to demonstrate that the values upon which Cadbury was founded in Birmingham 200 years ago still ring true today.”





▲ Above left: Fast-food chain Chicken Licken humorously harked back to the 1980s *Knight Rider* TV series  
Above right: In 2023, Pepsi unveiled a new logo (right) which takes inspiration from the 1990s design (left)

back to the 1920s, their elegant clothing that often (although not exclusively) reflects an older style of dress, and their adherence to traditional values.

## WHAT ARE PEOPLE IN AFRICA NOSTALGIC FOR?

Of course, if you're pushing nostalgia in your marketing messaging, it's important to understand what consumers in your markets are nostalgic for.

Van Heerden notes that, irrespective of

the platform or the channel being used, this approach – which is underscored by solid insights of the individual African markets – ultimately becomes “about storytelling more than anything else”.

It is this culturally underpinned storytelling approach that is increasingly appealing to younger African audiences who are forging a place in an increasingly westernised and global world, but are holding on tightly to their culture and heritage.

Viewed in this context, nostalgia marketing in Africa takes on a different hue to much of the developed world, where sentiment might be stirred by referencing an old film or, as the Ipsos report notes in respect of Belgium, buying ‘retro’ vinyl records rather than downloading music.

In Africa nostalgia is grounded in family, culture and community and, as Mabidilala and Salami put it, “ancestral storytelling” that spans generations. ■



## NIGERIAN ACADEMICS EVALUATE THE IMPACT OF NOSTALGIA

In 2023, two Nigerian academics, C.M. Nwankpa and Johnson Egwakhe, published a journal paper highlighting the impact of nostalgia marketing by Nigeria's FMCG companies.

Their study, titled *'Nostalgia Marketing Practices and Customer Repeat Purchase of Selected Fast-Moving Consumer Goods Firms in Lagos State, Nigeria'* was published in the peer-reviewed *International Research Journal of Economics and Management Studies*.

“The [FMCG sector] in Nigeria has been wavering due to low repeat patronage. As such, the study evaluates the effect of nostalgia marketing practices on customer repeat purchase of selected fast-

moving consumer goods firms,” the pair explained in their Abstract.

“It was concluded that nostalgia marketing practices influence customer repeat purchase. The recommendation focused on incorporating nostalgia marketing strategies into marketing efforts to enhance customer repeat purchase behaviour.”

The authors further noted that “nostalgia proves advantageous to marketers as it consistently and reliably triggers consumers' senses” and evokes “feelings of familiarity, comfort, and security”.

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



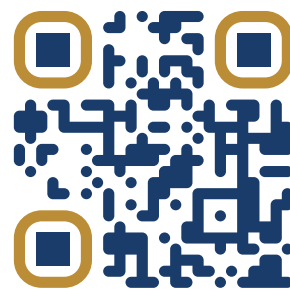
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## Your Window to the African Market





➤ Kazyon price promotions in Morocco

◀ An Auchan anniversary promotion in Senegal



# Egyptian discount grocery retailer thinks big in Morocco and Saudi

Kazyon's ambitious business strategy is to have a network of over 5,000 stores in Egypt, Morocco and Saudi Arabia within the next five years. **By Mike Simpson.**

**K**AZYON, THE Egyptian-based discount grocery retailer, is continuing with its ambitious store expansion strategy in North Africa and the Middle East.

It opened its first outlet in Morocco in October 2023, and already has 12 stores, mostly in Casablanca. The aim is to have 200 outlets in Morocco by the end of 2025 and 600 stores by the end of 2027.

In February 2024, Kazyon took another step in its business strategy by acquiring a stake in Dukan, a grocery discount retailer operating in Saudi Arabia.

Saudi is regarded as one of the most attractive grocery retail markets in the region, given that the modern trade channel penetration is only around 50%, presenting ample room for growth.

"This acquisition marks an important milestone for Kazyon as it accelerates its growth and expands into Saudi Arabia. We are excited by the prospects for the business in the Kingdom," said Hassan Heikal, Chairman and founder of Kazyon.

The Saudi acquisition means the retail chain now has more than 1,000 stores across Egypt, Morocco and Saudi Arabia, and is expected to have a network of over 5,000 stores in the three countries in the next five years.

In entering Morocco, Kazyon goes head-to-head with arch-rival BIM, a Turkish-based discount grocery retailer that has a strong presence in Morocco and Egypt. In Morocco, BIM has close to 700 stores.

## TWO NEW STORES MUST OPEN UP EACH WEEK IN MOROCCO

"In Egypt, Kazyon's pace of growth has effectively reached one new store per day for the past three months. In order for it to open 200 outlets in Morocco by the end of 2025 it needs to open two new stores every week," comments Trendtype, the London-based emerging markets consultancy.

PHOTOS: KAZYON, AUCHAN



According to Trendtype, if Kazyon can build a large and sustainable store network quickly in Morocco, it will offer a considerable challenge to BIM.

“Already we can see stores in Casablanca sited close to one another, which they (Kazyon) will continue to do, given the concentration of BIM stores in major cities like Casablanca and Rabat,” the consultancy states.

“The firm winner should be Moroccan consumers, who get their choice of everyday low prices and what promises to be a robust competition to win custom.”

The expectation is that Kazyon will initially focus its effort on a few big cities, before moving the competition for customers to smaller Moroccan towns and cities.

BIM has been facing headwinds in Morocco, with the government complaining that too much of its stock base was being sourced from Turkey.

BIM has now changed tack and is sourcing extensively from within Morocco, giving a boost to local manufacturers and, according to Trendtype, giving BIM impetus to reach into expansion markets such as francophone West Africa.

Founded in 2014 in Egypt by Hassan Heikal, Kazyon claims to be the largest discount retailer in the Arab world and Africa, and currently

employs around 7,000 people.

Its business strategy is to provide customers with access to affordable, high-quality products, delivered through a network of consistent, recognisable neighbourhood stores.

### FRENCH RETAILER ALSO HAS WIDER AFRICAN AMBITIONS

Meanwhile, the French-based Auchan supermarket group, which is the dominant player in the sector in Senegal, has opened its first cash-and-carry outlet in the country under the Auchan Max sub-brand.

A no-frills concept, it sells a limited range of FMCG products in bulk at lower-than-supermarket prices. This makes Auchan Max more of a wholesale outlet serving commercial buyers, including foodservice and local traders.

