

# ZimMarketer

AUGUST 2020

MARKETING | PUBLIC RELATIONS | SALES | CUSTOMER SERVICE | DIGITAL MARKETING

**Superbrand:** 2020 Top  
200 Brands Unveiled

Customer Experiences  
During Lockdown

Managing The  
Reputation Chain

How To Set Up Online  
Stores

## Digital Transformation: Impact of Covid-19



## NISSAN ALMERA

CONNECTED AND MORE REFINED

Nissan Clover Leaf Motors | Tel: Hre-024 2485522-6 | Email: [sales@cloverleaf.co.zw](mailto:sales@cloverleaf.co.zw)  
Byo-029 65401 | 0733 988 336

AVAILABLE EX-STOCK



# FREIGHT WORLD

We Stand Out From The Rest In  
Terms Of  
**Quality and Excellence**



**Road  
Air Freight  
International Forwarding  
Local Customs Clearing  
Bonded Warehousing  
General Warehousing**



Though there are many customs clearing agents in Zimbabwe,  
only a few of us are **ISO certified Customs Clearing Agents.**

***From anywhere to anywhere we deliver the goods***

#### HEAD OFFICE

100 Kelvin Rd, Graniteside,  
Harare, Zimbabwe  
Tel: +263-4-758 766/7/8/9,  
+263-4-755 595/9  
Fax: +263-4-758 770  
[www.freightworld.co.zw](http://www.freightworld.co.zw)  
[admin@freightworld.co.zw](mailto:admin@freightworld.co.zw)

#### BRANCHES:-

AIRPORT OFFICE  
FORBES BORDER POST  
CHIRUNDU BORDER POST  
BULAWAYO  
GWERU

NYAMAPANDA BORDER POST  
PLUMTREE BORDER POST  
BEITBRIDGE BORDER POST  
MUSINA  
JOHANNESBURG  
DURBAN



A service that is BRANDED



Available on the  
**App Store**

ANDROID APP ON  
**Google play**

## Digital Transformation: the impact of COVID-19

When news of the first case of COVID-19 broke, the world understandably took the "freeze" stance as the "fight or flight" response was not applicable due to the new nature of the coronavirus. Within weeks; the virus had spread on a global scale and the World Health Organisation declared a state of pandemic which prompted the lockdown of economies worldwide. Companies were consequently forced to adopt an aggressive approach and those that did not found themselves on the wrong end of history as they had no choice but to close.

The last time such proportional measures were taken was during the 1918 outbreak of the influenza. The difference between then and now is summarised by over a century of technological revolutions spanning from the invention of simple appliances such as the electric kettle to the internet's conception in 1969. Much has happened in the way of digital progress since the last pandemic. As a civilization we have developed our infrastructure for such a time as this. Like the influenza pandemic, the impact of COVID-19 has the potential to frontier a new revolution - a "new normal".

Reliance on digital solutions has never been greater, and it is a reliance that is not expected to drop off when the outbreak ends. COVID-19 has been a catalyst for tactical and operational digital transformation. Companies had to react quickly to enable remote working, shift to digital channels and transform products and services to meet the changing demands of customers.

The pandemic has forced organisations to urgently leverage new technologies and ways of working, implementing digital projects in mere weeks that would previously have taken months, if not years. However, there are concerns that these rushed, reactive initiatives may have addressed a short-term need at the risk of long-term success.



As customers and marketers, we've rapidly become accustomed to using virtual and digital services in nearly every facet of our lives. Now, with restrictions easing in some parts of the world, attention is shifting to the next phase of recovery. Organisations should seek to ensure they are in the best possible position to succeed in the new reality, and they should build in digital resiliency to safeguard against fatal business consequences of a similar unforeseen pandemic.

This second quarter issue highlights critical news points including developments within the Marketers Association of Zimbabwe. There is also acknowledgment of the consequences of social distancing and digitisation of conventionally localized events. One such event includes the unveiling of the Superbrand Top 200 brands of the Year which were subsequently held and broadcast live on the Association's first ever Virtual Launch.

The edition will also feature articles and relevant shifts from the colleagues in the Marketing fraternity as we share in order to drive positive interactions in the industry and beyond.

Enjoy your reading!

*auxxie*

For feedback and comments contact  
auxilia@mazim.co.zw

### EDITORIAL

#### Executive Secretary

Gillian Rusike  
rusike@mazim.co.zw

#### Editor

Auxilia Katongomara  
auxilia@mazim.co.zw

#### Sales

Brian Chikondo  
sales1@mazim.co.zw

#### Publishers



#### Design & Layout



admin@tvmw.co.zw

#### Printing



#### MAZ Contact Details

- No. 21 Lezard Avenue,  
Milton Park, Harare
- +263 242 795 764 / 791 288
- @marketerszim
- marketers association zimbabwe
- www.maz.co.zw
- marketers.association.of.zimbabwe

#### Article Contributors

Auxilia Katongomara  
Ben Mavodza  
Brian Chikondo  
Constance Makoni  
Cynthia Tapera  
Innocent Mushamba  
Kudakwashe Mashero  
Lawrence Kutinyu  
Marjorie Munyonga  
Tabani Moyo  
Tairo Chivonivoni

# CONTENTS

03 Editors Note

## Customer Service

06 Delivering Successful  
Communication Strategies  
to a Distracted customer

## Branding

10 2019 –Tiggerific Comeback

## Business Matters

14 Corporate Entrepreneurship

## Theme Articles

18 Creating Digital  
Customer Experience  
22 Contact centre technology in  
light of the Covid 19 pandemic  
28 Customer Experience  
during the lockdown?

## Executive Profile

30 Being a Marketer and a Banker

## MAZ News

34 2020 Top brands unveiled  
37 MAZ hosts first ever virtual  
Winter School  
39 Mutsvangwa appointed MAZ  
Patron  
42 Psychometric Tests  
44 How to setup an online store



**Public Relations**  
48 Managing the reputation chain

**Company News**  
52 Freight World: Top Brand in  
the freight industry





# You've Got The Bank Everywhere You Go. No Excuses.

Now you can open an account from anywhere,  
anytime in minutes, **send 'Hi' to 0776 670 211 via  
WhatsApp or dial \*220#. Alternatively download  
the free FBC Mobile Moola App!**



Registered Commercial Bank Member of the Deposit Protection Scheme

ROGUE\_0186



#YouMatterMost





# Delivering effective communication campaigns to distracted consumers

BY TARIRO CHIVONIVONI

- Globally, consumers are exposed to an average of 5 000 adverts per day.
  - Day after ad recall has declined from 11% in 2000 to 7% in 2018.
  - You have only 5 seconds to make an impression before viewers click 'skip ad' on a YouTube advert.
  - Consumers are bombarded with so many adverts that they now actively avoid adverts.
  - Consumers are distracted. Consumers are constantly engaging in multi-tasking.
- For example; in scrolling on their phones while watching TV, driving and listening to the radio or multiple open tabs open on their laptops.

Successful communication campaigns result in some form of conversion. This may be generating awareness, encouraging trial, a sale, directing traffic to a website or store or any other conversion that has been defined for the campaign. Making that conversion depends on getting and holding their attention of your audience long enough to deliver your message.

The challenge for the modern-day marketers' biggest challenge in developing communication campaigns is the competition which is currently available, especially online. To weave your way through this competition one's campaign require a great deal of innovation to set it apart from what the market is offering.

This article is not centred on financial budgets because even with an unlimited budget, a communication campaign may still fail.

There are three key actions needed to achieve this strategic approach to planning communication campaigns that result in conversions:





Marketers  
Association  
Zimbabwe

 [www.maz.co.zw](http://www.maz.co.zw)

 [marketers.association.of.zimbabwe](https://www.linkedin.com/company/marketers.association.of.zimbabwe)

 Marketers Association of Zimbabwe

 @marketerszim



# Superbrand

Brand Of The Year

## Awards 2020



 **27 NOVEMBER 2020**  
 **HICC MAIN AUDITORIUM**

**FOR SPONSORSHIP OPPORTUNITIES & INFORMATION, CONTACT**

Aquiline |  0785 767 310 |  [aquiline@mazim.co.zw](mailto:aquiline@mazim.co.zw)

 0242 795 764 | 08644254837

## MEDIA CHOICE

Understanding the role and characteristics of each medium plays makes or breaks a campaign. Different media channels selected for a campaign must always complement one another.

Marketers tend to focus solely on the potential number of consumers that will consume their media through focusing on statistics such as readership or viewership. While these are very important statistics, they cannot be evaluated in isolation. There needs to be coherence between the media channels selected and the intention of the communication. For example, a combination of a television commercial and outdoor adverts for a new product launch ensures mass reach and visual appreciation of the new product through television. This can be amplified by outdoor adverts which prompt a mental recall of the television advert.

With the knowledge that most billboard adverts are consumed while one is in transit, will a content-heavy billboard sharing a new company's scope, address, telephone number and email address achieve the desired result? Would this information not be better placed in a print advert that allows for wide reach and physical retention of this information for future reference?

## RELEVANCE

With limited time to make an impression and stiff competition for attention and retention, the message a campaign delivers must be relevant to



the information needs of the audience.

An understanding of your consumer and the thought process they go through in selecting a product within your category will help in developing a message that strikes the consumer.

prompting message close to the point of purchase?

Taking a deep dive into understanding your target consumer will allow you to create content that is relevant to the consumer. This will increase the

***“There needs to be coherence between the media channels selected and the intention of the communication.”***

Answering questions such as – are consumers more interested in the functional or emotional benefit of my product? Is my product a planned purchase that requires a lot of information to be processed before consumers make a decision or is it an impulse buying product which needs a

possibility of attracting their attention and ultimately achieving the desired conversion.

Without relevance your entire communication campaign may be ‘Present everywhere but seen nowhere’



## DIGITAL MARKETING

Without dismissing or underestimating the value derived from traditional media channels such as print, radio and television, consumers have gone digital and brands that seek to remain connected to consumers must meet the consumers where they are.

Considering the new normal where measures to prevent the spread of Covid 19 have resulted in reduced physical interaction in society, people have had to learn how to leverage on digital platforms to stay connected.

Using types of digital marketing such as search engine optimisation, paid search, websites and social media platforms allows for mass reach and immediate

engagement with consumers. Digital marketing also presents several opportunities such as a global reach and allowing brand communication to be 'always on' through platforms such as company websites.

However despite these strengths and opportunities, competition for attention on digital platforms is rife and brands need to make an immediate and relevant impact in order to achieve conversions.

In the case of digital marketing the age old adage holds true; marketers must 'adapt or die'

That being said I wish brand builders all the best in navigating the media

landscape to develop strategic communication campaigns that grow strong Zimbabwean brands for today and the future.



**Tariro Chivonivoni**

| Brand Manager |  
Nestlé Infant Nutrition

## AUTO REPAIR & MAINTENANCE

With over 5 years of doing great we always dedicate our efforts to improve customer satisfaction and exceed expectation. We are the leading Automobile shop for JEEP, CHRYSLER, DODGE, FORD and MERCEDES BENZ.



16984 Cnr Diamond Way/Sande Cres, Graniteside, Harare  
Tel: +263 (242) 750557 Cell: +263 772 206 622, +263 775 751 341  
Email: [info@chryjeep.co.zw](mailto:info@chryjeep.co.zw), [sales@chryjeep.co.zw](mailto:sales@chryjeep.co.zw)  
Website: [www.chryjeep.co.zw](http://www.chryjeep.co.zw)



SERVICE AND PARTS

A close-up, low-angle shot of Tiger Woods in the middle of a golf swing. He is wearing a dark blue baseball cap and a red long-sleeved shirt. His face is focused, and his eyes are looking up and to the left. The golf club is visible, with the head and shaft extending across the upper half of the frame. The background is a soft, out-of-focus green, suggesting a golf course.

# 2019 Masters the Tigerrific Comeback: Brand Strategy

It is amazing how playing or watching sports can teach you about life and business! Team sports will teach you about working with others and using your skills to complement each other. Competitive sports will help you learn how to push yourself harder and be the best you can be. Sports can prepare you for business too! No doubt the COVID-19 virus has trivialized golf, and it is in the best interest of tour players, Augusta National Golf Club members and patrons as well as everyone associated with the 2020 Masters event including the Augusta community, to postpone the event to November. So while we play inside for the world, I will use this time to share my greatest takeaways from Tiger Woods' play at the 2019 Masters. This is surely the greatest comeback story in golf history.

## TIGER IN THE WOODS

Tiger's remarkable resurgence comes after eleven years of wondering the woods. What Tiger went through in those eleven years would have been enough to break any human being. His personal life fell apart on a Thanksgiving night a year after his 2008 U.S. Open win. There was the complete breakdown of his body, he missed the 2016 and 2017 Masters with back problems before finally undergoing back fusion surgery in April 2017. With three back surgeries there was uncertainty to whether he would ever play the sport that made him once seem invincible. In 2017 Woods hit another low, he was arrested on suspicion of driving under the influence.

In the wake of Tiger's woes, some of Tiger's sponsors dropped the golfer. First to sever ties in 2009 was Gatorade. Accenture and AT&T dropped their sponsorship deals with Woods that same year. Late in 2010 Gillette announced that it would not renew its sponsorship with the golfer. Athletes and companies enter into and exit out of sponsorship agreements all the time, but dropping Woods soon after the scandals broke, one can surmise that his scandals were the reason he was dropped.

Any ambassador relationship has an inherent level of risk. Even the most talented and successful individuals experience personal and professional peaks and valleys. But, at that time, Nike's brand president said of Woods: "He's got issues he needs to deal with and he's dealing with them. We are looking forward to him getting back on the golf course." Nike stuck with Woods again in 2017 when the golfer was charged with driving under the influence, and found asleep behind the wheel of his car. That bet on Woods is clearly paid off for Nike. "Nike has always been about iconic athletes," Allen Adamson, brand expert and co-founder of marketing solutions business Metaforce, said. "Consumers want to know not only what you make but what you stand for. It's not just talking about how fast you can make sneakers ... The best brands need to think about the long term."

