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DECEMBER 2020

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Restrategise, Innovate embrace the New Normal

In times of change learners inherit the earth; while the learned find themselves beautifully equipped to deal with a world that no longer exists." - Eric Hoffer.

This saying aptly speaks to the ongoing global crisis where learners will survive the storm while some will be thrown out.

Gentle reader, this edition of ZimMarketer is running under the theme, **'Business Development, Diversification and Innovation'**. It's no-longer "business as usual". We have to keep innovating! This means; the only way our businesses can survive is by investing heavily in research and development. The digital era is not for laggards. Old ways of doing things should remain there - in the annals of history. But the digital era may cost some of us our jobs. It's okay because in life, change is the only constant.

Instead of visiting us, snatching our loved ones and going away, the grim reaper that is COVID-19 came and seems to have no immediate plan of leaving us in peace. To those whom we lost, heaven is richer. To us who remained behind, let's soldier on. Better days lie ahead. Our businesses suffered, especially during the first six-month lockdown. But to some, they saw opportunities and went digital. They were innovative. And that's the only way forward.

A recent study by CED Commerce shows that every second accounts for 3.5 billion searches on Google. It has indexed more than hundreds of billions of web pages holding over to 100,000,000 GB of space. Take a few minutes, gentle dear reader, Where does your company rank in digital marketing? This year alone, Tesla dissolved the company's entire Public Relations department making company owner, Eon Musk the firm's lone voice. You may ask, what's the moral of this



case study? Our jobs are on the line. Let's pull our socks.

Back to my dreaded COVID-19 topic: it has forced some of our colleagues to work from home. Some didn't come back as budgets became overstretched. They had to be laid off. It had to be done. Again, that's life. Hence, we all have to invest in ourselves to remain relevant. Those who remained on duty as 'critical staff' having steered the ship during the most trying of times show us that we can reach for the stars. To our stakeholders, whose onerous support is unprecedented, the Editor extends her gratitude. The year 2021 will only be bigger and better.

However, in the midst of the pandemic, various activities happened in 2020 through innovation adapting to the new normal. This edition has an interesting line up of news that details development within the Marketers Association of Zimbabwe. We feature; the Marketers Convention, Superbrand Awards, Digital Marketing graduations and the Charity Fund. We also celebrate achievements of colleagues in the Marketing fraternity who have moved to various portfolios or scaled up the corporate ladder.

Compliments of the new season!

Cheers *auxxie*

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Maximising empathy marketing for entering new markets

BY TAPIWA MUGWAGWA

Entering new markets is a daring, daunting and dangerous initiative. The new markets are unknown and unexplored worlds with both blind corners and amazing prospects. What an enterprise needs is to know how to penetrate the new market. With the now advanced and complex markets, empathy marketing is proving useful and resourceful.

BUSINESS IS LISTENERSHIP

With empathy marketing there's a great opportunity to deliver more value for clients and customers on their own terms. The crucial aspect is to appreciate that business starts and ends with the market. I strongly believe that it's now a generation of adopting a consumer-centric empathetic mind-set if businesses are contemplating entering new markets and staying relevant.

Business is listenership, businesses need to appreciate that success now does not only depend on talent, skill and education but success depends on satisfying an unquenched need or want of the market. Businesses need to be great and attentive listeners to the market talk in terms of needs and wants.

After determining this, they then go to the drawing board to see if they have the capacity to produce or offer what the new markets want. There's need to critically weigh options on whether the business can design and tailor a product or service that will be appreciated by the market or else the venture will prove tragic and costly.

TIME: KEY IN THE SUCCESS MATRIX

Time is one component in empathy marketing that needs serious

consideration, you must appreciate the preciousness of time hence the need to vigilantly respect and honour clients' and customers' time in order to get favourable results. Whenever you have failed to produce or offer service or product on time be apologetic and react swiftly showing genuine concern. Of course a product or service should exhibit high levels of originality and quality to impress the market. There's need for uncompromised quality hence stringent monitoring systems should be adopted for continual customer satisfaction and growth opportunities in the new markets.

PRICING: THE CATCH

The story of your product's success or failure can start or end due to your launching pricing strategy. Due diligence must be given to this

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component whenever entering a new market. You must thoroughly know the reactional patterns to different prices in different markets. Prices should therefore be tailored according to the new market targeted.

CITIZENRY RESPONSIBILITY

With the current COVID19 scourge businesses that need to thrive in new markets should opt for unusual, out-of-the-drawer marketing strategies and empathy marketing is proving key in the prevailing environment.

There's what I want to term 'citizenry responsibility penetrative strategy'. This is where from the onset business must play a citizenry role in the market they want to operate in. For example, develop some facilities in the area you are entering. By so doing you are putting your business in the limelight. There's need to maintain visibility and consistency in the market. This will guarantee success.

An organization must create internally a culture of transparency and empathy towards customer needs. An enterprise needs to ensure that their products and services and their citizenry responsibility is the talk of the markets they intend to enter.