The first Auchan Max outlet in Senegal is, perhaps surprisingly, not located in busy Dakar, but in quieter Saly – a tourist community about a two-hour drive south of the capital city. It is being speculated that this is to test proof of concept and determine if cash-and-carry stores will take sales away from Auchan’s two local full-service supermarkets.

Competing with Auchan Max in Senegal’s cash-and-carry market is the Supeco store brand, which was launched in 2019 by CFAO, a company

that also operates the Carrefour supermarket franchise in francophone West Africa, and has additional Superco outlets in Cameroon and Côte d’Ivoire.

Already well-established in Senegal, Auchan last year established an Africa division based in the country. Its role is to extend the brand across the continent, according to a report by the business news website *Africa Business+*.

It is now moving into Algeria through a partnership with the Great Way Group, a retail player operating in the Maghreb region. The region includes Algeria, Libya, Mauritania, Morocco, and Tunisia.

### A NEW HYPERMARKET FOR CAPITAL CITY OF ALGIERS

This sees the opening of a 5,000 square-metre Auchan hypermarket in the Algerian capital city of Algiers, operated by the Great Way Group.

“To continue and expand our development in Africa, we are entering into a responsible partnership with one of Algeria’s leading retailers,” Yves Claude, Chairman and CEO of Auchan Retail, said at the time of the announcement in 2023.

“We share a three-fold ambition: offering residents a novel shopping experience; offering them products that are good for their health and for the planet; and contributing to Algeria’s development, as far as we can, by encouraging the creation of agricultural value chains and local food production.”

Yasser Hadjbenali, Executive Director of the Great Way Group, said in his own statement: “Our collaboration also seeks to provide an innovative, modern and exclusive customer experience, featuring services never previously seen in the Algerian market.

“Auchan is the ideal partner to achieve this ambition of creating a new generation of competent, modern and forward-looking Algerian retailers.”

Auchan has a retail presence in several international markets. These include France, Spain, Portugal, Luxembourg, Poland, Romania, Hungary and Taiwan. ■





# How multinational FMCG brands can survive using an import-only strategy

In the wake of high-profile withdrawals from local manufacturing, **Ato Micah** thinks import-only can work – with provisos.



**R**ECENT NEWS ABOUT major FMCG/CPG players scaling back their local operations in Nigeria and Kenya, in particular, has sparked a debate: can premium brands survive and thrive in sub-Saharan Africa with an import-only model?

My answer is (a qualified) 'yes', but only if they truly understand the nuances of local consumers. Here's how they can do it:

## 1. Ditch the Monolithic Mindset:

There is no 'African consumer'. Treating the continent as a single market ignores the vast differences in geography, cultural norms, and shopping behaviours. Premium multinational brands need to tailor their offerings to specific countries, even regions, to resonate with local preferences.

## 2. Premium Must Mean More:

In sub-Saharan Africa, premium isn't just about price. It's about delivering a noticeably better product experience. Brands that fail to provide tangible benefits in performance or functionality risk losing ground to nimble competitors who close the gap.

## 3. Innovation is Key:

Maintaining a premium edge requires constant innovation. Brands need to stay ahead of the curve by offering unique features, superior ingredients, or enhanced user experiences. Simply slapping a higher price tag on an average product won't cut it.

## THE COUNTER-ARGUMENT:

Of course, there are always caveats! While import-only models can work for some, history shows they often lead to market-share erosion. Local manufacturing can build brand trust, improve affordability, and offer greater agility to respond to changing market dynamics.

## THE TAKEAWAY:

Sub-Saharan Africa presents a vibrant and diverse market for premium Fast Moving Consumer Goods/Consumer Packaged Goods. To succeed, brands must move beyond a one-size-fits-all approach. By understanding local nuances, delivering a truly superior experience, and adapting their strategies, premium brands can not only survive but thrive in this dynamic and exciting region.

\*P.S. I have intentionally avoided using the phrase 'African consumer', to highlight the importance of recognising the continent's diversity. Let's move beyond generalisations and celebrate the unique needs and aspirations of each market.

**Ato Micah is CEO of Maverick Research, based in Accra, Ghana, but operating across African markets on behalf of leading FMCG companies. Micah has 23 years' industry experience, spanning roles in market research (Millward Brown and Nielsen), and brand management (Procter & Gamble).** ■

## MANY BIG NAMES EXITING

Among the high-profile multinationals that have announced exits from the Nigerian or Kenyan markets are German pharmaceutical company Bayer, UK pharmaceutical giant GlaxoSmithKline, American consumer goods manufacturer Procter & Gamble, and French healthcare company Sanofi.

The Kenya Association of Manufacturers said in January it expected at least 10 manufacturers to exit the market in 2024 due to the introduction of new levies and an increase of existing taxes.

In Nigeria, the problems cited include foreign exchange challenges, an inability to repatriate earnings, inflation, and constrained consumer spending.

In some cases, the multinationals are closing local factories and moving to an import-only business model.

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# How the **African** Beauty trend is creating opportunities for market players

Brands that recognise indigenous African beauty practices, and utilise natural ingredients and techniques, have an advantage in this burgeoning market. By **Kauthar Jakoet**.

**‘AFRICAN BEAUTY’** has emerged as a robust and contemporary trend within the beauty and personal care space on the continent, taking advantage of the reality that many products are still failing to address the specific needs of African consumers.

Seeing the gap in the market, several entrepreneurial brands are contributing to the African Beauty trend. They are doing so by creating specific customised solutions that not only address African skin tones and hair types, but promote indigenous beauty practices that utilise natural ingredients and techniques, reflecting the cultural importance and buoyancy of the African heritage.

This is an opportunity that all our region's beauty players should not miss!

## AFRICAN BEAUTY TRADITIONS

Despite increasing intra-African trade and cultural ties – as well as growing ties with the rest of the world – the continent is too often still regarded as a monolithic entity when it comes to the availability of beauty and personal care products.

The reality, of course, is that ethnicities, perceptions of beauty, beauty traditions, and cultural norms vary widely and constantly evolve. Each of the 54 countries has its own practices and preferences. As such, ‘African Beauty’ innovation must not

only address the specific characteristics of skin tones and hair types, but embrace the traditions of the various countries as well.

One of the ways in which beauty players are doing this is by utilising natural ingredients that have been used for centuries by African women as part of their beauty regime. Examples include shea butter in West Africa and argan oil in North Africa.

Shea Moisture, a brand which was founded by a Sierra Leonean refugee in the early 1900s, has capitalised on this by creating a line of hair and skin care products using shea butter and black castor oil.

These natural ingredients – still sourced from women's co-operatives in northern Ghana – are gaining global attention as they are considered sustainable, ethical and effective in everyday use.