A controversial brand ambassador can cause irreparable damage to a company. Appreciate the importance of loyalty and long-term vision. Nike has the history, scale and credibility to partner with polarizing and controversial athletes who make headlines for reasons that go beyond what happens on the playing field.

During this period, it would be safe to assume that Nike carefully evaluated its options and chose to stick with Woods, even when other sponsors fled. We can also assume that, given the depth of their relationship with the athlete, Nike believed that he could one day rise again. Which he did, brilliantly. The company was richly rewarded for its loyalty after his Masters victory.

### THE TIGERRIFIC COMEBACK

For the first time Woods came from behind in the final round to win a major. Not only did Tiger win the Masters, he did so in a way he never has before in a major tournament: playing from behind. Woods entered the day two strokes behind Francesco Molinari, who finished tied for fifth place after falling apart on the back nine.

Even if you start slow, finish strong. Many business owners, especially entrepreneurs, get down on themselves if they don't start out

"lit." Doubts fill their minds and they may question themselves and their decisions. In golf, you have the front nine and back nine- 18 holes. Avid golf fans and the pros themselves will tell you that championships are often decided on the back nine. Many players start off shaky, but they find their rhythm after a few holes. Then they continue to build that momentum all the way through the end.

***"Even if you start slow, finish strong."***

Perhaps the defining hole in the story of the 2019 Masters was the 12th on the final round, the dreadful par three where any miscalculated tee shot risks being sucked back into Rae's Creek.

When everyone else was hitting it in the water on 12, tiger put it in the middle of the green.

Molinari, dumped his tee shot into the water at the front of the green and walked off with a double-bogey five. Tony Finau, also in the final group, followed Molinari in the water to drop back to eight under. The more experienced Woods, who was playing his 22nd Masters, played to the heart of the green and two-putted for par to join Molinari at the



top of the leaderboard on 11 under. Woods tied for the lead again with birdie at No. 13, took the outright lead with another at no. 15, and went up two when he hit his tee ball at the par-3 16th to 4 feet. He parred 17 and, needing only a 5 at the home hole, made his bogey to win by one.

Tiger's comeback is proof that not all brands reach the final stage of the Product Life Cycle (PLC). The Product Life Cycle is an important Brand Management concept in Marketing. It describes the stages that a product goes through from when it was first conceptualized until it is finally removed from the market (or not). Not all products reach this final stage.

Some continue to grow and others rise and fall. For the most successful products, a business will want to do all it can to extend the growth and maturity phases in the life cycle, and to delay the decline phase. To do so, it may decide to implement extension strategies- which are intended to extend the life of the product before it goes into decline. Marketing executives need to exploit the PLC to extract maximum value and to extend the growth and maturity phases in the life cycle, and to delay the decline phase.

After 2 decades of playing the game, Tiger Woods is entering the twilight of his career. But just how exactly did Tiger manage to extend his shelf life and end up back to the 18th green at Augusta? Woods transcended a sport



that had been around since the 15th century and made it 'cool'. Indeed, golf has found a new legion of followers around the world. This new market has extended his stay on the course. I personally owe my interest in golf to Tiger Woods. As an extension strategy, Tiger also reminded his current audience that he was the GOAT, the only thing that kept people believing was the idea that 'it's Tiger. You can't count out Tiger.'

### THE VALUE OF A TIGER

The financial impact of Tiger Woods' two second putt at the 2019 Masters

Final for some companies goes like this:

- His final putt earned Nike an estimated \$22.5 million
- Nike ran out of stock of the Nike mock turtleneck shirt in all major golf stores in the USA.
- Nike Inc.'s stock rose 1% the following Monday.
- A collector put an offer of \$650K for Tiger's \$5 winning golf ball.
- Bridgestone Golf sold more than \$1 million worth of the Tour B XS on Sunday alone.
- Tiger's memorabilia ran out as collectors scrambled for his items to store value.
- An offer was made for his putter

which has been in the bag for 14 of his 15 majors and 64 of his PGA victories for \$20 million.

His response "I think the word's priceless."

- Woods has now won a major championship and a Masters in three different decades. At 43 years old, after the scandals and the pain and the surgeries and the disappointments, Tiger Woods is once again a major champion.

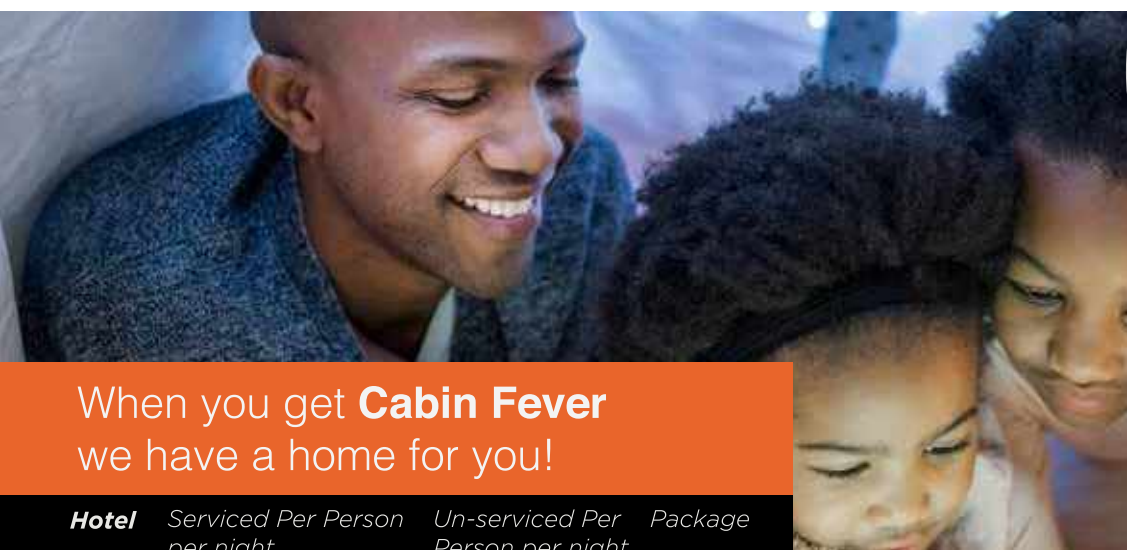
Looking forward to the 2020 Masters at Augusta in November. #Tigernation  
In short:


1. Even if you start slow, finish strong.
2. Tweak the PLC to extract maximum value and to extend the growth of product.
3. Measure risk of an ambassador relationship.
4. In an ambassador relationship, loyalty is two- way.
5. Tag a value on your Ambassador.






## Cynthia Tapera

*An avid golfer. She is the Head of Marketing for the Zimbabwe Agricultural Society. IoDZ, British Council MEx, Lean In, Young African Leadership Initiative (YALI) Network Member. She writes in her personal capacity.*





When you get **Cabin Fever** we have a home for you!

				CAMPSITE RATES			
Hotel	Serviced Per Person per night	Un-serviced Per Person per night	Package	Hotel	Serviced Per Person per night	Un-serviced Per Person per night	Package
 <small>HARARE • BULAWAYO • MUTARE</small>	<b>85.00</b>	<b>105.00</b>	<b>Bed &amp; Breakfast</b>	 <small>GREAT ZIMBABWE HOTEL</small>	<b>15.00</b>	<b>10.00</b>	<b>Bed Only</b>
 <small>GREAT ZIMBABWE HOTEL</small>	<b>75.00</b>	<b>100.00</b>	<b>Bed &amp; Breakfast</b>				

### Meals for all the above hotels:

- **Breakfast = USD20.00** per person (Campsites at Great Zimbabwe Hotel)
- **Lunch/Dinner = USD22.00** per person per meal inclusive of a soft drink/glass of juice

### Family Offers:

- Kids below the age of 12 years when booked in their own room, meals are free except at Great Zimbabwe Hotel where they will pay 50% of the price.
- Kids below the age of 12 years when booked in their own room, will pay 50% of adult rate for accommodation.

**Rates Applicability:** Rates will apply from the 1st of July to 31st of August 2020. **Ts&Cs Apply**

# Corporate Entrepreneurship:



## The urgent imperative for established companies

BY MARJORIE MUNYONGA

**B**efore the COVID-19 pandemic visited our shores, the world was already witnessing a global entrepreneurial revolution. Entrepreneurs had begun challenging existing assumptions and creating value in extra-ordinary ways. Hence; the deadly pandemic has pushed established companies to enhance their entrepreneurial orientation.

Entrepreneurship is about putting together, in a unique way, a combination of money, people, procedures, technologies, materials, facilities, packaging, and distribution channels among other resources. Entrepreneurs conceive a vision from the ashes to establish an enterprise or venture, rather than just watching or analyzing.

**CORPORATE ENTREPRENEURSHIP**  
Entrepreneurship exists various organizational contexts. Although, when many talk of entrepreneurship, venture such as Facebook, Google, Amazon, Alibaba and others come to mind. But, it is paramount to remember that entrepreneurial behaviour also exists within established organizations.

Entrepreneurial behaviour that occurs in established companies is called Corporate Entrepreneurship. At a basic level, corporate entrepreneurship is about the generation, development and implementation of new ideas and behaviours by a company. This centres on innovation which may include the introduction of new products and services, processes, systems and employee management programmes. In this context,

corporate entrepreneurship focuses on intensifying the company's ability to acquire and act upon innovative skills and capabilities. Corporate Entrepreneurship is also concerned with the ability for established organizations to renew themselves by systematically overcoming internal constraints to allow self-reinvention of the organization through unique business initiatives. It can no longer be business as usual in this environment.

Put simply, corporate entrepreneurship is the sum of a company's innovation, renewal and venturing efforts. Innovation has to do with introducing new things to the marketplace, renewal is concerned with organizational renewal involving major strategic and or structural changes. Venturing on the other hand refers to the creation of



new business organizations within the company.

### CHALLENGES IN

#### ESTABLISHED COMPANIES

Established companies have the following challenges that may hinder corporate entrepreneurship:

1. Systems- misdirected reward and evaluation systems, oppressive control systems, inflexible budgeting systems, arbitrary cost allocation systems, and overly rigid planning systems.
2. Structures- too many hierarchical levels, narrow span of control, responsibility with no authority, top- down management, restricted communication

channels, lack of accountability for innovation and change.

3. Strategic Direction- absence of innovation goals, no formal strategy for entrepreneurship, no vision from the top, lack of commitment from senior executives and no entrepreneurial role model at the top.
4. Policies and Procedures- long complex approval cycles, extensive red tape and documentation requirements and unrealistic performance criteria.
5. People- fear of failure, resistance to change, turf protection, short term orientation, inappropriate skills and talents for managing

entrepreneurial change.

6. Culture- ill-defined values, values that conflict with innovativeness, risk taking and pro-activeness.

### HOW CAN COMPANIES OVERCOME THESE CHALLENGES?

By developing their managers to become more of the following:

- Expansive  
Managers need to move from restrictive micro management to encouraging thinking and learning.
- Inclusive  
There is need to move from the 'buck stops here' to bringing together a diverse set of thinking styles.



- **Innovative**  
Managers need to move from repetitive predictability and familiarity to innovation.
- **Challenger**  
Managers should move from being 'fire-fighters' to challenging people to discover new and better ways to grow the business.
- **Entrepreneur**  
Develop managers from being employers set on pleasing one's supervisor to expanding perceptions and increasing action so that companies may be more future-facing, more vibrant, more alert and more playful.

### CHARACTERISTICS OF AN ENTREPRENEURIAL ORGANIZATION

#### Innovativeness

- To what extent does the organization emphasize on concepts or activities that represent a departure from what is currently available.
- Is the company doing things that are unique or different?
- Is the company introducing new or improved products/service?
- Is the company finding new and better ways to accomplish tasks e.g. innovative production techniques, distribution approaches, selling methods, administrative systems among others?

#### Risk Taking

- To what extent is the company willing to pursue opportunities

that have a reasonable likelihood of producing losses or significant performance discrepancies?

The emphasis in corporate entrepreneurship is not on extreme, uncontrollable risks but instead on moderate and calculated risk.

- How many mistakes have been made by your teams in pursuit of new business initiatives and how have these been dealt with?

#### Innovativeness

- To what extent does the company implement, take responsibility, and do whatever

***“Is the company doing things that are unique or different?”***

is necessary to bring an entrepreneurial concept to fruition

- To what extent does the company tolerate failure? Is failure a friend or foe in your organization?
- Is the company seeking new opportunities that may or not be related to the present line of operations?
- Is the company introducing new products and brands ahead of competition?
- Is the company strategically eliminating operations that are in the mature stages of the life cycle?

This is the new imperative in established organizations. It is high time that companies start defining themselves as agents of change and create the future they want. Companies need to lead customers instead of following them and this is achieved through continuous innovation. Companies need to create new markets and re-write the rules of the competitive game. These capabilities ultimately come down to one: Entrepreneurship.



**Marjorie Munyonga**

*Is the Corporate Communications and Marketing Manager for Zimbabwe National Water Authority (ZINWA).*

*She is a qualified MAZ Fellow and a qualified ZimChartered Marketer. She is also a board member for TIMB.*

**DO YOU  
LOVE  
WRITING?**

**We're looking for  
Contributors for  
our Publications  
for 2020!**

**NB: All Contributors to be  
members of the Association.**

**TOPICS ON:**

**Sales | Marketing | Public Relations |  
Digital Marketing | Technology |  
Economics | Etiquette | Lifestyle |**

**Register  
Now!!**



**Publications Manager: [auxilia@mazim.co.zw](mailto:auxilia@mazim.co.zw)**

**Be Informed! Be Connected! Be Recognized!**





## Creating Digital Customer Experience (CX)

One of the best ways to define customer experience is an impression that you leave in your customer across every stage of the customer journey, resulting in how they feel and think of your brand. That beyond wow effect customers feel when walking out of your shop or office have to be felt by a customer online. Companies no longer fully utilize their brick-and-mortar locations due to Covid 19 restrictions and there is need to restructure customers experience techniques. In order to create an

everlasting memory in the minds of the customers digitally or to twinkle your customers you can consider the following aspects;

### CREATE AWARENESS

There is need to make sure that it is easy for new customers to hear and know about your brand. New customers have to hear good and positive things about your organization. It is high time to fuse brand awareness and good brand image. Before engaging social media influencers and bloggers to gain

a number of followers it is important to use those who are relevant inline with your brand for example if an award-winning netballer is be used to endorse a sport shop her opinion will hold water and will influence people to buy. Furthermore, optimizing your web pages for search engine SEO will help to push your brand up the search rankings.