Teamwork is also a key component to consider when looking at penetrating new markets. The entire team should put their whole mind into the desire to succeed. There is need to pull in one



direction and possess one culture. There is need to ensure that management and the employees are speaking one language in terms of quality and derived value. There is need to develop a "we" bond between consumers and the product.

On the promotional side, with the prevailing economic conditions, there's need to use unconventional, low-cost tactics. Ensure customer service is unmatched.

Finishing on the customer service note. Customer questions must be answered expertly and timeously. Give clients a

memorable experience by treating them as kings and queens.

Promote, promote and promote.

Visibility is everything in entering new markets.

#Go Empathy Marketing.

Tapiwa Mugwagwa is a Marketing Strategist at Arm gates Pvt LTD. He is a member of the Marketers Association and writes in his personal capacity.

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Disruptive Innovation- A force to reckon with

BY RUJEKO ADLYNE BARA

Thanks to the Covid 19 global crisis, firms have been pushed to the precipice where there is only one mantra: Innovate or Die! This then presents a dilemma of unprecedented proportions. If companies have been decimated by this crisis leaving them incapacitated, how then can they innovate? Are they then not just left with one option: Die?? The prospects and opportunities to make a transformation through thinking and acting differently are existent but only for the ingenious rapid thinkers and actors.

An innovation is a generation, admission and realization of new things such as

processes, ideas, products and services. Innovation must include original invention and ingenious use. There are many different types of innovations found in today's world including Service, Incremental, Sustainable, Supply and Disruptive Innovations.

It seems Sustainable Innovation, also called Routine Innovation, is what most companies, especially the very large organisations, have been relying on for years. This kind of innovation occurs on an incremental basis. This is usually a result of improvements in technology or as a response to market and consumer demands. Famous



examples of Sustainable Innovations include integrated steel mills, main frames and mini computers, fixed line telephony, four-year colleges, full service department stores and doctors' offices. The ever-present threat is that these businesses tend to innovate faster than their customer's needs thus ending up producing products that are eventually too sophisticated, expensive and complicated to many customers thus potentially leading to their demise. In recent history, global trends have been pointing to a new innovation champion, more so now than ever before, because the Covid 19 pandemic has upended every aspect of our lives

leading to a major economic shock. Businesses have closed, some are scaling down their operations, business activities have slowed down and some companies are seeing lower revenues. These harsh times have undoubtedly nurtured Disruptive Innovations.

Forbes Business defines Disruptive Innovation as an innovation that aids in the creation of a new market, value system and ultimately goes on to disrupt an existing market system, dislodging an earlier technology. In this perspective, the term 'disruptive' does not mean to cause disorder or to interrupt - it means to replace or to disrupt the status quo. At present, the term 'disruption' validates any and every innovation coming out of the technology sector. The term "disruptive innovation" was popularised by Professor Clay Christensen in his iconic book, "The Innovator's Dilemma".

Potential disruptors begin by effectively targeting those ignored segments thereby acquiring a foothold by providing more suitable functionality at a lower price. These firms find a means to transform complicated and expensive products into simpler and more affordable ones, which appeal to consumers who hitherto lacked the money and the expertise to own and use the incumbent's products. Incumbents chasing higher profitability in more arduous segments tend not to respond robustly. This gives the entrants the chance to move upmarket, delivering the performance that

incumbents' mainstream customers require, while protecting the gains that drove their early success. When mainstream customers start adopting the entrants' offerings in volume, disruption has occurred and it will be too late for the incumbents.

A modern Disruptive Innovation example is the internet. It meaningfully transformed the way companies do business and at the same time adversely impacted companies that were unwilling to adapt to it. Iconic examples of Disruptive Innovations include steel mini mills, video streaming, online encyclopaedia and references, smartphones, radios, personal computers, retail medical clinics and photography. Recent disruptive technology examples include online news sites and GPS systems and e-commerce.

YouTube is a disruptive medium but what is more fascinating is that it has become a stage upon which other disruptions are launched. Zoom, with over 300 million active participants daily on their platform, has emerged as a story of huge Disruptive Innovation across the whole world. Netflix is a disruptor that has changed how customers watch movies and TV shows. Amazon is a disruption marvel. It is seen as one of the world's most disruptive companies, because people love it so much that they forget they are paying for the services. Disruptive technologies include social media platforms, robotics and Big Data. Not every new

technology or innovation will alter the business landscape but some truly do have the potential to disrupt the status quo.

Africa has neither been forgotten nor left behind. M-Pesa and Uber are riding the wave of disruption. M-Pesa is a mobile money transfer system operated by Kenya's largest cellular phone provider, Safaricom. This simple and effective mobile payment service's strength lies in its simplicity and customer centism, using affordable basic mobile phones rather than an extensive network of franchised M-Pesa agents where anyone can transfer money simply by texting.