Similarly, Kui Care is an emerging Kenyan brand that has a strong focus on formulating products specific to African hair.

A key priority for the brand is utilising natural ingredients such as tea tree oil and cinnamon, while at the same time celebrating African culture and heritage through their brand and packaging.

## ‘CLEAN’ ITEMS IN DEMAND

There is a continuous demand for



natural and organic beauty products across the globe as consumers seek out 'clean' beauty items.

Indigenous herbs are also the prominent ingredient for South African brand AfroBotanics, which specialises in hair care specifically designed for African hair types.

Its hair care range includes a diverse variety of shampoos, conditioners, hair oils and styling products. The brand emphasises the use of indigenous African herbs to promote healthy hair and scalp.

As these ingredients have a long and trusted tradition on the continent, consumers tend to trust local brands that use them, further driving demand for the products.

Equally, African Beauty transcends ingredients by taking into consideration the role of African skin tones and the African climate.

One such example is House of Tara, founded by Nigerian make-up artist Tara-Fela Durotye, which plays a pivotal role within the African Beauty arena. The company sells products that support black skin tones, as well as provide protection against the hot sun and tough climate – acknowledging the reality that many African women spend a lot of time outdoors.

## REGULATIONS AND DISTRIBUTION

Despite the traction that the 'African Beauty' trend is achieving globally, there are certain challenges that industry players must overcome.

Africa has complex and varying regulatory environments around importation, licensing and labelling of products.

Moreover, the beauty and personal care market in Africa is a fragmented one, with a very competitive landscape involving both local and international players.

As such, distribution can be challenging, with limited modern retailing and a strong informal retail footprint. This makes having a solid distribution plan and strong local

strategic partnerships important.

E-commerce and evolving digital technology have also created a significant shift in the way in which beauty products are being advertised and sold across the region. Growing numbers of consumers are using mobile apps and digital wallets to purchase beauty and personal care products, widening the avenues for product distribution.

According to Euromonitor International research, e-commerce in African markets such as Morocco, Nigeria, Kenya and South Africa spiked in 2019-2020 during the pandemic and, although it has moved at a slower pace since the pandemic's end, there is an ongoing upward trend.

## THE UNTAPPED POTENTIAL

Regardless of the challenges that industry players may face on the continent, the potential for African Beauty remains strong.

## *African Beauty has excellent potential*

There is ongoing demand amongst African consumers to see beauty products that address their own unique skin tones, hair type and the local climate. Brands that incorporate traditional ingredients and beauty regimes into their offerings, while respecting the localised cultures and traditions, will have an advantage over those that do not.

As such, industry players need to have a clear strategy to differentiate and 'Africanise' themselves within this highly competitive market. Only then can they fully reap the rewards of the evolving African Beauty trend. ■

**Kauthar Jakoet is a Research Analyst for Euromonitor International, where she specialises in beauty and fashion research, focusing on industry trends and consumer behaviour.**

◀ Kauthar Jakoet  
of Euromonitor  
International





## 27<sup>TH</sup> ANNUAL MARKETING

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# Zambia institute unveils details of its 2024 marketing conference

◀ ZIM CEO and Registrar, Lute Lungu Mwelo, discusses plans for the 2024 conference ▼ A scene from the 2023 ZIM conference, which was held at the Radisson Blu Mosi-Oa-Tunya, Livingstone Resort



ZIM's annual conference and awards dinner takes place at Victoria Falls in May 2024, under the theme 'Elevate-Innovate-Thrive'.

**T**HE ZAMBIA INSTITUTE of Marketing (ZIM) has launched its promotional campaign for the highly anticipated 27<sup>th</sup> Annual Marketing Conference and Awards Gala Dinner.

It is set to take place from 21-24 May at the prestigious Avani Victoria Falls Resort in Livingstone. The theme for the 2024 event is '*Elevate-Innovate-Thrive: Driving Prosperity, Growth, and Resilience through Strategic Insights*'.

In her opening remarks at the launch event, ZIM CEO and Registrar, Mrs Lute Lungu Mwelo, expressed gratitude to sponsors, partners, and the media for their unwavering support.

Emphasising the need for marketing professionals to embrace innovation and develop strategic insights, Mrs Mwelo set the tone for an event dedicated to navigating the ever-evolving business landscape.

Permanent Secretary of the Ministry of Commerce, Trade and Industry, Mrs Lilian Bwalya, was the guest of honour at the announcement, which was held in Lusaka.

Mrs Bwalya underscored the significance of the conference in promoting sustainable business growth and ensuring best marketing practices. She highlighted the crucial role of marketing in enhancing trade and investment, particularly in the context of the African Continental Free Area (AfCFTA).

### ADVANCING THE MARKETING PROFESSION IN ZAMBIA

Mr Mwewa Besa, President of ZIM, reiterated the institute's commitment to advancing the marketing profession, elaborating on the '*Elevate-Innovate-Thrive*' theme. He emphasised how the conference aims to address industry challenges, foster innovation, and equip participants with strategic insights to drive business success and resilience.

Ms Yabbey Shitima, Chairperson of the Conference Organising Committee, provided details about the programme, which features renowned industry experts, thought leaders, and several interactive sessions. These are

designed to equip marketing professionals with cutting-edge knowledge and tools, she said.

Ms Shitima underscored the anticipated impact of the conference on individual businesses and the overall marketing landscape in Zambia.

Recognising the vital role of the media, all speakers acknowledged the importance of collaboration. They extended an invitation to media representatives to actively participate in covering the event and spreading awareness, emphasising its potential contribution to national development.

"The 27<sup>th</sup> Annual Marketing Conference and Awards Gala Dinner promises to be a landmark event for marketing and business professionals alike," ZIM says in a statement. "With its insightful programme, renowned speakers and vibrant networking opportunities, it presents a valuable opportunity to learn, connect and propel businesses towards growth and prosperity."

The Zambia Institute of Marketing is a founder member of the AMC. ■

PHOTOS: ZIM



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# Inaugural graduation ceremony for Chartered Institute of Marketing, Ghana

Accra ceremony honours 119 candidates who graduated from CIMG examination sessions conducted between December 2021 and June 2023.

◀ National President of CIMG, Dr Daniel Kasser Tee, congratulates the graduating students

**T**HE CHARTERED Institute of Marketing, Ghana (CIMG) marked a historic milestone with its inaugural graduation ceremony, held at the British Council in Accra, recently.