### DISCOVER YOUR CUSTOMERS

It is vital for customers to find it easy and simple when navigating and accessing your digital channels. This can be done by delivering a great user experience online and the help section or a live chat platform. In order to deliver a great digital CX you must be able to understand how customers engage with you, what is their intention or purpose when they arrive at your site or applications. Online customer can be categorised as below;

- Direct purchasers
- Search and deliberation buyers
- Hedonic browsers
- Knowledge builders

The knowledge builders are looking for inspiration with no intention of buying but they will buy if they find it too easy to do so. From your customer comments and review you can also discover parts of your site that are highly efficient and other parts that are cumbersome. Inspired by these insights you can take meaningful action and improve the online customer journey.

Convert browsers to customers  
Using secure payment platforms are the

minimum requirement in the purchase phase, but a great digital CX goes way beyond this. You have to understand why you fail to convert browsers into customers for example hidden shipping fees, long delivery times, poor site navigation and hacking of customer bank accounts can make you lose potential customers. Do not neglect the physical delivery of your products also. Make sure they are delivered safely, securely and on time. If it's going to be late, simply manage those expectations with meaningful lines of communication. In short you have to deliver your promise.

### EXPERIENCE

The best CX does not stop at the purchase phase. Now is the time to turn customers into advocates increasing awareness of your offering. Digital channels are a great platform for fostering customer loyalty and advocacy. Online reputation is built when customers advocate for your brand because customers trust each other. Social media channels keep customers updated on new updates and features, while web and mobile apps can host how-to guides or use case ideas helping consumers get more from their purchase.

### ESTABLISH SUPPORT SYSTEMS

Most consumers expect brands and organizations to offer an online portal for self-service. Similar to the awareness phase, consumers will turn to digital channels to resolve any challenges they encounter. Harnessing the value of

chat boards and digital contact centres will ensure you continue to deliver experiences the customer will value in these moments. Enabling customers to self serve and solve common challenges or rapidly escalate others drives satisfaction and loyalty to give consumers another reason to shop with you. Your team can create a user-friendly design by running usability tests on your website or application. Usability tests evaluate how easy it is to operate your product or service. By running these tests before production, you can build an application or website design that's easy-to-use and ensures every customer achieves their goals on time. A friend of mine spent two years without knowing that, the mobile phone she bought online had the capacity to hold two sim cards. Who do you blame the seller or the buyer?

### USER ONBOARDING

In some cases, customers need to be taught how to use their website and applications. Not everyone is tech-savvy and many businesses have to provide onboarding to users who are not familiar with their products or services. Onboarding is the process of teaching new customers how to use your product or service. A representative from the company's customer service team works with the user to ensure they understand the value and purpose of their purchase you can also provide online demonstrations or tutorials. This way, customers don't have to go through a time-consuming learning curve and can get value from your business right away.





## POST SALES SERVICES

As part of your post-sales, follow up and encourage happy customers to share reviews online. This will influence other potential customers to buy also. Alongside this, use your understanding of your customer's preferences and previous behaviour to recommend personalized products like what is done by Porsche which offers customers to personalize a vehicle before purchasing it. By personalizing you will be moving towards online satisfaction beyond wow.

## EVALUATE YOUR EFFORTS

Consumers have unprecedented choice and will likely be reviewing products and services from your competitors.

To rise above the competition, make sure you understand what aspects of your offering and experience customers favour. Make sure you profile your points of differentiation across digital channels, and act in a way customers value and expect from your brand. It is also essential that you monitor and respond to reviews that are posted about the experience you are providing. Customers nowadays can post their bad experiences on social media like in Zimbabwe there is the Name and Shame online platform, so you need to pay attention online. This is a huge source of guiding information for people as they navigate an often-endless stream of options.



**Kudakwashe Mashero**

*Is a member of MAZ, passionate marketer, trainer at Sigma Digital Trainings and Midlands Regional Sales Manager at ZG Medical Aid.*



**DANGER: SMOKING IS HARMFUL TO HEALTH**

15mgs Tar 1.2mgs Nicotine. As per Government Agreed Method.

NEW

INTERNATIONAL LOOK

**DANGER: SMOKING IS  
HARMFUL TO HEALTH**

**SAME TRUSTED  
KINGSGATE TASTE**



**DUNHILL**

**KINGSGATE BLEND**

**KING SIZE**



adrenalin 16539



**NOT FOR SALE TO PERSONS UNDER THE AGE OF 18**

# CONTACT CENTRE TECHNOLOGY IN LIGHT OF THE COVID 19 PANDEMIC



## WHAT IS A CONTACT CENTRE?

It is a central customer service technology facility that houses and manages all inbound and outbound communication channels of an organisation (voice, voice-mail, fax, email, website, regular mail, SMS, social media). A contact centre is generally part of an enterprise's overall customer relationship management (CRM) but it is not a CRM.

In 2020, technology manufacturers are making it a point that Contact Centres come embedded with CRMs to make sure customer journeys are sufficiently mapped and the experience of the customer is enhanced.

## WHAT IS THE DIFFERENCE BETWEEN CALL CENTRE AND CONTACT CENTRE?

Call Centre – Limited to Voice only communication with the customer.  
Contact Centre – Supports customer interactions beyond voice to include e-mail, SMS, web chat, fax, social media etc. It can also integrate or come embedded with a CRM and can be the best place to consider digitizing the business from.

## DO WE HAVE BUSINESSES WITH CONTACT CENTRES IN ZIMBABWE?

YES, from as early as 2010, businesses with a customer orientation focus

invested in state-of-the-art contact centres with serious customer experience capabilities. These are Customer like Econet Wireless, Telecel Zim, CBZ Holdings, Barclays Bank (FCB), Stanbic Bank, Old Mutual, Agribank, DHL, BancABC, FBC Holdings, Childline, CIMAS and Nedbank. The total number does not go to beyond a figure of 22. And today companies like Frolgate Technology Group are working with diverse industries to set up collaboration platforms like Contact Centres.

## CONTACT CENTRES IN LIGHT OF COVID 19

### WHY A CONTACT CENTRE?

Contact Centres or Customer Experience Centres in this COVID19 pandemic enable businesses to create the voice of the customer while at the same time accelerating business ambition. It is about turning customer service into competitive advantage and profit. As well, it is about creating a Customer Experience strategy for a compelling, engaging, sustainable, and successful customer experience. And yes, it is about driving business efficiency though customer experience automation, meaning an investment into the back-end technology that focuses on creating sustainable brand loyalty.

Again, it is about implementing a full spectrum of marketing assets and solutions across all parts of your client experience journey, from chatbots to configurable virtual agents and cognitive agents across the front, middle, and back office. More importantly it is about the uncomfortable truth of digital crisis or redemption. You have a crisis when you have zero or partial adoption while redemption is all about full adoption and fit.

#### **HOW DOES THE CONTACT CENTRE FIT WITH COVID19?**

So, during this devastating COVID19 pandemic, efficient customer engagement and communication is on instantaneous call and the marketer should positively and strategically respond. Here the Contact Centre takes centre stage as the heartbeat of business communication, availing multiple channels of communication to the customer and today there are about 9 to 10 channels meaning the customer is not only limited to telephone and email. This is also in conformance with the era of forced business shifts in response to the demands of the NEW world order and a cornered and locked down consumer.

#### **WHAT HAS CHANGED TO WARRANTY BETTER CUSTOMER COLLABORATION?**

The expectation is that the COVID19 forced new world order will stick forever and therefore new consumer habits and behaviours will also stick. Strategically or tactically the firm will have to leverage remote working, mixed work and life balance and e-commerce will define new buying methods and thrive as witnessed in the case of AMAZON, Tesco, and locally we have such early adopters like OK Zimbabwe, Colcom and banks like FBC Bank (going branchless and virtual), CBZ Bank, Standard Chartered Bank, BancABC, just to mention but a few.

This call fits with the Contact Centre so very well in its position as a business continuity enabler and a strong joint between business need and fulfilment. Instead of leaving the transacting customers to deal with machines and technology without a human touch, the Contact Centre brings in the human element in the transaction through support for the customer 24/7.

As the rules and policies change to limit gatherings, travel and a call for high hygiene, there is need to replace these with robust virtual accessibility otherwise the enterprise will lose its connection with the market. Here fits the Contact Centre and executives should let the enterprise wear it.







#### WHAT AM I SAYING HERE?

I am saying the business should be mainly focused on maintaining a strong connection with the market and this can be achieved by investing in a state-of-the-art Contact Centre that gives customers unlimited channels of communicating. These can be through telephone, email, website, social media, IVR, SMS text, mobile application, webchat, proactive automation services, IOT, video chat and chatbot. I know most of our businesses have forced only telephone, email and websites on our customers and they are stuck and locked down with these. The obvious competitive scope brought by widening the channels through investing in a Contact Centre is too compelling to disregard.

#### WHAT IS THE FUTURE OF OUTDOOR ADVERTISING?

Billboards, Newspapers, roadside and open space advertising will bear little result as humanity remains locked down and working remotely. Again, here fits the Contact Centre's top capabilities for Outbound and Inbound communication, instant surveys and research. As your sales teams remain restricted and locked down, the firm can tap into Contact Centre capabilities by having the salesforce punch from the Contact Centre through upselling and cross selling or better still outbound campaigns from the Contact Centre. Don't be restricted. Your business can certainly punch above its weight from the Contact Centre by leveraging the Contact Centre's Customer Experience Portal which comes embedded with a powerful CRM functionality. Here again

fits the Contact Centre and let the businesses wear it.

#### WHY?

Positive customer experience guarantees repeat business and loyalty. The shift from roadside, stadia and open space billboards will require a soft technological touch; billboards will now need to be permanently located in the mind, heart and soul of the customer.

#### HOW DOES THE BUSINESS ACHIEVE THIS?

Simple. Businesses need to invest in marketing assets in the form of technologies that can map the journey of the customer from the first touch point. We need to aggregate the customer's experience and this is achieved through tapping into the customer's mindset, heart set and

soulset so businesses can connect with a wealth of compelling and competitive insights. Here lies the intelligence. And Here again fits the Contact Centre, let the firm wear it so it can punch above its weight and size.

The Contact Centre allows for business continuity during this COVID19 lockdown. Unlock your business potential.

### SETTING UP A CONTACT CENTRE

For the purposes of our marketers here I will focus on the soft side of setting up and spare the hard side, which is the technology side.

### WHO ARE THE LEADING WORLD MANUFACTURERS OF CONTACT CENTRES?

From a technology or vendor point of view, top 5 leaders on the technology barometer are Cisco, Avaya, Genesys, ConnexOne and Mitel on the axis of ability to execute and completeness of vision. What it means for businesses is we can safely select from the top 3 with mature and tested technologies with easiness of support and scalability. The classification is based on the Gartner Magic Quadrant 2020.

Tackling this part of the presentation, I am heart and soul broken to let marketers here know that in Zimbabwe we have under 20 functional Contact Centres, meaning the majority of sharp marketing minds here are deficient in terms of appropriate customer communication strategy. A lot of us have

obsolete Call Centres that have outlived their usefulness and are limited to telephone and email. Or, we have siloed systems that are not integrated so we can read from a single console. These cannot scale up with the demands of our millennial customers who are tech-savvy and so demanding.

### WHAT ARE THE SOFT CONSIDERATIONS WHEN ONE WANTS TO INVEST IN A CONTACT CENTRE?

Besides the budget and the actual technology, a business can consider the following;

#### What are the top Objectives?

Identify the reason why you are investing in a Contact Centre, specifically focusing on your purpose and objectives. Look at what channels your customers are using and where you need to be to align with their needs. Determine how big your Contact Centre needs to be for your business to be successful.

#### How do I decide where your contact centre should be located?

Contact Centres have now allowed some agents to work from their homes especially during this COVID19 pandemic. There are a number of benefits to having a contact centre of remote workers, including increasing your recruitment pool, lowering business costs and having greater flexibility, in terms of resource planning. So, the contact centre can be On Premise, Cloud or Hybrid. Many Contact Centres, however, are tentative to make this step,

as homeworking is largely dependent on moving to the cloud. This is for many reasons, including:

- Perceived data security risks
- Reliance on a third-party cloud supplier
- Relinquishing customized on-premise solution

However, if you are starting a Contact Centre from scratch, these concerns will likely be outweighed by the benefits, especially when we consider the business continuity benefits homeworking brings, in light of the Coronavirus outbreak.

### WHAT ELSE IS IMPORTANT ON TECHNOLOGY?

Focus your technology choices around the information you need to capture. A generic list of Contact Centre technologies won't really help you make an informed decision about what your operation will need. Instead, use an outside-in approach to help you make informed technology choices that are relevant to your business goals. Here are a handful of questions to take into consideration:

- What channels are my customers using?
- What knowledge do I need and where will it be stored?
- Do I need a Customer Relationship Management (CRM) system to build a case for my individual customers?
- Will I need to offer a segmented service? If so, how will I route my calls?

Once you have decided what you need, you should also consider how all of your systems are going to work together – and how they will form the user interface.

### WHAT SHOULD TODAY'S CONTACT CENTRE NOT MISS?

Today's Contact Centres should not miss on the following; Chatboat, Customer Experience Portal, CRM, analytics, customer surveys, call back, scripting, e-learning, knowledge management, performance management, quality monitoring, social media, video, ticketing over and above the basics.

Map the customer journey and evaluate your processes. You should also set aside time to plan your customer journey and think about how your processes are going to work.

### WHAT ARE THE GUIDELINES ON HIRING AND TRAINING AHEAD OF THE GRAND OPENING?

You need to think outside the box to hire and train agents without an office. If you are running to a tight schedule, it is likely that you will be hiring and training your new recruits before your new contact centre deployment is ready to use. Consider the following;

- What skills do you require?
- What capabilities do you need?
- What structure do you need?
- What channels are you supporting?
- Are there any local customer care institutes you can rely on?

In summary, the business should evaluate, deploy and integrate. The Contact Centre should fit very well with other business systems like your core-banking or core insurance application. It should integrate with your customer databases so the business can read from one thread.

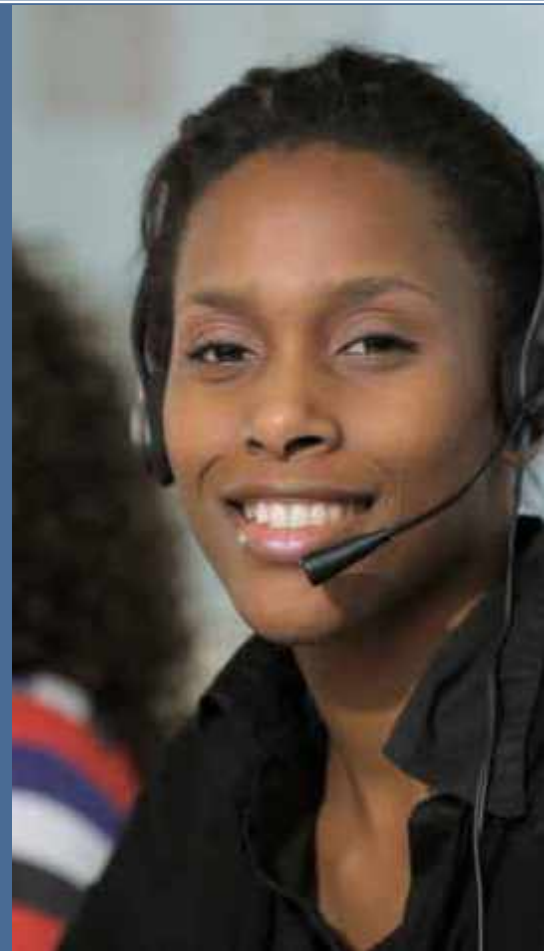
### WHAT ASPECTS OF CULTURE DO WE NEED TO CONSIDER FOR THE CONTACT CENTRE?

You need a strong management team to support and motivate everyone. This should be led by a Contact Centre Manager reporting through marketing and there should be a straight line into the CEO's office. But this is not hard and fast. Starting a contact centre from scratch doesn't stop once the phone lines are working. Maintaining and building a good company culture takes commitment from the top down.

This is why it is important you have the right team leaders and managers in place who are involved in mentoring, motivating and supporting your agents.

### WHAT ARE THE KEY PERFORMANCE AREAS OF A CONTACT CENTRE?

From the perspective of the executive, and in view of the broader business strategy, the Contact Centre should lead to more revenues, profitability, customer loyalty and longer customer life time value, higher customer satisfaction, cost savings, a connected digital strategy, hyper-personalization, instant fulfilment of the customer, increased customer



engagement and ultimately commercial performance.

The Contact Centre is a competitive differentiator. It maps and connects customer journeys. Below are the key performance areas of a Contact Centre;

- Average Speed Of Answer/ Service Level Response Time/Average Wait Time - It measures the average time it takes for a customer to call in and begin speaking with a representative. In our fast-paced internet culture, people want instant gratification. By improving this metric, the contact/call center can increase customer satisfaction and conversion rates as well as reduce abandoned call rates.
- First Call Resolution



- Abandoned call
- Average call length
- Agent Schedule Adherence: This metric measures how effectively the agents are using their time for work activities. After a break, how long is it before they are back on the phones? If ASA is becoming a problem in the contact/call centre, it may be pertinent to make sure the staff is putting forth the effort
- Service Level Agreement (SLA)- Not every B2C contact/call centre has an SLA with their customers, but this metric should be front and center in the mind of 3rd party contact/call centers. When a company outsources their contact/call center, there is almost always a level of service that this contact/call center must achieve. Keep tabs on this baseline.
- Business continuity
- Customer lifetime

### WHAT ARE THE KEY ACTIONS TO BEST SERVE CUSTOMER DEMAND THROUGHOUT THE DURATION OF COVID-19

- Address the most critical contacts first and handle the less urgent but important contacts with tools such as call-back assist. Lean on analytics to inform agile workforce planning, modify IVR menus and messaging, and adjust the

prioritization and distribution logic on existing platforms.

- Activate and augment alternative support channels. Identify customer needs that can be shifted, use queue messaging to address quick FAQs and increase awareness of other options. Queue messaging can even help to move customers directly into other channels, such as digital, asynchronous messaging and virtual agents.
- Use the workforce differently. Make temporary changes to the operating model to support the right mix of proactive and reactive customer needs, shift agents to flexibly support inbound and outbound contacts and capture customer preferences for communications as COVID-19 progresses.
- Do the work differently by utilizing more collaboration tools, delivering field service virtually with the use of photos, chat or video chat and creating more guided help and proactive communications as policies evolve.

### ADVICE FOR BUSINESS?

For businesses exploiting the art of learned minimalism, and titanic focus, efforts should be invested around the customer experience and the best way to do it is through investing in a customer facing technology that rounds up the needs of the customer

and addresses them in a way that brings about a positive experience. So, the minimum expectation should be focus, focus and focus on the customer. Because the business that knows the most about the customer always wins. Focus monomaniacally on the customer and do not get distracted. Do not live your customer communication and relationships to default.



**Ben Mavodza**

*Group Chief Revenue Officer for  
Frolgate Technology Group.*



# Customer experiences during the lockdown

BY CONSTANCE MAKONI

Amid the reconfiguration to a new world order, the shocking infections and death statistics, the job losses and the threats to the livelihoods that have been ushered in by Covid 19, customer experience is one critical component that has almost become a luxury as service providers and customers learn to live with the deadly virus.

Under normal circumstances the ordinary Zimbabwean regardless of age, gets into a bank or shop transacts and leaves, whether they will be satisfied or not is another story for another day but at least they would have accessed the product or service. Ever since the lockdown was introduced as a measure to curb the spreading of the novel Covid 19 virus, the restrictions have seen customers queueing to access basic products and services.

The average Zimbabwean who is already heavily burdened by the prolonged economic challenges is now forced to endure hours in long winding queues in a quest to access the most basic of services. While service providers had made strides in integrating customer experience into their systems,

the standards have sharply dropped and accessing basic services has become a mission. Businesses have for long emphasized on touch points, ensuring satisfaction prior, during and post their interaction with a customer.

Adjusting to the lockdown restrictions has resulted in most companies diverting their energy towards optimizing digital touch points. The relationships that businesses had cultivated with their customers over time are seriously under threat as the transition to less human interaction continues. The emotional side of the customer needs is largely suffering as the warmth and confidence that is brought by the human touch is being overtaken by assumptions that the attendant on the other side of the line will satisfactorily attend to the customer's needs.

In the instances where the customers have to access the services in person, one has to think long and hard before taking the journey to the service providers. Although everyone in the queue will be clad in a face mask, social distancing is seldom observed. Some proactive businesses have given security

guards the authority to enforce social distancing but the manner in which they apply themselves leaves a lot to be desired, they bark instructions and have little respect for the customer making the first touch point a nightmare. Like most organizations, financial institutions such as banks are operating with skeletal staff dragging the whole banking process. Customers are lumped up in one queue regardless of what service they want to access, the security guards do not entertain questions and any attempt to enter the banking hall is received by a highly controlled electronic entrance that will send the customer back to the que with their tail in between their legs. The situation is no different in the retail sector where all the touch points are a frustrating process.

Prior to the pandemic, businesses in developed countries had made strides in fully operationalising their digital platforms. Online businesses are thriving and customer experience continues to be refined. Back home, strides have been made with some banks having gone paperless some years back, however, some transactions demand that customers attend physically and the financial institutions can improve



the customer experience by opening more counters and serving them quickly. Covid 19 maybe spreading like a wildfire but surely the number of people transacting at the banks have not changed hence the need for them to ensure every touch point brings satisfaction to clients who are stressed, afraid and longing for a dignifying experience.

For the retail sector online platforms and deliveries are the panacea to the frustrating experiences at the shopping centres. Some big brands in the manufacturing sector responded to the new order by developing online platforms and deliveries making life easy for the customer who just have to click the button. Food outlets have probably recorded an increase in sales from dial-a-delivery.

Unlike the pre-Covid 19 era where such services had a limited radius, the situation has since changed and the scope has expanded. The service provider is now making efforts to reach the customer who has movement restrictions.

Due to the lockdown, most people have more free time on their hands and online is where business is happening. Customers and suppliers are converging in real-time, competition is rife from suppliers who continue to sprout leaving customers spoilt for choice. Providing products at

the doorstep minimizes traffic to the grocery stores thereby safeguarding the lives of both the shop attendants and the customers. The question for most businesses right now is how we provide the customer experience in a meaningful way without exposing our customers to the novel virus.

In times of crisis most organizations focus on survival game plans and channel less energy towards customer experience, yet this is the best time to rethink and implement refreshing customer experience strategies. By using available data to analyse buying behaviour and customer trends, businesses can integrate their platforms and ensure the customer journey is similar and hustle free. The last thing that customers want is to be on hold for hours on end only for their problems not to be solved. Call centres must be optimized and manned by officers who are knowledgeable, safety must be guaranteed for walk in clients complemented by an efficient and timely servuction process. Deliveries must be done within the agreed time frames and the goods must be the

exact orders. This may seem like basics but Covid 19 and the lockdown rattled some businesses resulting in customer experience being thrown outside the window.

Customers have resorted to converging on online platforms such to share their terrible experiences with brand and to recommend the ones they think still offer better services.

Businesses that strive to offer the best experience to their customers will definitely survive and record increased sales. Those that still think prioritising the customer is not a survival strategy might find themselves operating from the dustbin soon. The internet particularly social media has provided customers with an opportunity to rally each other, converge, vent and share brand experiences. Some businesses have suffered from customer flights after negative reviews while some have been bolstered by an increase in sales through the same platforms. Customer experience therefore remains critical to the survival of any business particularly during this Covid 19 era.



**Constance Makoni**

*Marketing and Public Relations  
Officer-National Social Security  
Officer (NSSA)*



# Being a Marketer and a Banker.

**L**awrence Kupika is the General Manager Retail Banking at POSB Zimbabwe. He is a seasoned, dynamic individual with executive and senior managerial experience in banking and telecommunications sectors.

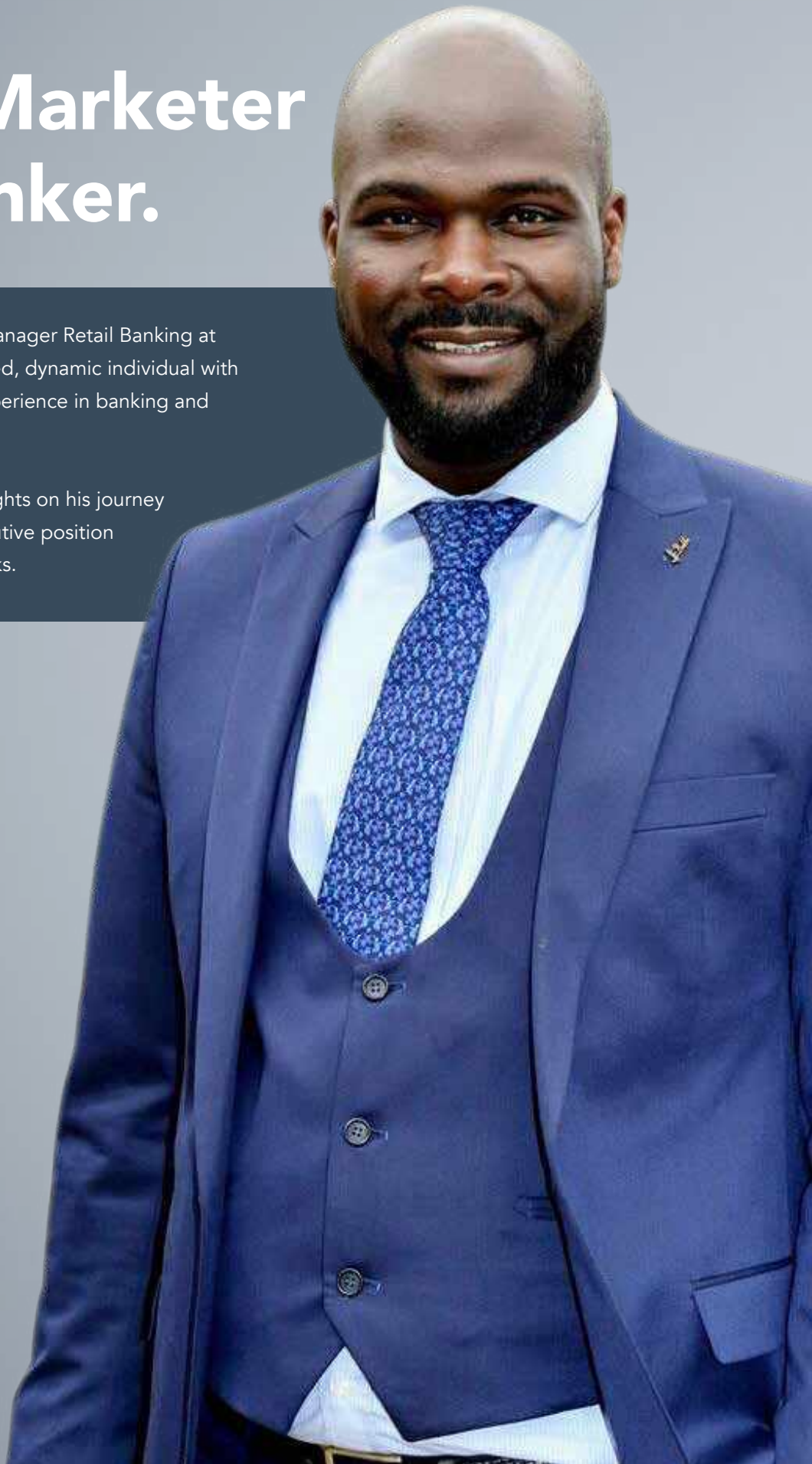
In this interview he shares some insights on his journey as a Marketer to occupying an executive position with one of the country's oldest banks.