This ceremony recognised the achievements of graduands who successfully completed the CIMG Professional Marketing Qualifications exams at various levels.

A total of 119 candidates graduated from examination sessions conducted between December 2021 and June 2023, with the best-performing students receiving prizes for their outstanding performances across four levels.

In his welcoming address, the National President of CIMG, Dr Daniel Kasser Tee, congratulated the graduating students.

"This ceremony is a testament to your diligence and dedication towards learning and application of professional

knowledge. We count on you to let this knowledge manifest in your work and help change the narrative in industry by helping your organisations to build everything around the interest of the customer," Dr Kasser Tee said.

He added that marketing exists to create customer value for the long-term interest of businesses.

"To borrow from the eminent economist, Adam Smith, consumption is the sole end and purpose of every production activity, and the interest of the producer ought to be met, only so far as it may be necessary to promote the interest of the consumer."

The National President announced that the CIMG Regulations 2023 (L.I. 2479) have been officially enacted by the Parliament of Ghana, to implement the regulatory framework for the marketing profession.

"This is a boost for the marketing

profession and the execution of the Institute's functions as stipulated in the CIMG ACT 2020 (Act 1021). We therefore call on business leaders to champion the continuous professional development of their professional marketing personnel. This will enable them to remain relevant and play an effective role in promoting and protecting the interests of customers," stated Dr Kasser Tee.

He also encouraged non-marketing business executives to register and participate in CIMG's certification programmes, either the full professional marketing qualifications or the short-course certification programmes that run all year round. Doing so will enable them to acquire knowledge and keep up with new trends in marketing.

## DIG DEEP FOR GHANA

Representing the Minister for Education

was the Director of Tertiary Education at the ministry, Professor Francis K.E. Nunoo, who expressed the vital importance of effective, strategic, and sustainable marketing education, urging graduands to dig deeper for the development and progress of Ghana.

“Professional marketing education serves as a cornerstone for economic growth, innovation, and sustainability in any society,” he said.

“Particularly in a dynamic and emerging economy like Ghana, its significance cannot be overstated. By nurturing a pool of competent professional marketers, Ghana can stimulate domestic consumption, attract foreign investment, stir up economic recovery and foster entrepreneurship – all of which are essential for economic expansion and job creation.”

According to Prof Nunoo, professional marketing education empowers skilled marketers to lead businesses to compete effectively in global markets.

“Through understanding global market trends, consumer preferences, and effective branding, Ghanaian firms can expand their reach beyond national borders, boosting exports and

contributing to the country’s balance of trade,” he stated.

### MILESTONE FOR CIMG

In his remarks to the graduands, Consulting Director of Education and CPD at CIMG, Mr Adam Sulley, recounted the early days of CIMG, highlighting the graduation ceremony as a milestone for the institute.

“The memory of graduating professional marketing students in this British Council Hall dates back about two decades, but the difference and excitement with this one is the changeover of baton from CIM to CIMG,” he said.

### *Equipping students with required skills*

Mr Sulley noted that CIMG has embarked on a bold journey towards equipping its students with the necessary marketing skills, and mindset for industry success.

“It will surely yield the desired outcome of providing industry with

students who have the relevant marketing skills and mindset to ensure growth, competitiveness, and business sustainability. Our graduates have the capacity to contribute to the success of organisations’ marketing requirements at various levels and in diverse ways,” he stated.

Mr Sulley said he believed that the overwhelmingly positive feedback received through the CIMG pre-market test underscored the relevance and credibility of the CIMG programme, setting the stage for growth and impact on Ghana’s marketing industry.

“We will continue to collaborate with industry and all other stakeholders to ensure continuous improvement through our best-practice feedback mechanism and quality assurance,” he emphasised.

Meanwhile, results for the December 2023 examinations were also released, showing an enviable average pass rate of 76%, a 1% increase from the first four sessions.

According to CIMG’s National President, “this is enough justification that local brands can, and do, work when given the needed attention”. ■



PHOTOS: COURTESY OF CIMG



# How **visual** and **voice** search are going to be game-changers

**A** SEISMIC SHIFT IS taking place in online and social search, and the fast-changing landscape will have major implications, and possible benefits, for marketing.

For one, the search-engine old guard (aka Google) is being challenged as younger people prefer to turn to Instagram and TikTok for search and discovery. “Google it” may soon no longer be the generic, all-encompassing verb that it is today.

Digital marketing teams have, for a while now, been aware that Gen Zedders and Generation Alpha consumers have a different view of search than the Google generation.

Another in a long line of studies, this time by US-based marketing technology

vendor SOCI, confirmed in March 2024 that Google is in for an intense fight to retain its relevance as a search engine among younger users, with Instagram and TikTok now being the leading (but by no means only) social media platforms of choice when it comes to search.

Observed Damian Rollison, SOCI’s Director of Market Insights: “For businesses, a robust presence on these platforms isn’t just beneficial – it’s critical to winning market share with younger consumers.”

*Forbes*, the influential business magazine, notes that Google has other challengers too. “Not only is social search on the rise, but generative AI is threatening to disrupt Google’s search cash-cow, which is why Microsoft has partnered with GPT-4 maker OpenAI to

The once-simple world of “Google it” is morphing into something far more complex, but potentially rewarding, for Africa’s marketers.

By **Mike Simpson**.

inject generative results into Bing,” the publication states in a recent article.