**Kindly tell us who Mr Kupika is?**

**Personal, Educational background.**

**Where you were born, schools attended.**

I was born at Chiredzi General Hospital. I learnt at numerous primary schools in Chiredzi owing to migration by my father who was a Pastor and would be posted to many congregations in and around Masvingo province. I did my High school first at Chikore High School in Chipinge then at our church run mission school, Mashoko High School in Masvingo. I am a fellow of the Marketers Association of Zimbabwe and studied for a Bachelor of Business Studies Hons degree (University of Zimbabwe), Master of Science Marketing degree (NUST), Executive MBA degree (NUST) and Certificate in Banking (IOBZ). I'm aged 40, married to an Economist and we are blessed with 3 beautiful kids aged 11, 9 and 1.



**May you share with us your**

**Professional background, where you have worked, positions held and which companies you have worked for?**

I am a digital banking and marketing enthusiast and have had a chance to occupy management roles in the areas of marketing research, marketing, sales, PR and customer experience. I am therefore an all-round marketer. I have held the following positions starting with the most recent one going backwards – General Manager Retail Banking at POSB. Head Marketing and PR at POSB, Marketing Manager at Telecel Zimbabwe, Customer Experience Manager at Telecel Zimbabwe, Sales and Marketing Executive at Powertel Communications, Country Marketing Officer at the Department of Trade and Industry (SA), Marketing Manager at POSB, Graduate Trainee at Art Corporation and Account Executive at Probe Market Research (Pvt) Ltd.

I cut my teeth at Probe market research as an intern and Research executive, became a graduate trainee in sales and marketing with Art corporation listed on the ZSE before joining the banking sector as a Marketing Officer. These early years background prepared me for an appreciation and bigger roles in my subsequent career activities.

From 2010 to 2011 I was engaged as a Country Marketing Officer for the Department of Trade and Investment of SA. This role involved high level engagement between the government,

private sector and associations in SA and Zimbabwe with the overall objective of promoting trade between the two economies. The role exposed me to multicultural engagement, high level communication, international business dynamics and strategic stakeholder communication imperatives.

Further I joined the telecommunications space where I gained hands on managerial experience in brand management, new product and service development, key account management, sales and selling management, customer experience management and support for all channels such as contact centre, retail, online, social media and other digital platforms. I boast of having been an integral player in many activities including customer experience management throughout the value chain and customer life cycle, customer experience measurement and improvement, award winning product development eg Telecel Red . I also managed a HV segment business unit contributing more that 60% of the revenues for Telecel Zimbabwe.

I have further gained banking experience in POSB where as Head Marketing and PR I was at the centre of the bank's brand positioning, visibility and competitiveness. My leadership resulted in the development of new products and services including SME Banking, students accounts, informal sector accounts, asset finance, among others. I also championed a revamp

of the bank's delivery channels such as mobile USSD, internet, mobile app functionalities, transaction sets and overall customer experience in line with the bank's deliberate digitalization thrust. I have succeeded in enhancing the bank's brand appeal to wider customer segments in a competitive



banking environment resulting in the bank gaining recognition in its sector through multiple awards and refreshed communication campaigns. The bank has seen above budget growth in customer base, growth in digital usage, growth in the customer satisfaction index and NPS and overall improved revenue and profitability performance as a result of my interventions and leadership.

**Also share with us your vision with regards to the your current position.**

**How are you planning to grow the POSB brand?**

POSB is a brand with a strong heritage spanning 115 years, a large loyal customer base, robust systems

to support future digital growth and a capable and committed staff compliment. My current role is overall in charge of key departments i.e. Retail Banking, E-Banking, Agency Banking, Operations and Private Banking and my vision is to spearhead the digital transformation of the bank especially in the area of service delivery in order to improve customer experience to world-class standards. However, we will need to remain sensitive to the needs of peculiar market segments such as pensioners who may not easily embrace some of the digital developments yet still require convenience and a world class customer experience. I look forward to making a positive



contribution to achieving a POSB that is highly competitive, future proof and a bank that realizes its mission to provide simple, responsive, innovative and inclusive financial solutions through modern technologies and motivated employees.

**Kindly share with us your achievements or awards that you have won?**

Second runner up Marketer of the Year (Executive) (MAZ – 2017), Best Graduating Marketing Student (UZ – 2003), Best Student in Brand Management (MSc at NUST - 2008), Corporate Communications Practitioner of the Year (PRCZ) (2019)

**Any wise words for the young professionals?**

I urge young professionals to always endeavour to be good at what they love despite the environment. Carry yourself with integrity and your efforts will be recognised.

**In light of the Covid 19 what how have you adjusted the banking experience for your customers.**

The current pandemic has caught up with our thrust as a Bank to give our customers transactional options other than the physical branch or Agent. As a bank we have managed to ensure business continuity by encouraging our customers transactional options along use of digital and electronic transactional platforms such as mobile banking, ATMS, internet banking, mobile POS, chat platforms, email banking, telephone banking, among others. Where we still have paper processes, we have promoted use of drop in boxes to minimise contact in order to protect our staff and customers while at the same time maintaining service standards in terms of processing turnaround. However we are working flat out to develop alternative solutions for current over the counter transactions as we mould a bank for the future. The

pandemic has seen shifts in banking hours and service delivery changes for our customers against the norm.

**The pandemic fast tracked the 4th Industrial revolution, what are some of the challenges that you have encountered as a marketer and a banker?**

The impact of the pandemic has certainly pushed the pace of tech led change and this has meant reprioritisation of activities and realignment of strategies to conform to the new normal. Main challenges include accelerated use of technology by businesses and customers thus affecting issues of internal processes and practices, customer access, customer behaviour and stakeholder engagement. As a marketer and banker I have encountered the need for immediate decision making and changes in communication dynamics and imperatives, product appeal and performance, customer behaviours and tastes, shift of delivery channels from physical towards online, business performance and profitability and many other glaring realities coming to the fore.



# Superbrand Virtual Launch





## 2020 Top 200 brands unveiled

On 19 June, Marketers Association of Zimbabwe (MAZ) unveiled the top 200 Superbrands in its first ever Virtual Launch.

The Superbrand Launch, is an annual event on the business calendar usually attended by marketers, industry professionals and those who are keen to see whether their favourite brands have made it.

Unfortunately, due to the Covid 19 pandemic and lockdown restrictions, MAZ hosted a live session that was broadcast on the Association's Facebook page.

Superbrand is an international concept that has been adopted in Zimbabwe

since 2009. It seeks to recognise and reward the best brands in the country, with the finest reputation within a specified period of time.

It aims to identify brands that are performing above and beyond others within the market. As a result, corporates and the community at large realise real economic value from this noble concept.

The Top 200 brands were derived from the first phase of the Superbrand where there is shortlisting of brands, which is done through a nationwide research by an independent research company.

Guest Speaker at the launch, Chief executive officer of Dandemutande

Investments, Mr Never Ncube provided in-depth insight as well as actionable and practical tools to build sustainable digital brands.

"What has become vital for brands during this period is the need to remain connected, the need for all internal processes to be optimised digitally, the need to be visible on all digital platforms, online payment systems and the need for cyber security," said Mr Ncube.

Mr Ncube highlighted the potential scrutiny that awaits brands that do not engage with their consumers. "Brand building strategies bring consumers closer to the brand and provide value for them so that they can

know, feel and experience the brand. A brand without a digital presence is like a car without tyres. It's not going to get anywhere fast," he said.

The Dandemutande boss also highlighted issues of cyber security as one of the important factors to consider when investing in digital platforms.

"As you are building your brands on digital platforms, be cognizant of cyber security threats. Invest in cyber security awareness training and have cyber security and IT governance policies. Also be wary of hackers and use the

right tools to protect your information," he added.

Additionally, Mr Ncube said, 'brands have a responsibility to be "transparent, accountable and authentic."

"More importantly, consumers want comfort, happiness and satisfaction in their lives, and they get it in part from the products they buy. If the Brands they use consistently deliver a positive experience, consumers form an opinion that the brand is trustworthy, which gives them peace of mind when buying," he said.

Chairperson of the adjudication committee, Mr Denford Mutashu said the unveiling of the Top 200 brands comes at a time when brands are facing challenges because of the Covid

We would like to see all the brands quite vibrant and present on all online shopping platforms," said Mr Mutashu. Mr Mutashu said as more brands invested in e-commerce platforms, it was also an opportunity for them to go global.

"This is actually an opportunity for our brands to go global .It is not enough for brands to only be leaders in their own countries but we need to explore the region and go global. This can only be achieved by fully utilising the digital platforms as we build our brands," he said.

In his welcome remarks, MAZ Secretary General, Mr Gillian Rusike said MAZ believes in the success of Zimbabwean brands.

***"As you are building your brands on digital platforms, be cognizant of cyber security threats."***

19 pandemic, however, stronger and resilient brands would emerge stronger after the lockdown.

"There is a lot that we can do and right now it is critical that each of the brands embrace the New Normal in terms of online presence. It is against that background that our theme is centred on Building your brand on the Digital platform.

"As the Marketing industry we believe in the Zimbabwean brands, as you may know strong brands lead to a strong economy. We advocate for our local brands to be competitive on the global scale. We believe that the success of Zimbabwean brands will culminate in a strong economy," said Mr Rusike. The Virtual launch was held at the Marketers Hub under strict Covid 19 regulations.





# MAZ joins COVID19 fight

Zimbabwe's marketers have joined the fight against the world's invisible enemy, COVID19 through sourcing detergents which were donated to Mpilo hospital's paediatric ward in Bulawayo.

The donation came at a time when 14 nurses at the institution, unfortunately, tested positive for Covid 19.

Ms Stella Nkomo from Marketers Association of Zimbabwe southern region said the bleach was sourced from proceeds of a walkathon which the association hosted.

"Last year we had a walkathon for a worthy cause and we decided to used it to buy the bleach for Mpilo. We will continue to mobilize more so that our public institution is well equipped in the fight against the global pandemic," said Ms Nkomo.

She said the bleach will help health care workers in the paediatric ward stay safe.

Mpilo Central Hospital acting chief executive officer Dr Solwayo Ngwenya thanked the company and

said the donation would save lives. "We live in difficult times especially now that we are battling with increased Covid-19 cases. We continue to do our best to protect healthcare workers serving our clients," he said.

The Association has stepped up efforts to assist the vulnerable in the society through a Charity Fund which was recently launched to facilitate the Association's Corporate Social Responsibility programs. The Charity Fund is targeting to raise 1000 grocery baskets for the underprivileged throughout the country.





# MAZ successfully hosts First Ever Virtual Winter School

**M**arketers Association of Zimbabwe successfully hosted its first ever online Annual Continuous Professional Development Master Class (ACDP) also known as the Winter School.

The ACDP is a three day program meant to equip marketing practitioners and related professionals with marketing skills of current trends in the marketing industry worldwide.

This year's edition ran from 5-7 August via Zoom platform and it had over 40 participants.

MAZ could not be deterred by the Covid 19 pandemic which has disrupted

the usual way of doing business but quickly adapted to the new normal and hosted the online ACDP via Zoom.

Both classes ran concurrently and flawlessly with local and regional speakers sharing their expertise with the marketers.

MAZ Head Marketing and Operations, Mrs Enia Zimunya said that MAZ the Winter School was a success.

She highlighted that the online edition was a success and had seen them having ease of inviting renowned regional speakers which added flair to this year's ACDP.

The first class (Class A) was open to all Marketers who desired to be accredited with the Marketing Practitioner Status (MPS) offered by MAZ in conjunction with IMM.

The Second Class is open to those who have already attained the Marketing Practitioner Status and those abreast who seek to keep abreast with local and global marketing trends.

Some of the speakers included, Sunshine Corporate Communications director, Lennox Mhlanga, Mhlanga, Zimnat Managing Director, Workmore Chimweta, Kenyan based seasoned marketer and business leader, Juliet



## SOME OF THE SPEAKERS



Ziswa, Famous Digital Media Managing Director, Gary Bolt from South Africa, Founder of ATC Digital Academy, Janet Machuka from Kenya and also from Kenya, Victor Mwangi, Chief Commercial Officer Sendy (Pvt Ltd) and Michael Beavan, Senior Business Lecturer at IMM South Africa.

Gary and Janet emphasised the need of embracing digital marketing strategies and integrate them with traditional channels to make the most of the New Normal.

"As part of your strategy choosing your online channels wisely is very important. Audit the audience and evaluating your existing digital channels and assets. Always know what needs to be improved. Accept and acknowledge criticism. Increase social media managers. Do not delete negative comments," said Janet.

Workmore emphasized on assertive marketers.

"The CEO is looking for substance. You must be the he or she turns to because only you can do the job, that's the differentiation you have to make. CEOs talk of metrics in business. You must understand the goal, key result to deliver that goal," said Workmore. Juliet touched on the need to focus on brand experiences to enhance the customer experience while Challenge urged companies to spruce out their e-commerce strategies and start gunning for foreign customers who are not experiencing economic challenges

One of the participants National blood service Zimbabwe Public affairs Manager Mrs Esther Masunda said the online winter school went on very well.

"The winter school was awesome, greatly enjoyed it and I felt that it was greatly appropriate because we are in the new normal so there is also need for us to embrace the online discussions in terms of whether they are workshops, meetings among others.