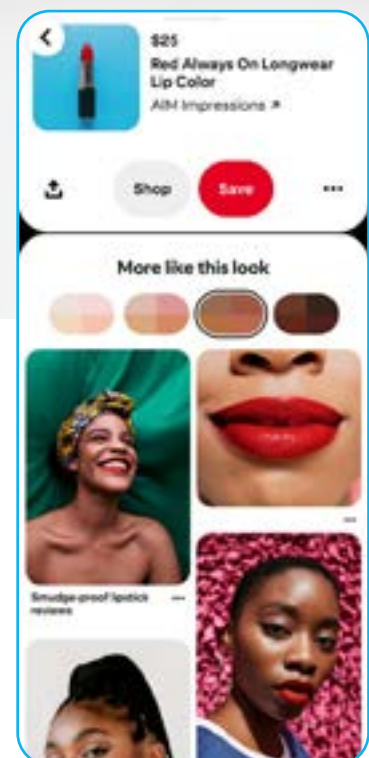
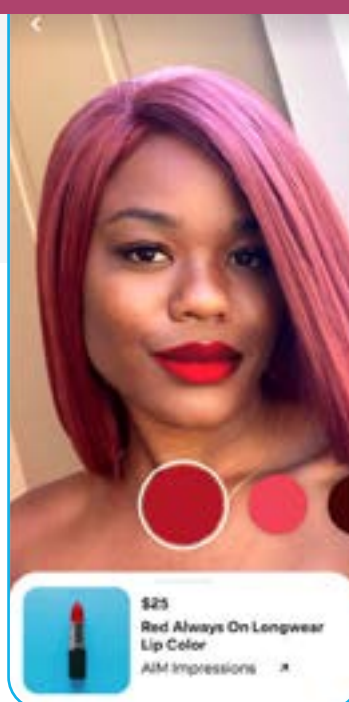
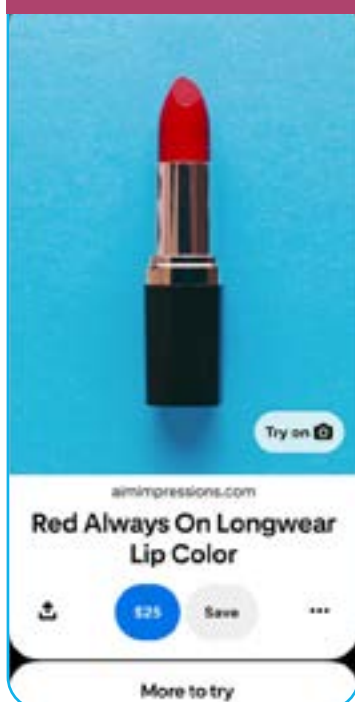
But there are other big changes on the horizon, too.

## RISE OF VISUAL SEARCH

A move towards visual search is one of the hot marketing trends of 2024, according to predictions made by global media-intelligence firm, Meltwater, at the start of the year. Meltwater says this goes hand-in-hand with the growing popularity of shopping on social media platforms.

While word-based search has long dominated the online actions of consumers – and, of course, of SEO digital marketing strategists – new technology now allows users to search for information on the internet using

Visual search assists with social shopping on platforms such as Pinterest





#### EDITOR'S NOTE:

The evolution from online search to social search among younger consumers merits its own dedicated article, and we will cover this topic in more depth in a future issue of the magazine.

We have glossed over it here, as the intention is to focus more on voice search and visual search, while emphasising that the broader search landscape is changing rapidly for marketers.



Mathabo Sekhonyana

^ A seismic shift is taking place in online and social search

imagery instead of, or in combination with, text keywords.

Consequently, brands are moving quickly to leverage visual-search opportunities to enhance their own digital marketing strategies.

"With infinite online shopping choices, the entirety of the digital and physical worlds has become our shopping mall. In turn, consumers have higher expectations than ever

to be able to purchase the exact item they want and see it in any context," Meltwater says in its *'Marketing Trends to Watch in 2024'*.

Is Africa going to be part of this trend anytime soon? Mathabo Sekhonyana, Head of Marketing and Communications at Adoozy Power, which claims to be Africa's first mobile powerbank rental network, believes the answer is 'yes'.

"The African consumer of the present and of the future is a digital native and is inquisitive to explore new methods and technologies. With this in mind, it is unlikely that visual search will be the exception to this trend," she tells *Strategic Marketing for Africa*.

"A part of the reason African consumers will be drawn to visual search is that they are bombarded with a plethora of choices, but with no easy



way to differentiate between the many products and offerings. With the added layer of visual search, consumers are better able to make good purchasing decisions.”

Sekhonyana thinks the rise of visual search presents a huge opportunity for marketers to differentiate their brands in the marketplace, and become more targeted and focused with the communications they disseminate.

“Technologies such as Google Lens and Pinterest Lens will prompt marketers to optimise and elevate their visual content,” she says. “This starts with high-resolution imagery and SEO considerations to ensure that consumers using visual search will easily find a brand’s content.”

In simple terms, Google Lens and Pinterest Lens work through a smartphone camera. If the user takes a photo of, say, an item of clothing, the Lens app will load similar ideas and inspirations for the user to browse – and possibly purchase.

Sekhonyana says part of the marketer’s responsibility is to determine which platforms best serve the company’s requirements from a visual search perspective. Instagram and Pinterest are likely choices, although other platforms may also be suitable, depending on circumstances.

“The biggest positive when it comes to visual search is not just the capability to reach customers in a meaningful and more targeted way, but the ability to enhance stimuli through visuals,” she states.

“For instance, when putting out quality imagery, one can also consider which colours evoke different emotions and incorporate those into the creative. This kind of thinking will take a marketer’s visual-search tactics to an elevated level.”

## POTENTIAL OF VOICE SEARCH

Also likely to be a game-changer is voice search. The IMM Institute, one of the founder members of the African Marketing Confederation, noted in a blog

post published in January that voice-search optimisation is going to be one of the key marketing trends of 2024.

“Voice search is gaining prominence as more consumers rely on virtual assistants like Siri, Alexa and Google Assistant,” the institute says in its post.

“Optimising your digital content for voice search is crucial in 2024 to ensure your brand remains visible and accessible. Natural language processing and conversational keywords should be integrated into your content strategy, aligning with the way users interact with voice-activated devices. This not only enhances your SEO, but also improves the overall user experience.”

Also seeing the potential is Statista, the online platform that specialises in global data gathering and visualisation.



## *Voice set to grow strongly in Africa*

It prefers the phrase ‘speech recognition’, but predicts the market size for this in Africa will grow at an annual rate of 17.5% between now and 2030, resulting in a market volume of US\$490-million by the end of the period.

“The increasing demand for speech-recognition technology across various industries – such as healthcare, banking and retail – is a major growth factor for the market,” comments Statista in an Analyst Opinion.

“The advancement of AI and machine-learning technologies has led to the development of more accurate and reliable speech-recognition systems, which is expected to further boost market growth.”

There is also potential for voice search in the travel sector. A post published on the Africa Travel Week website notes that online travel agents have, since 2016, been “acutely aware” of the role voice search will play in travel bookings, agreeing that it will “ultimately redefine how consumers browse and book hotels”.

An online travel agency, known in the industry as an OTA, is a web-based marketplace that allows consumers to research and book travel products and services.

“It’s easy to see how replacing typing with talking would speed up the hotel booking process,” the blog states.

“Imagine a last-minute booker – while frantically trying to pack their bags for their trip – could ask your hotel’s website about the rooms you had available, the pricing, and finalise their booking without even having to touch their device.

“Voice search has the potential to make the user booking experience much easier and much faster.”

The blog post also provides some practical advice for hotel marketers on how to optimise their website to gain maximum advantage from voice search.

“The most important thing to note is that the way people search by voice is very different to how they search by text. Voice search sees people asking for answers in a more conversational manner. Therefore, you should begin to explore how you can present your on-site elements in a similar way,” it advises.

“Integrating a more conversational style of content on your site will not only help in terms of voice search, but it also gives your hotel’s brand a more ‘human’ and approachable feel.”

Adoozy Power’s Sekhonyana believes voice search is not yet as popular in Africa as visual search, but “marketers need to begin future-proofing their strategies and consider tactics such as researching key words or terms used by target consumers in voice search, and creating content that addresses frequently asked questions.”

She adds: “A big pro of voice search is democratising information. It will allow African marketers to reach a wider audience [because of] language and literacy barriers being lowered.

“Voice search also enables marketers to localise and hyper-target not just based on geography, but on other considerations such as language.”

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# Four African banking brands listed in world **top 10** for brand strength

Equity executives during the unveiling of a refreshed brand identity in 2019

Annual Brand Finance study shows developing-world banking brands are outperforming others in positioning themselves and connecting with customers.

**F**OUR AFRICAN BANKING brands – two Kenyan and two South African – have been rated in the top 10 of the world's strongest banking brands.

They are Equity Bank (Kenya), First National Bank (South Africa), Kenya Commercial Bank (Kenya), and Capitec Bank (South Africa).

This is according to the Brand Finance 'Banking 2024' report released in March, which indicates that local and regional banks are performing as well as – and, in many cases, outperforming – global banks in terms of positioning their brands and connecting with customers.

"These rankings are based on global best practice, are ISO compliant and show the strength of local African brands from South Africa and Kenya," said Jeremy Sampson, Chairperson of Brand Finance Africa.

"Nigerian banks have suffered as a result of the slippage in the value of the naira against other currencies. Access Bank had the added sad loss of their highly respected CEO in a plane crash in the US."

## INDONESIAN BANK IS STRONGEST

Indonesia's BCA is the world's strongest banking brand, with a Brand Strength Index score of 93.8/100 and elite AAA+ rating. Equity Bank scores a brand strength index of 92.46, First National Bank (FNB) scores 92.29, while Kenya Commercial Bank's brand strength stands at 91.47. They are all in the top five. Capitec is seventh with a brand strength of 89.08.

Brand Strength is the effectiveness of a brand's performance on intangible measures relative to its competitors.

Speaking on the ranking of Equity Bank, Group Managing Director and CEO, Dr James Mwangi said: "We are delighted to see that once again we have made a step towards being recognised as the strongest financial brand in the world.

"Our strong governance structures, practices, core values, commitment to customer centricity, performance focus, organisational culture of excellence, and execution continues to be the foundation on which the brand is sustainably evolving, building and developing.

"It is clear from our learnings that businesses anchored on purpose and values will benefit from inbuilt long-term sustainability, enabling them to thrive even in the most challenging context."

The latest Brand Strength Index also features brands from China, Taiwan, Vietnam and Romania in the top 10. There are no developed-world banks.

## BRAND VALUE ALSO MEASURED

Brand Finance's report also measures Brand Value, which uses a different set of metrics to Brand Strength. Brand Value is defined as the net economic benefit that a brand owner would achieve by licensing the brand in the open market.

Here, China has five banks in the top 10, while the United States occupies the other five slots through stalwarts such as Bank of America and JP Morgan.

The bank with the greatest Brand Value in 2024 is China's ICBC, with China Construction Bank in second spot.

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

PHOTO: EQUITY BANK VIA X

# Rooibos tea opportunity in China can help boost African exports

Import tariff reduction on SA's Rooibos tea could push China to recognise Geographical Indications rights on other unique African products.

**M**ARKETING OF SOUTH Africa's famous Rooibos tea has been given a boost by the recent announcement that China is reducing import tariffs on the caffeine-free health drink. Tariffs were previously set at between 15 and 30%, but now reduce to 6%.

China is already SA's biggest trading partner and has a large population known for drinking tea, but its Rooibos imports have lagged countries such as Japan, which has an import tariff of 17%, and France, Germany and the Netherlands.

The latter European countries apply a zero tariff as part of a preference scheme for developing markets.

"Given the size of China's consumer market, China's decision to reduce tariffs for South African Rooibos tea by almost 80% could make China a priority export market in future," reports *The Diplomat*, an international current-affairs magazine covering the Asia-Pacific region.

"This could not only help reduce the trade deficit between South Africa and China, but also, if branded Rooibos products come into China, it could provide South Africa the opportunity to boost job creation and its value-added exports to China."

According to the Rooibos Council, approximately 20,000 tons are produced in SA annually.

However, to maximise the country's export opportunity, China needs to recognise SA's Geographical Indications (GI) rights relating to Rooibos.



◀ A few years ago, Rooibos tea became the first African name on the European Union's GI register. Can GI protection help it and other African products in China?

## GRANTING OF PROTECTION

GI protection is granted by the World Intellectual Property Organization if the "the qualities, characteristics or reputation of the product [are] essentially due to the place of origin". Other international product examples include Port wine (which must originate from Porto in Portugal) and Champagne (which must originate from a designated region in France).

"Rooibos and other African products such as South African wine and Benin's 'sugarloaf' pineapples fall under the category of eligible Geographical Indications," explains *The Diplomat*.

"On supermarket shelves, GI recognitions means these products must be original – others can't manufacture versions of them, and the businesses that sell those products can ultimately get higher prices, meaning higher incomes in African countries."

Among the easily identifiable products with GI potential in Africa are

Ethiopian fine coffees, Kenyan tea and coffee, Moroccan Argan oil, Ugandan vanilla and Oku honey from Cameroon.

According to the law firm Adams & Adams, which in 2022 published a '*Manual for Geographical Indications in Africa*', GIs have been receiving increasing attention on a national and international level from producers, consumers and policymakers due to their value and potential for development.