I think it was of great benefit and as MAZ you managed to bring up topics which are very relevant with the environment that we are in," said Mrs Masunda.

***"Both classes ran concurrently and flawlessly with local and regional speakers sharing their expertise with the marketers."***

Kudakwashe Makandjera, the Digital Specialist for Turnall Holdings had this to say:

"Winter school was great. As a digital Marketing person it's great to utilise what I used every day thus online platforms. The Online sessions were quite interesting. I found the presenters to be very clear and articulate. They displayed a thorough understanding of the topics presented.

I found out new things about different topics which were fascinating. This course helped me improve my skills," said Mr Makandjera.

He highlighted that one of the challenges participants faced was the issue of connectivity.

"Connectivity was an issue to some of the participants due to various reasons but as for myself I did not have problems connecting. The world has gone digital and 4iR is here. We need to embrace Marketing 4.0 as marketers and embrace it," he added.

Some of the Topics that were covered include,

- Strategic Marketing Plan
- Digital Strategy
- View from the CEO –CEO Expectations from the Marketing Function for Organisational Success
- Return on Experience – Focus on creating Brand Experiences
- Building a viable E-Commerce Strategy
- Corporate Reputation Management and PR in the 4iR
- Managing digital campaigns and Agency Relations



## Mutsvangwa Appointed MAZ Patron

The board of the Marketers Association of Zimbabwe announced the appointment of the Minister of Information, Publicity and Broadcasting Services, Senator Monica Mutsvangwa as the new Patron of the Marketers Association of Zimbabwe with effect from July 1, 2020.

Hon Mutsvangwa takes over from the previous chairperson, Dr Mike Bimha whose term was successful and we thank him for his exemplary leadership. Senator Mutsvangwa will be the patron of MAZ in her capacity as Minister of

Information, Publicity and Broadcasting Services.

The Board said Hon has shown exemplary leadership in executing her responsibilities in government and at national level which makes her the best foot forward for the growing Association.

In her acceptance note, Senator Mutsvangwa said she looked forward to steer our ship.

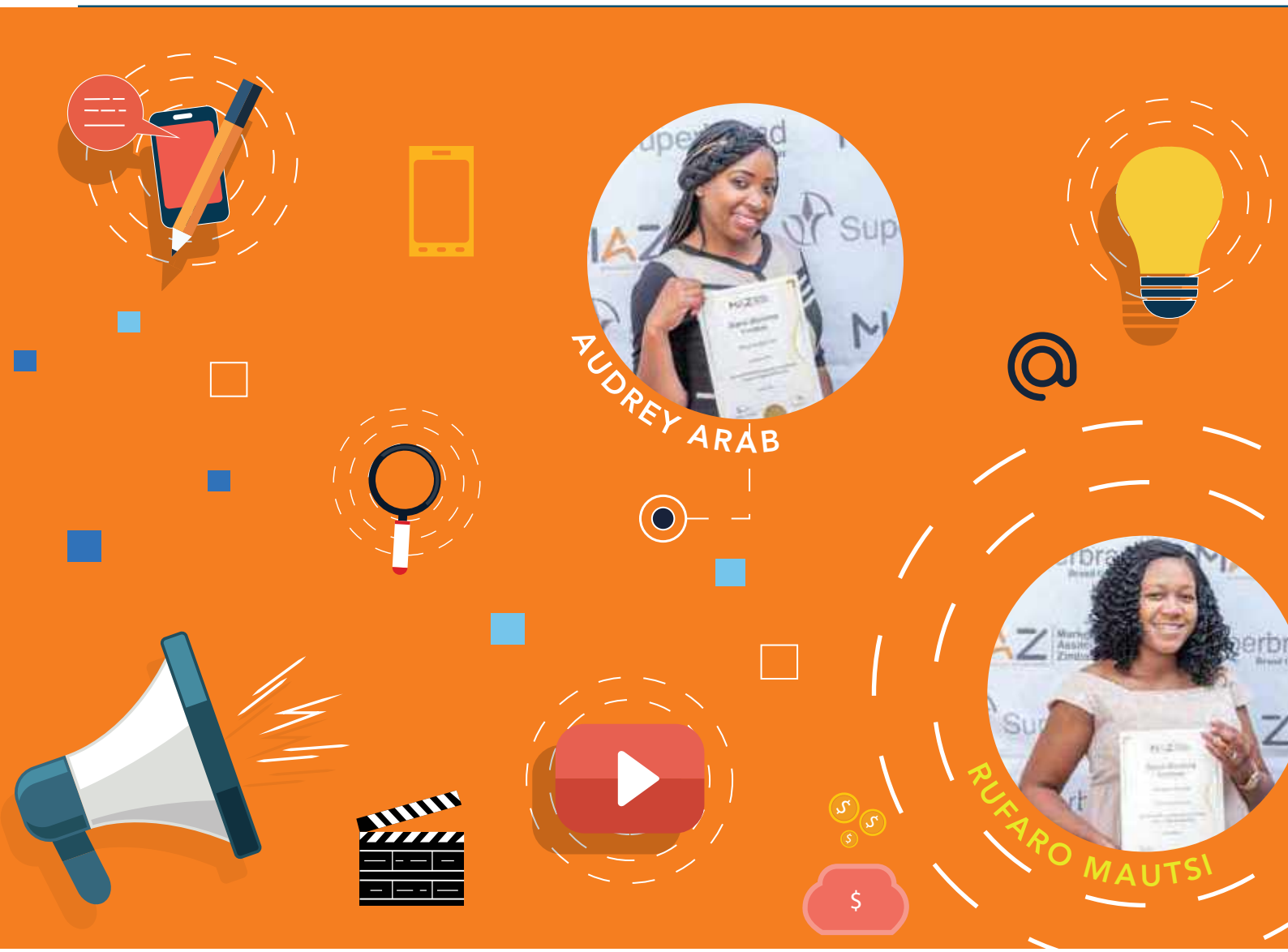
"I am looking forward to working with you and your board to champion marketing excellence and professionalism across Zimbabwe during the subsistence of my tenure."

Senator Mutsvangwa is a holder of a Bachelor's degree in International Marketing from Baruch College -City University of New York, a Master's

Degree in Business Administration from Rutgers University, New Jersey, USA.

She has also served as the Zimbabwe Tourism promotion officer from the North American travel market based in New York from 1985 to 1990 before she was elevated to Director of International Marketing for the Zimbabwe Tourism Authority in New York from 1990 to 1992 among other offices she has held to date.

"We look forward to leverage from her vast networks to encourage other renowned leaders to contribute their time and knowledge to the intellectual enrichment of the MAZ's programs," said the Board.



# 40 Complete Digital Marketing Program

The Digital Marketing Class of October 2019 completed their course in April 2020 and the Marketers Association of Zimbabwe (MAZ) is proud to announce that 40 students are now certified Digital Marketers.

However, due to the COVID19 pandemic and the observance of the regulations to stop the spread of the virus, MAZ could not hold a graduation for this class. However a mini photo shoot was conducted and students happily celebrated their achievement.

This year, MAZ Digital Marketing classes were shifted from physical classes to online classes since May 2020.

MAZ has managed to recruit more classes despite this change, as we are truly now digital! Hosting ZOOM classes has also given MAZ the opportunity to have bigger classes and to spread its reach to other cities. Currently MAZ has four Digital Marketing classes being hosted online and we are currently recruiting for an October intake.





Digital Marketing is now one of the most sought out qualification globally especially during this COVID19 struggle. Most people have had to work from home, hence digital skills are now on high demand in order to work effectively.

MAZ is also pleased to let you know that it has revised the Certificate in Digital Marketing program and has come up with a new curriculum structure. The new program title is Professional Certificate in Digital Marketing (PCDM). The new demand for virtual business

has also brought the need, not only for hands-on professionals to acquire Digital Marketing skills, but also for Senior executives to have adequate appreciation of it.

As a result, MAZ have also introduced the Executive Certificate in Digital Marketing (ECDG). This is an 8 weeks course whose lessons will be conducted once a week for this duration. The first intake will commence on 5 October 2020 and enrolment is currently in progress.

For those who wish to register for the Professional Certificate in Digital Marketing (PCDM) and the Executive Certificate in Digital Marketing (ECDG), Kindly contact [training@mazim.co.zw](mailto:training@mazim.co.zw) or Givemore Zindonda on [givemore@mazim.co.zw](mailto:givemore@mazim.co.zw)

## BY BRIAN CHIKONZO



Essentially, the procurement process of talent has evolved to match the job climate of a particular age. In 2020, the age we are in has been defined as the digital age. Also referred to as The Information Age; The Digital Age is characterized by the shift from

In 2020, more organisations are adopting creative techniques to evaluate this contribution. One such technique is psychometric testing. Psychometrics is a field of study concerned with the theory and technique of psychological

These insights allow employers to determine how well a potential employee may work within a team, their management style and their willingness to follow the rules or take risks, for example. These are all key indicators



of whether someone is right for a job within a particular company.

In addition to this, psychometric testing insights provide value long after the initial recruitment process. Not only can they reaffirm the calibre of a recruit, but they also equip hiring managers with the information needed to inform future progression conversations and ensure high levels of job satisfaction and engagement - all of which are increasingly vital in increasing operational efficiency.

Depending on the role, hiring managers will look for different things when conducting psychometric tests in recruitment. Take a high-pressured Head of Marketing position as an example.

This post might require an individual that works well in stressful environments, communicates effectively with stakeholders at all levels, and someone who's a natural-born leader. On the other hand, a technical IT vacancy may call for an individual who is both methodical and disciplined and works well independently. In the same way, you'd want a team leader to possess high levels of emotional intelligence, while an editor will need to demonstrate a solid score for error checking (there is, in fact, a psychometric test that looks at an individual's ability to spot inaccuracies in information). For each of the scenarios, there's a specific psychometric test or series of tests, that will measure each of the individual traits explored.

Whether a psychometric test is effective comes down to the initial selection of the test itself against the objectives of the company. A recruiter would be best served to clearly state the overall objectives to be achieved by the individual and then qualify each objective with a suitable trait that is necessary to reach the objective. Once that initial demarcation of specific traits is done it then allows for more targeted assessment which if paired with traditional evaluation techniques such as face to face interviews can be a cost effective and data informed process of picking out top talent from the vast amount of theoretically knowledgeable individuals that accentuate the job market of today.

In Zimbabwe, the implementation of psychometric tests is somewhat limited due to the prevailing culture of merit based recruitment over soft factors. The use of these assessments by 75% of Fortune 500 companies suggests that they are worth investing in for companies that want to attract and retain the best workforce. Not only do they assist with the strategic initiatives of selection and talent management, they can be used to assess workforce capability, employee engagement and ultimately create synergy between collaborative personalities and reduce the otherwise costly mistake of hiring individuals who on a fundamental level do not align with the culture or nature of the organisation.



No test can be 100% accurate, but what psychometric tests do allow is a quantitative comparison of a candidate against a norm, therefore highlighting those likely to perform above average. Defining the desired skills and behaviours needed to perform a role well are crucial for effective measurement. Psychometric assessments are said to help employers make more effective and informed decisions in the hiring process, generating more information about a candidate, showcasing strengths and weaknesses and identifying potential progression opportunities for later on. If an organisation is to progress beyond the bare minimum it must seek to understand the value of individual contributions and as such emphasize the importance of each prospect from the moment they are identified as potentials to the moment they leave as refined workers through a fundamental acknowledgement of the link between their psyche and their performance.

# How to setup an online Store

BY INNOCENT MUSHAMBA



**T**hink quick: How would you feel if you built a food store and people only came tell you how nice the place is?

It's like that man who took a woman out on blind date.

Starting an online shop for a lot of people is like setting up a blind date. You invest your time and money only for customers to drop by and leave without buying anything. And you don't hear from them again.

**NEVER GO ON A BLIND DATE.** Know your customers. Define your target market. If it's a sizable number and it makes good business sense, then congratulations, you're ready to build an e-commerce website that actually sells.

Here's how...

## **DETERMINE WHERE TO START**

You're in one of three scenarios.

**Scenario One:** You're starting from scratch or you have a website that is not particularly useful

You need to buy a domain for your website and pay for hosting. Yes, you can place your products on an existing e-commerce marketplace if your customers are there, but ultimately you need your own store.

**Scenario Two:** You have an existing non-transactional website

Here, you have four options:

1. You can keep your old site and set up an ecommerce store as a subdomain. For example, if your root domain is [www.groceries.co.zw](http://www.groceries.co.zw), you can setup your e-commerce store as [shop.groceries.co.zw](http://shop.groceries.co.zw)

For this, you will need to set up Google Analytics for both your root domain and the e-commerce subdomain. If you have one analytics account, the data from your existing site (where there are no online sales) will be mixed up with data from your online store. You won't know what's working and what's not.





2. You can set up a completely new domain for your e-commerce site while maintaining your current website. For example, if your current domain is [www.groceries.co.zw](http://www.groceries.co.zw), you may buy the domain [www.musika.co.zw](http://www.musika.co.zw), and place links to the latter on your current website.

**Point to note:** The longer it takes to get someone to a shopping

cart, the more likely they are to bounce off your site without buying anything.

3. You can set up an e-commerce store and upload it on your current domain. For example, if you only had a list of products on [www.groceries.co.zw](http://www.groceries.co.zw), you can maintain that address and upload a new website built with any software of your choice.

4. You can simply integrate e-commerce functionality to your current site. For a CMS like Wordpress, it's a matter of using plugins. This applies if the software on your website is up-to-date.

The pros and cons for these four options really depend on your business objectives, the softwares your developers are comfortable with, the size of your business and the budget you have for the project.

**Scenario Three:** You have an existing ecommerce store that you want to migrate to another platform or to a new domain

Replatforming is when you move your e-commerce store to another software, for example from PrestaShop to Magento.

Domain migration is when you want to move your ecommerce store to a new web address, for example migrating from [www.groceries.co.zw](http://www.groceries.co.zw) to [www.musika.co.zw](http://www.musika.co.zw)

Both can be costly and should be done sooner than later. The best move is to hire a migration service or pay for software that your developers can work with. You will need the right tools in order to move passwords and customer data, transfer order history and minimize drops in traffic and sales.

You want to do a soft launch before the site goes live. Give a sample group of people access to the site to test it out.

### DETERMINE YOUR HOSTING

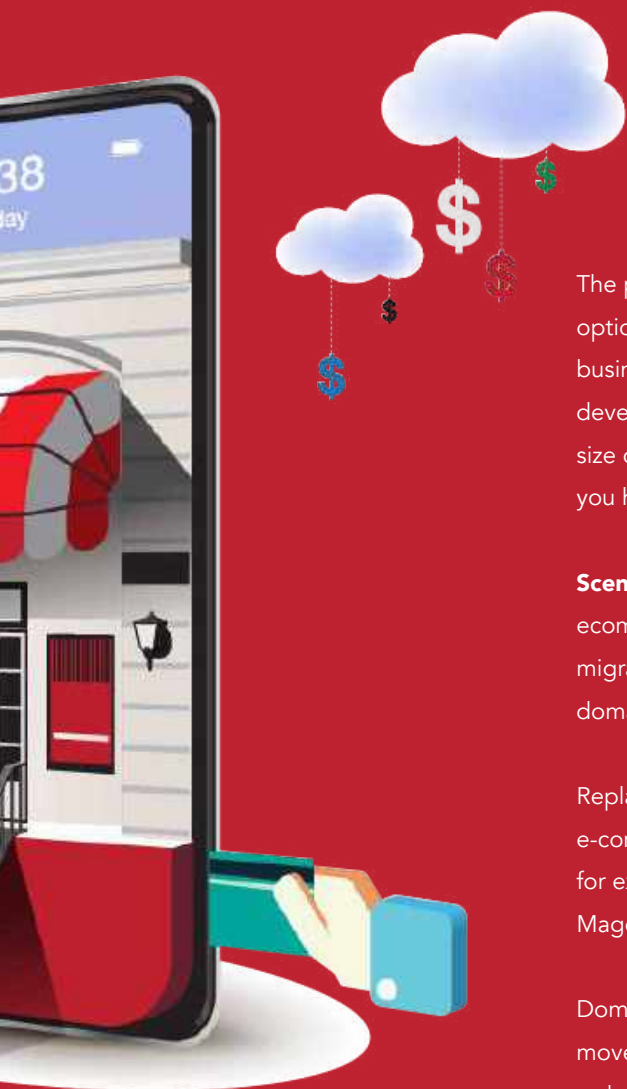
Let's look at a building like Joina City for a minute.

The building complex offers several rental options and office space. You can rent out a workstation in a co-working space, rent out a store of your own, or rent out a large space that can occupy a couple of stores or offices.

Every store needs to be housed somewhere. Hosting is the rent you pay for your housing space on the internet. The site is your digital real estate and the server is your Joina City.

Hosting providers rent out space for you to store your files(text, images, code etc) on a web server. To continue with our analogy, it therefore means:

- Shared hosting is like renting a workstation.
- Using a Virtual Private Server (VPS) is the equivalent of renting your own store space.
- Using cloud hosting is getting store space that can be extended.



- Getting a dedicated server is the equivalent of renting space for a supermarket in Joina city.

It makes sense to host your ecommerce store with VPS because you have guaranteed space, stability, speed and root access.

Cloud hosting is also a great option because it's scalable.

Given our local market size and low internet penetration, a dedicated server that is solely for ecommerce use would currently not bring much meaningful benefit.

### GET A PAYMENT SOLUTION

Remember the man who decided to go on a blind date?

Let's suppose that the first thing he did was to go to the kitchen and ask for food.

That would be absurd, right?

How about looking for a counter to pay the bill?

That's absurd too. Why? There are messengers. We call them waiters.

In the digital world there are intermediary softwares that allow applications to communicate; the same way a waiter shows you the menu, takes your order, and helps you process the payment. These "messengers" are called Application Programming

Interfaces (APIs). Consider APIs as sets of instructions that act as the middleman.

There are many APIs that you need for an ecommerce store. When it comes to your payment options there are two factors to consider:

1. Payment Gateways: Instead of having a payment processing system, you just use an API which takes payments and processes them.
2. Currency exchange rate API: It's necessary to have your pricing in both local and foreign currencies. With the current volatile currency rates, you can save yourself from manually updating product pages for multi-currency payments. An API can pull from a source that's already doing that.

We don't yet have the facility to pay merchants (online retailers and/or payment processors) from bank accounts. We are currently relying on

mobile payment platforms, VISA and Mastercard (For those in the diaspora and local Zimbabweans who have FCA accounts).

Alternatively, you can build your own payment solution.

### CHOOSE A PLATFORM AND CREATE YOUR STORE

There are many ecommerce softwares you can choose from. From drag and drop software like Wix eCommerce to simple open source software like Netlify; the options are many.

A LinkedIn poll I did about two months ago revealed that within my network, out of 17 people who have good experience setting up online stores, 59% preferred to use WooCommerce, 18% preferred Magento, and there was a 12% tie between PrestaShop and OpenCart.



The general sentiment is that WooCommerce is easy to use, navigate and integrate with local payment gateways, which isn't the case with platforms like Shopify (it also tends to be pricey).

As a rule of thumb, choose a platform based on SEO and mobile friendliness, tech support, pricing, security and integration options.

Integrations are particularly important.

For example, many retail businesses will have an ERP framework (Enterprise Resource Planning) which automates business operations such as order processing. An ecommerce integration will be necessary to ensure you don't sell goods that are not in stock.

If your business uses frameworks such as SAP, SAGE and Oracle, then you should choose an ecommerce platform that integrates well with whichever one you use.

### FACTORS THAT WILL DETERMINE YOUR SUCCESS

Let's suppose you've set up your ecommerce store, and you're selling luxury wines.

There is a wealthy young man who's having a private wedding with a little less than 50 high-profile individuals attending. His wedding planner is working on short notice. The planner decides to use Google to find the best wine delivery service in the country, and

she lands on your website.

She navigates easily on the site, immediately adds her client's favorite wines to the cart and makes the payment. She gets a notification via SMS, informing her that her order will arrive in an hour.

An hour passes.

She calls customer service, and is assured the order will arrive soon.

An hour and thirty minutes. Two hours. Her client is now agitated.

Ten minutes

later, the delivery man shows up and asks the wedding planner to sign a form. She's so disappointed she takes the form just to get it over and done with. It's at that point she realises the wines on the list weren't the ones she ordered online.

Needless to say, she will not place an order ever again.

She had no problem navigating the site intuitively- this is User Interface. (UI)

The checkout process was short, the payment was made quickly and the a notification confirmed that her goods had been dispatched- that's User Experience (UX)



Communication went downhill from there. The order was not only late; it was the wrong one - that's Customer Experience (CX)

Besides your pricing strategy, these three factors will help you triumph in ecommerce.

Cheers your success with your online store.



# Managing the reputation chain

BY TABANI MOYO

Everything has changed. The outbreak COVID 19 pandemic has turned everything upside down, so has the reputations of the bulk of companies as they struggled to meaningfully engage their stakeholders. Soon the world will awaken again from the deep slumber induced by the pandemic and those corporates that managed their reputations competitively during the trying times will get a head start as they leverage on a strong reputation chain.

The management of corporate reputation chain entails the corporates' ability to strike a strategic fit between the internal stakeholders and external stakeholders in the creation and maintenance of the envisaged reputation. Therefore the management

of the reputation chain, is concerned with ensuring that the corporate has a competitive reputation, which unlocks value to its entire stakeholders, be it internally or externally. Reputation management defines aggregate effects of identity/ brand and image on stakeholders' overall evaluation of an organization. In other words, the overall estimation or regard in which its stakeholders hold the corporate be it as a good (or bad) to its employees, a trustworthy (or untrustworthy) service provider, a strategically responsible (or irresponsible) to its customers among competing offerings.

In summary, image is taken to mean external stakeholders hold the view of the corporate, especially that held

by customers, government, service providers and media among others. Identity is taken to mean the employees, management and shareholders, view of the organisation. In other words, 'how do we see ourselves?' While reputation is taken to be a collective term referring to all stakeholders' views of reputation, including identity and image. There comes the problem of a broken reputation chain – the missing link between view of the internal stakeholders and those of the external stakeholders.

This chain must forever be nurtured and nourished through deliberate efforts by the internal stakeholders, who through their daily exploit, construct or



deconstruct the corporate's reputation. Though this has perennially been a challenge for most corporates, it has been made more problematic by the pandemic, which has by and large forced corporates to migrate online in response to the overnight switch from traditional communication to online as the globe grapples to contain the pandemic.

It is in light of these abrupt dislocations on the traditional order, which has induced a rapid rise and growth towards online communications that prompted me to engage on the subject matter of managing the reputation chain in the age of the digital vis-à-vis its complexities. The impact is more pronounced to other industries compared to others, for example the health sector, education, telecommunications and essential services are heavily strained industries struggling to contain demand of services and keeping the reputation chain at equilibrium, i.e the narratives and delivery of promised value by the internal stakeholders to the external stakeholders.

The education industry is still very much, generally speaking stuck, as it struggles to deliver services in the new normal. The sector stand accused of failing to appreciate the shifting ground as they rush to the bottom to supply services online and maintaining abnormally high cost structures, which has ignited an uproar between the customers and the media. This has eroded the reputation

of such of the schools which before the pandemic stood on high reputational grounds. In the telecommunications sector, the pressure grounds mounted campaigns calling for the government to re-think regulation of the industry as it has become a strategic resource as the enabler of internet access and use in the age of lockdowns and citizens depending on accessing services online. A perception of gluttony prevails generally among the stakeholders, that the industry is failing to be responsive and focusing of super profits, while the entire global sectors are struggling. On the other hand, the retail sector is under pressure to continuously provide service, without compromising the health and safety of the consumers.

### ***“...ensure that you set the correct tone that supports the established reputation chain.”***

This in a broader way has become a global existential challenge – how to maintain competitive reputation in the age of pandemic – developing and sustaining an unbroken reputation chain.

I therefore propose five key steps towards ensuring that the corporates in Zimbabwe, Southern Africa and the continent at large nurtures a highly responsive reputation chain as outline below:

Set the correct tone across platforms  
At every touchpoint of the organisation, ensure that you set the correct tone that supports the established reputation chain. This entails that in the every sales email, every customer support phone call, and every conversation with friends and colleagues in social engagement, subliminally contributes towards the influencing of the company's corporate reputation. Corporates during this age of COVID, as employees work from home have to Invest in competitive brand guidelines and ensuring that the whole company is on the guided reputational chain maintenance and that it is compulsory rather than making it an optional exercise. This will ensure that the internal stakeholders set a correct reputational tone to the public. Suffice to note that efficient and effective corporate reputation management is conceptualised and nurtured from home, hence control needs to remain firmly with the company.

Track everything across platforms.  
This includes both online and offline media coverage, which is increasingly becoming a false demarcation as it is increasingly becoming one due to convergence. This requires that the corporate need to equip and empower employees with the knowledge and tools to track the reputational chain everywhere.

Rethink your stakeholders chain. The pandemic and rapid use of the internet requires the companies to rethink who their stakeholders are rather than



maintaining the narrow definition of stakeholders. In the age of the internet, the users are the huge base compared to the traditional definition of stakeholders, hence the need to understand the communities online and how they shape conversations, including about the organisations. Corporates need to profile bloggers and influencers to shape their reputation chain. This is mainly so because these new stakeholders online shape perceptions, opinions and sway public decision-making which are critical drivers of reputation.

Collapse the internal organisational silos. For the reputational chain to remain solid and unbridled, the organisational communications should permeate the value system of the company and share it with the world. This requires us to burst the internal

gridlock based on functional areas of the company. Because by their nature, corporates generally remain stuck in the functional silos and lose the bigger picture that the reputation injury which emerge from the broken reputation chain, impacts on the whole company. When internal teams work in compartments and cantonments they end up taking contradicting approach that end up sending confusing messaging to the publics, yet through organically integrating, they amplify a consistent and compensative message.

Manage the head of organisation.

The bulk of company leaders (Directors/Chief Executive Officers) do not appreciate that maintaining the reputation chain, rests on their dashboard. When the corporate reputation chain, breaks, it equally breaks the consumers and share price

among others. There is therefore need to empower the directors/ CEOs with media liaison training to mitigate probable reputational risks and attacks. This will also facilitate for the CEO to mainstream the culture in the organisation.



### **Tabani Moyo**

*Is a Chartered Marketer, Fellow CIM, DBA Candidate at UKZN, Communications and Reputation Management expert based in Harare. He can be contacted at moyojz@gmail.com @TabaniMoyo (Twitter)*



## Unicaf Scholarships Available!

- Internationally recognised
- Licensed by the Zimbabwe Council for Higher Education
- Generous scholarships
- Online Bachelor, Master's and Doctoral Degrees

### Unicaf University (Zambia)

#### Programmes of study

##### Bachelor Degrees

- Bachelor of Business Administration
- BSc in Accounting and Finance
- Bachelor in Hospitality Management
- BA in English Language and Literature
- Bachelor of Laws (LLB)

##### Master's Degrees

- MSc in Managerial Psychology
- MSc in Healthcare Management
- Masters in Education
- Master of Laws (LLM)
- Master of Public Administration
- MSc in Web Design and Development
- MBA
- MBA - Management
- MBA - Finance
- MBA - Health Management
- MBA - Management Information Systems
- MBA - Oil, Gas and Energy Management
- MA in English Language and Literature
- MA in Educational Leadership and Management

##### Doctoral Degrees

- Doctor of Philosophy (PhD)
- Doctorate in Business Administration (DBA)
- Doctorate in Education (EdD)



## Free Tablet!

**Every Registered Student\***  
**Receives a FREE Tablet from UNICAF**  
*\*provided the minimum deposit has been paid!*

## Apply now!

**Apply instantly using the Unicaf Mobile App**

#### Address

99 Jason Moyo, 4th Street, 4th floor, Harare - Zimbabwe  
**Tel:** (0242) 254400-2 **E-mail:** info@zimbabwe.unicaf.org

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



# Freight World: Top Brand in the freight industry.....



**F**reight World is a wholly owned Zimbabwean shipping, forwarding and customs clearing organisation, established in 1991, as a subsidiary of TSL Limited (Tobacco Sales Limited). In 1998 Freight World pulled out of TSL through a Management Buy Out and since then, Freight World has been operating independently.