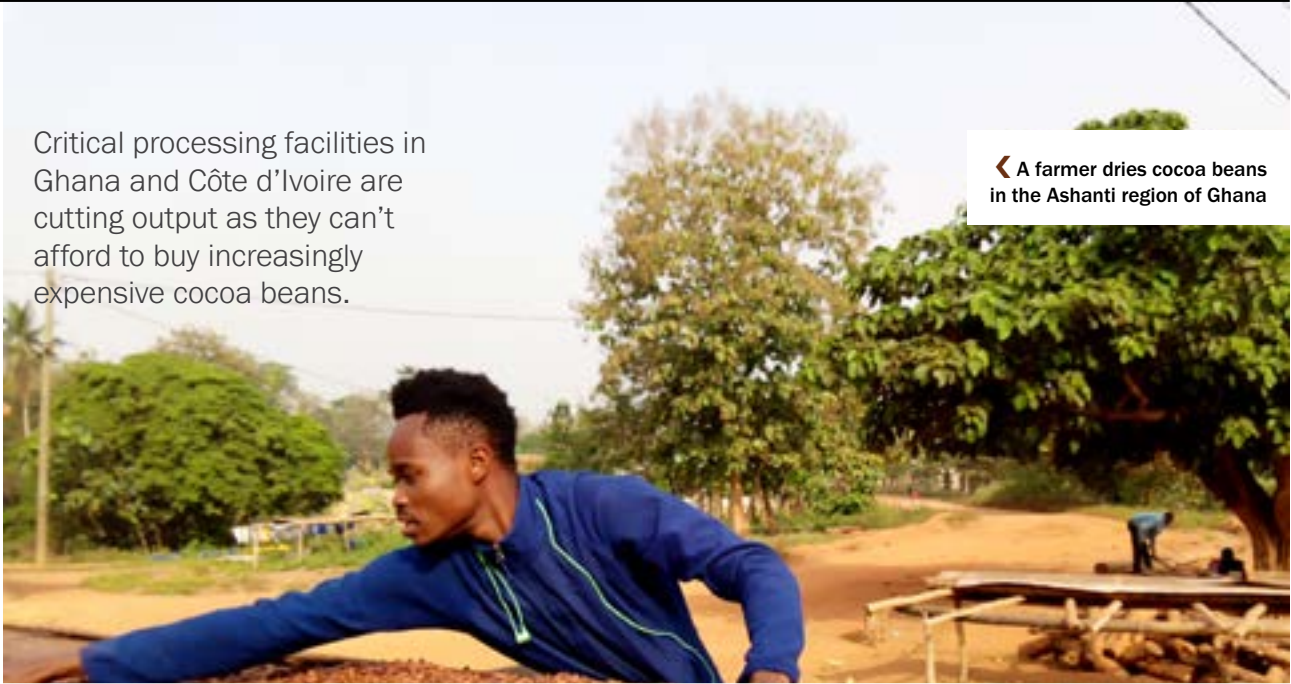
As yet, China has no clear process to recognise, and regulate the use of, Africa's GIs. But there may be an opportunity to advance this process when the ninth Forum on China-Africa Cooperation (Focac) is held later this year.

"With the welcome push toward opening up China's market to African products in recent years, African leaders need to ensure that a clear strategy to implement a process to recognise Africa's GIs makes it to the agenda," *The Diplomat* comments. ■



Critical processing facilities in Ghana and Côte d'Ivoire are cutting output as they can't afford to buy increasingly expensive cocoa beans.

◀ A farmer dries cocoa beans in the Ashanti region of Ghana



## Global chocolate prices rise as African cocoa processing slows

**C**HOCOLATE PRICES around the world are continuing to rise as cocoa-processing plants in two key African countries, Ghana and Côte d'Ivoire, cut production because they are unable to afford to buy beans. Combined, the two countries produce nearly 60% of the world's cocoa.

According to a mid-March report by news agency Reuters, chocolate-makers around the world have already increased prices to consumers after three years of poor cocoa harvests, with a fourth now expected.

The agency based its report on information from trading sources.

African-based processing plants are essential to chocolate manufacturing, as raw cocoa beans must first be turned into butter and liquor that can be used in chocolate-making facilities.

The Reuters report said state-controlled bean processor Transcao, one of Côte d'Ivoire's nine major plants, had stopped buying beans because of their price. It was still processing from stock, but anonymous sources quoted

in the report claimed that the plant was almost idle.

There is a similar situation in Ghana, where the state-owned Cocoa Processing Company (CPC), was said to be operating at about 20% of capacity because of the shortage of beans.

The problem is not new. In October 2023, the AMC website reported: "Cocoa prices have already gone up by nearly 50% in the past year, due mainly to smaller harvests in both countries because of adverse weather conditions and crop diseases.

"Growers in Ghana and Ivory Coast are also having to pay more for imported fertilisers and pesticides – further driving up the price."

### CONSISTENT OUTPUT REDUCTION

In January 2024, the industry publication, *Cocoa Post*, said Ghana "has been experiencing a consistent reduction in annual crop output in the last couple of years, attributed to unfavourable weather, disease, and illegal gold mining, among others".

*Cocoa Post* added that a production shortfall last year contributed to Ghana

defaulting on supply contracts for up to 44,000 metric tonnes, for the first time in the country's history.

According to a report published at the end of March 2024 by *Euro News*, in the past year cocoa prices have jumped about 231%.

It says cocoa prices have been rapidly increasing for the last few months mainly due to the weather phenomenon El Nino, which caused unseasonably heavy rainfall in December last year, resulting in black pod disease widely damaging crops. A combination of climate change and the continuation of El Nino also led to extreme heat in the following months, further disrupting harvests.

El Nino particularly impacts cocoa and other crops by exacerbating dry, dusty winds from the Sahara Desert, which impact the crops' access to sunlight. Since cocoa is an especially drought-sensitive crop, this harsher, dryer weather can be particularly debilitating for harvests.

Illegal mining in West Africa is also a factor as it has led to a significant loss of arable land due to deforestation, as well as declining water quality. ■

PHOTO: KING BANGABA VIA WIKIMEDIA COMMONS

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# SA's **over-55s** are redefining ageing and reshaping consumer behaviour

Grouping everyone over a certain age into a homogenous category called 'retirement' is increasingly tone deaf to the realities of modern ageing, marketing study finds. By **Kamva Somdyala**.

**T**HE UNIVERSITY OF Cape Town's (UCT) Liberty Institute of Strategic Marketing

has released a report on the over 55-year-old market in South Africa and how they relate to their shifting outlooks.

The report finds, among other things, that several horizon shifts take place. The Chief Marketing Officer of PepsiCo sub-Saharan Africa, Martin Neethling, explained that the attraction of this market for the research is because it is a segment that is undergoing rapid change at a critical decision-making stage of life.

Retirement is explored at length in the report. This 18-month study was conducted through a survey of 1,900 people, with over 300 interviews conducted, using quantitative and qualitative methodologies.