The organisation has steadily grown from a staff compliment of 25 in 1998, with only three offices and now employing over a 100 staff members with branches offices in all major towns and all the ports of entry into Zimbabwe. Freight World is ranked amongst the top five logistics organizations in the country.

The growth of the organization has resulted in branches being opened in other countries that is in South Africa, Johannesburg to cater for road freight to and from South Africa as well as warehousing. Freight World also has a branch in Durban and Musina and has recently opened an office in Beira, Mozambique which also has a warehouse.

Nationwide Freight World has branches in Harare where the Head Office is situated and the Airport Office, Bulawayo, Gweru, Forbes Border Post, Chirundu Border Post, Nyamapanda Border Post, Plumtree Border Post and Beitbridge Border Post.

Since the company operates across all frontiers the organization embarked on Quality Management Systems and has been duly certified to the internationally acclaimed ISO 9001 Quality Management System in 2002 making Freight World the pioneer in Quality Management Certification in the shipping and freight industry in Zimbabwe. Freight world is also a member of the Shipping and Forwarding Agents' Association of (SFAAZ) which is association of shipping lines, freight forwarders, and customs clearing agents, bonded warehouse operators, importers and exporters.

Intentionally Freight World has strategic partnerships with A.Hartrodt Group, a German based company with over a 100 offices worldwide. Through the joint venture with the international giant freight forwarder, Freight World offers a

unique air, road, sea freight service from anywhere in the world hence the service line from anywhere to anywhere we deliver the goods.

Freight World boasts of more than 150 years combined senior management experience in forwarding and shipping and our promise to client's remains: We are committed to;

- Providing and continually seek to improve the effectiveness of a high quality management system and service to our clients through the provision of proficient and personalized logistics from source to desired destination.
- Freight World applying the highest standards of workmanship and ethics in all their business activities and transactions

Ultimately, as Freight World we offer our clients a reliable service and assurance of delivery anywhere in the world.



# FBC Bank Limited

## FBC Launches Virtual Banking

In tune with dynamic global changes, FBC has launched a revolutionary digital account opening service which allows anyone **to open accounts and manage them online** without ever having to visit a physical branch. One can now open FBC Bank accounts via the FBC Mobile App, via USSD by dialing \*220# or via the Whatsapp platform. It takes a mere 2-5 minutes to open an account digitally from the comfort of one's home or from any location with connectivity.

This service is ably supported by the FBC Virtual unit which is a fully-fledged digital banking channel that allows anyone to enjoy the convenience of **opening up to five (5) types of personal accounts using a mobile phone or device** at any time of day. The following accounts are available online:

- Current Account
- FCA Account
- Savings Account
- Instant Card
- Mobile Moola Wallet (Cardless)

FBC Virtual brings about a rich experience and convenience that will deliver significant benefits. Once an account is opened, it can be funded via ZIPIT, RTGS or cash deposits and one

can immediately begin to enjoy instant access to the following services:

- Balance Enquiry
- Airtime Purchase
- Bill Payments
- Internal Transfer
- Transfer to other banks
- Mini-statement
- Mobile Wallet Services
- Bill Payments
- Pin Reset
- Card Blocking

The FBC Virtual team is on standby to provide any support required by clients should there be a need. The FBC Group's Contact Centre is also available to assist with any queries around the clock, 24-hours a day via:

**Whatsapp:** +263 772 419 693; +263 772 152 647 or +263 732152 647);

**Landline:** (+263 242 704 481-82);

**Toll Free:** 220(All Mobile Networks); or 080 800 25 and 080 800 26 (Econet numbers only);

**Email:** help@fbc.co.zw;

**Skype:** FBC.Help.Centre;

**Facebook:** @FBCHoldings; and

**Twitter:** @FBCHoldings

Commenting on the launch of FBC Virtual, Roy Nyakunuwa (Acting Head-FBC Group Marketing) told this

publication that the development was driven by the need to meet changing customer needs in a highly digitalised financial services landscape while at the same time safeguarding our clients' health during the Covid-19 pandemic.

"In today's digital era, customer convenience is being redefined on a daily basis and this has been intensified by the Coronavirus pandemic. The majority of our clients now prefer to execute basic financial transactions using digital channels while avoiding physical contact with branch personnel. As a customer-obsessed entity, we understand that our clients require access to fast, easy and self-service oriented financial services wherever they are and at any time of the day. As such, we have seen it fit to respond to this dynamic change in customer needs by investing in robust digital capabilities," he said.

FBC Bank is committed to its quest to move with the times by offering innovative and relevant products to the market. The bank will continue to offer customer-driven solutions that will help to enable the financial future of the communities it serves in line with its new promise... "You Matter Most".

In this edition we would like to honour Marketers who continue to scale up the corporate ladder in various organisations.



#### ADMIRE NDUMO

Admire Ndumo was recently promoted to General Manager Hyundai Zimbabwe. Prior to this appointment, he was the Dealer Principal at Nissan Clover Leaf Motors. He is a seasoned Sales and Marketing personnel with over 17 years Sales and Marketing experience, 13 of which were at senior management level. Admire has experience in the FMCG and Motor Industries.

He holds an Honours Degree in Commerce from the National University of Science and Technology (NUST) and an EMBA (2011). He also hold among others , the following professional courses , Dave Harrison Executive Management Development program , Sales Manager Development program (Nissan South Africa),Marketing Management Executive program (Nissan Kenya) General Management -Nissan South Africa, Train the trainer Course -Nissan South Africa.



#### ELLIOT SHONHIWA

Elliot Shonhiwa was recently promoted to Group Chief Operating Officer for Tsapo Group incorporating FAW Zimbabwe/Sino Truk Zimbabwe/Lovol Agric & Construction Equipment/GD Bus/BYD Zimbabwe. Previously he worked for Dulys Holdings as the General Manager -Sales.

He is a holder of an Honours Degree in Business Studies from the University of Zimbabwe, Master's Degree in Business Leadership with UNISA and is half way through a PhD specialising in Marketing Management - Unicaf University.



#### DEGREY MUTIMUTEMA

MAZ Vice President, Dedrey Mutimutema joined CBZ holdings as the Divisional Director Retail Banking for CBZ Holdings from Nedbank Zimbabwe where she was Head of Marketing, PR and Communications.

Dedrey spearheaded the massive rebranding exercise which saw MBICA Bank becoming Nedbank Zimbabwe Ltd in March 2018 among other achievements.

Dedrey holds a Master's Degree in Business Leadership, a Bachelor's Degree in Marketing, and she is a certified Digital Marketing Practitioner. Dedrey holds these and various other Marketing, Leadership and Management courses with UNISA, University of Cape Town, Gordon Institute of Business Leadership -University of Pretoria, Institute of Marketing Management amongst others.



#### HENRY MADOVI

Henry Madovi was appointed Country Manager/Managing Director for Barzem Zimbabwe with effect from the 13th of January 2020. Prior to this appointment he was General Manager FWA Zimbabwe. Henry is a seasoned business strategist with more than 25 years' experience in business strategy formulation and implementation. He has held management positions at PG Industries and National Tyre services. He spent close to six years with the Croco group as its General Manager- Group sales and marketing. He is a holder of a Higher National Diploma in Marketing Management; Executive Diploma in Business Management; Masters in Business Administration (MBA).An affiliate member of the Chartered Institute of Marketing (CIM UK); a member of the Marketers Association of Zimbabwe Senior Executives group.



#### DR ELDRETTE SHERENI

NETONE public relations executive, Dr Eldrette Shereni was in July appointed president of the Zimbabwe-India Business Council. With her latest appointment, Dr Shereni is now part of the Women's Indian Chamber of Commerce and Industry (WICCI), an organisation dedicated to inspiring women to achieve success and economic independence through business creation and self-employment, growing one's voice, influence and impact in economy and society.

She is a holder of a Graduate Diploma in Business Economics and Commerce, Post Grad Dip. Marketing Management with Chartered Institute of Marketing UK, MBA in Business Leadership- University of Canterbury, MBL - In Executive Leadership and DBA in International Business Leadership with Sheffield State University. She is a Board Member for Marketers Association Zimbabwe.



#### TATENDA MAZHAWIDZA MARONGWE

Tatenda is the Group Marketing Executive for Zimnat Group. She is a proficient marketer with over 10 years' extensive experience spanning across various sectors which include Telecommunications (Econet Wireless), Fast Moving Consumer Goods (National Foods) and Insurance.

She joined Zimnat from Old Mutual Life Assurance where she was a Marketing Executive.

Tatenda holds a Master of Business Administration degree, B. Com Honours Degree in Business (MSU) and a certificate in Digital Marketing through the University of Stellenbosch South Africa amongst other certificates in Project Management and Events Planning.



#### LESLEY GIBBONS

Lesley Gibbons was appointed Head Marketing and PR at Pure Oil Industries Private Limited with effect from August 2020. Before joining Pure Oils , Lesley was at CIMAS where she was the Group Assistant Marketing Manager. Prior to that she was with Rogue & Associates advertising agency for 2 years where she was one of the founding partners. She has also worked at Joe Public Zimbabwe as a partner and Jericho for 5 years where she was an Account Director.





# 12<sup>th</sup> Annual Marketers Convention

**Theme:**

**Marketing 5.0: Reconfiguring Business in the New Normal**

A Hybrid Convention,  
(Option to choose  
between virtual or onsite)

**21 - 23 October 2020**

**Exceptional Marketing Awards**

**Highlights**

- Exceptional Marketing Awards
- Panelist sessions to discuss strategies for business reconfiguration

**Options**

**A**

**Virtual Participation**

**Location**

**Virtual**

**B**

**Physical Participation**

**Location**

**Troutbeck Inn, Nyanga**

**Speakers:**



**DR LANCE MAMBONDIANI**  
CEO  
Banc ABC



**DENNIS MAMBURE**  
GROUP HEAD OF MARKETING AND  
COMMUNICATIONS  
FMB Capital Holdings



**MARC MEKKI**  
CO-FOUNDER  
Bond:  
a Digital Innovation Agency,  
Spain



**DR EVE GADZIKWA**  
DIRECTOR GENERAL  
Standards Association of  
Zimbabwe



**TITUS B MOETSABI**  
COMMUNICATION FOR  
DEVELOPMENT SPECIALIST  
UNICEF Zimbabwe



**NYASHA MUTSAI**  
GROUP HR DIRECTOR  
CBZ Holdings



**MAXINE BOLT**  
CEO  
Famous Digital Media  
South Africa



**IDORENYEN ENANG**  
CEO  
Corporate Shepherds Limited  
Nigeria



**LIBERTY KAZHANJE**  
HEAD OF MARKETING - INSURANCE  
Cassava Smartech



**PROF GIFT MUGANO**  
Director at Africa Economic  
Development Strategies & Adjunct  
Professor of Economics at Durban  
University of Technology



**LAWRENCE KUTINYU**  
HEAD OF MARKETING  
National Foods



**PROF ERNEST KADEMBO**  
Worldwide thought leader  
on Brand Story Telling and  
Innovation

- Please contact us for convention rates

**FOR REGISTRATION AND SPONSORSHIP OPPORTUNITIES, CONTACT:**

- Enia Zimunya, on [eniaz@mazim.co.zw](mailto:eniaz@mazim.co.zw); 0772 318464
- Wesley Kasambira on [wesleyk@mazim.co.zw](mailto:wesleyk@mazim.co.zw); 0772 999 158
- Walter Machaka on, [mazmembership@mazim.co.zw](mailto:mazmembership@mazim.co.zw)

No. 21 Lezard Avenue, Milton Park, Harare  
[www.maz.co.zw](http://www.maz.co.zw) 0242 791288, 0242 795764, 0864 406 6354  
[@marketerszim](https://www.facebook.com/marketerszim) marketers association zimbabwe  
[marketersassociationofzimbabwe.org](http://marketersassociationofzimbabwe.org)

**Sponsors:**



# IN-HOUSE DIGITAL MARKETING AND SALES TRAINING

**UPGRADE YOUR MARKETING AND SALES STAFF AND HELP THEM ADAPT TO THE DEMANDS OF DOING BUSINESS ONLINE.**



Marketers Association of Zimbabwe is offering customized training to organizations that want their staff to acquire Digital Marketing and Sales skills.

## Topics included are:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Websites</li> <li>• Content Marketing and Blogging</li> <li>• Social Media Marketing</li> <li>• Search Engine Optimization (SEO)</li> <li>• Digital Analytics</li> </ul> | <ul style="list-style-type: none"> <li>• Digital Marketing Planning and Strategy</li> <li>• End-to-end E-Commerce</li> <li>• Persona and Owned Earned Paid Media</li> <li>• Data Driven Marketing</li> </ul> |
|---|--|

**CONTACT THE MAZ TRAINING DEPARTMENT ON DETAILS BELOW AND GET YOUR QUOTE.**

### HARARE

Givemore, +263 776 278 766 | [givemore@mazim.co.zw](mailto:givemore@mazim.co.zw)

Tel: +263 242 791 288 | 242 795 764 | +263 86 4406 6354

### BULAWAYO

Priscilla, +263 772 445 758 | [marketingbyo@mazim.co.zw](mailto:marketingbyo@mazim.co.zw)

Tel: +263 9 884 314 | 864 4210 128



[www.maz.co.zw](http://www.maz.co.zw)



[marketers.association.of.zimbabwe](https://www.linkedin.com/company/marketers-association-of-zimbabwe)



Marketers Association of Zimbabwe



@marketerszim