The shifting horizons in question include extended living, which Neethling said had to do with why people live longer. "There has been improved healthcare and nutrition. People also undergo lifestyle changes and have increased awareness of health risks and the importance of healthy living."

Another factor is generational drift, which has implications for this age bracket as those with children still find themselves supporting them. "There is an emerging adulthood which means young people are living at home longer, studying longer and depend

➤ Many people are no longer willing to be passive recipients of 'retirement thinking'

on their family. They also marry later,” said Neethling.

Seventy-one percent of over-50s said they had dependent children; 64% of 55- to 60-year-olds have children living at home; and 30% of over-75s said they have children living at home, the consequences of which is late retirement.

### FASTEST-GROWING COHORT

“The year-by-year proportion of those over 55 is growing, and according to the statistician-general [of South Africa], it’s the fastest-growing cohort in the country,” said Graham Easton, the Divisional Executive for Research and Insights at Liberty Holdings.

“The net effect of a growing population is that life expectancy goes up. The South African population of over-55s by gender shows that all race groups are getting older,” said Easton in his presentation.

In addition, the current population of over-55s is 8-million and, according to the South African Revenue Service’s (SARS) tax statistics from 2021, make up R600-billion (US\$32.1-billion) in aggregate taxable personal income.

“Older South Africans live under severe financial constraints; 3.7-million people receive the state old-age grant of R1,980 (\$107) and 50% of older persons live in households without any employed household members,” Easton added.

### THE GREY ZONE

Kroshelan Chetty, the Customer Experience Lead at Liberty Holdings, said that there is increased life expectancy nowadays, careers have become non-linear and there is continuous learning, which means that older South Africans still want to be active.

“Many people have tried to rename it, but you will still think about it in the same way. Good health and resources mean many will enjoy an extended period of ‘active ageing’. Our research shows that older South Africans are still active consumers and producers. Grouping everyone over 65 into a



◀ Middle-class over-55s believe that brands are no longer interested in them

homogenous category called ‘retirement’ is increasingly tone deaf to the realities of modern ageing. What we found in the research is that people’s lifestyles will be dependent on two primary variables: financial and physical well-being,” said Chetty.

“Another phenomenon that came through strongly in the research called ‘The Grey Zone’, is that people are still working but transitioning into what was traditionally known as the ‘early retirement’ phase over time.

“The Grey Zone is often about one’s approach to career, earning, productivity and adding value. It is characterised by a resetting of priorities, new identity formation, and increased attention on one’s own future.”

### MARKETING TO OVER-55S

Chief of Strategy at Ogilvy South Africa, Neo Makhele, spoke about how the new generation of forerunners are taking more control and what their relationship with marketing material looks like.

“They are no longer willing to be passive recipients of ‘retirement thinking’ and they don’t want to get old like their parents did,” Makhele noted.

“This generation has a lot of life in them, so we must think about how we communicate with them as they grapple with many transitions. The 55-plus demographic is not a homogenous group

and successful targeting will likely need to consider variables like life stage, lifestyle and interests, family responsibilities, financial wellness and technology competency.”

The research shows that 55% of middle-class over-55s said that brands are no longer interested in them. The growth of the black middle class is also noteworthy, as the country prepares to usher in its first major wave of retirees in this segment over the next 20 years. This segment will set the precedent for what black retirement looks like, as they become the first generation to do so with resources, which historically has not been the case.

“The old life-stage model’s days are numbered, and we will continue to see life breathed into our understanding of age. Change will continue as further increases in life expectancy and healthcare are anticipated and more opportunities for side businesses emerge as work is redefined,” Makhele concluded. ■

**Kamva Somdyala is a writer at the University of Cape Town (UCT). This article was originally published by UCT and is republished here under a [Creative Commons Attribution-NoDerivatives 4.0 International License](#). Readers of our Digital Edition can view the original article [here](#).**





◀ The revamped Nacala port in Mozambique

# Mozambique's Nacala port is thriving after \$270-million upgrade

An import-export gateway for Malawi and Zambia, the revamped port is one of the supply chain alternatives to Durban and Richards Bay.

**G**IVEN THE CAPACITY and efficiency problems being experienced at South Africa's ports, importers and exporters in Southern Africa are increasingly eyeing the likes of the recently modernised Port of Nacala in the Mozambican province of Nampula.

The volume of cargo being handled by the Indian Ocean port increased to a record level of 3.1-million tons in 2023, well ahead of the planned volume for the year.

Cargo volume was 12.5% up on the 2022 figure and a significant 103% ahead of expectations for 2023, the Director for the Port of Nacala, Neimo Induna, said in an interview with the *Lusa* news agency.

Nacala Bay is said by some to be the finest natural deep-water harbour in Africa, and is an import-export lifeline for landlocked Malawi, which is linked to the port by a 900km railway. It also serves Zambia and Mozambique's Tete province.

In his interview, Induna said the revamped port was providing a supply chain alternative to many regional operators concerned about the problems

being experienced at the South African ports of Durban and Richards Bay.

All are on the east coast of Southern Africa, with Nacala being about 3,000km from Durban and 2,600km from Richards Bay.

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After undergoing refurbishment and when operating at full capacity, the Port of Nacala now has the capacity to handle 10-million tons of cargo per year, Induna said. He added that it is in a privileged geographic location to feed the Middle Eastern and Asian markets.

"Allied to this geostrategic position is the fact that the port has a protected natural bay and, even more so, has great natural water depth. The access channel is around 60 metres deep and 800 metres wide. Therefore, this means that the port does not have any limitation on receiving ships 24 hours a day," Induna stated.

"We want to ensure that the Port of Nacala becomes the main port for

other hinterland countries, such as some regions of Zimbabwe and the Democratic Republic of Congo."

The rehabilitation of Nacala port, officially brought on stream in October last year, reportedly cost more than US\$270-million and was financed by the Japan International Cooperation Agency (JICA).

According to Africa-based supply chain expert Tielman Nieuwoudt, state-run ports in South Africa are "facing significant challenges". The root causes include "poor management and under-investment", he said in a *LinkedIn* post.

"Amidst these challenges, other African ports are capitalising on the opportunity. For instance, the Port of Maputo has experienced significant growth, with its shipping volumes increasing by 16% in 2023, reaching a record of 31.2-million tonnes.

"Ports like Dar es Salaam (in Tanzania) and Mombasa (in Kenya) have also made strides in improving their operations, significantly reducing average cargo dwell times. These enhancements have made these ports more attractive alternatives for shippers looking to avoid congestion in South Africa." ■

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