Uber used a simplified business model to disrupt the taxi industry. The founders were able to create a service no one knew they needed. Zimbabwe's very own Ecocash mobile money platform is also a disruptor of the banking sector and it has moved in leaps and bounds in a very short space of time. Many African schools and colleges, especially here in Zimbabwe have been using various online learning platforms to ensure that students complete their curriculums and courses during this lockdown period. These online platforms, like Zoom are disruptive technologies. This indeed shows that this wave of disruption has indeed covered the whole globe.

TAKE HOME POINTS

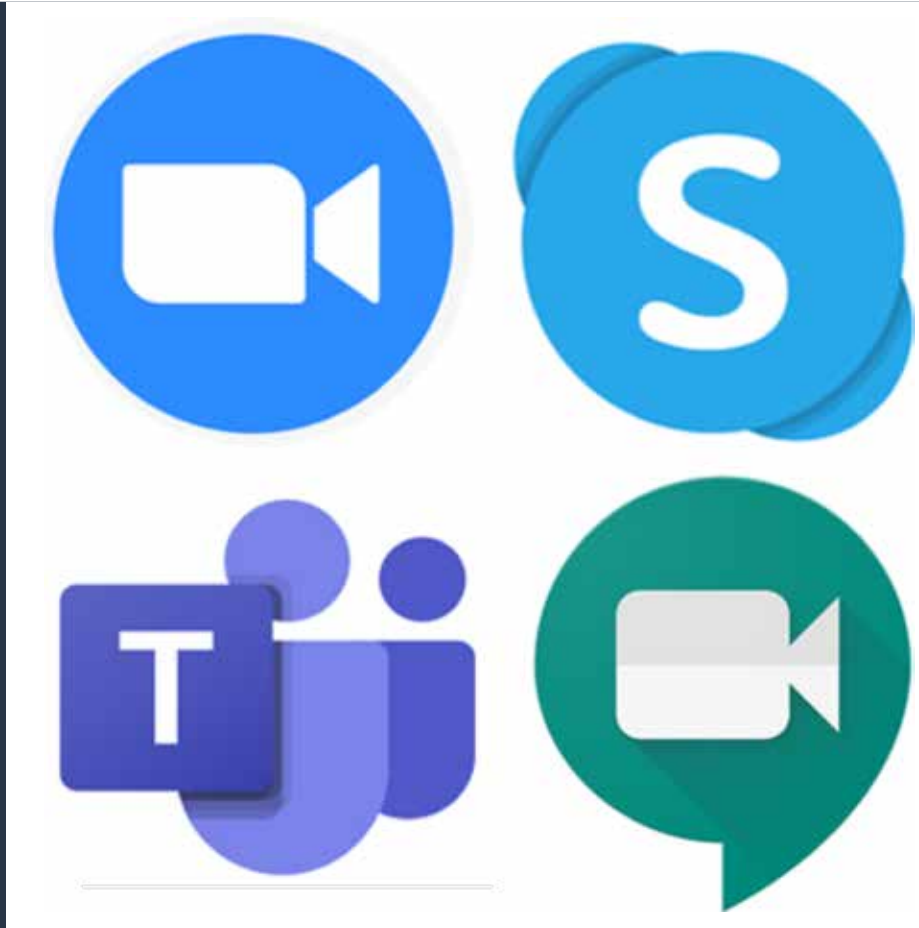
From time to time, it takes a devastating event to force change and modernisation as we have witnessed in the healthcare industry due to the effects of the

Covid 19 pandemic. Both patients and healthcare providers have been forced to make use of Telemedicine, where they are forced into live-video visits that have been surprisingly effective. In your business, inclining into these inevitable changes can be an effective way to stay profitable.

Communication and collaboration tools like Zoom and Facebook are an integral part of the communication process especially during this Covid 19 era where most people are working remotely. Make use of video conferencing tools to host workshops, conferences, virtual boot camps etc. Think how your company can offer its services virtually via videos, eBooks, product guides or the creation of interactive websites.

Rent pop-up offices for as long as you need them. Virtual office spaces are great for businesses that obviously no longer require big corporate offices. Consulting firm McKinsey, say in their recent article 'Ready, set, go: Reinventing the organisation for speed in the post Covid 19 era', companies must rapidly make decisions, continuously improve productivity and obviously use data and technology in new ways so as to accelerate the scope and scale of innovation.

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Digital Disruption & Business Viability

BY BRIGHTON NYAGADZA & FELEX CHIVAVE

New digital technologies are driving massive transformation in the global economy amid the COVID 19 pandemic. The convergence of these technologies is enabling innovative business models which are disrupting the status quo for many organisations. Digital disruption is forcing many companies, and even entire industries, to rethink their business models. Digital disruption is the principle reason why just over half of the companies on the Fortune 500 list have disappeared since 2000, no matter the ravages brought about by the devastating Covid 19 pandemic, which emanated in Wuhan, a Chinese state province. The World

Health Organisation (WHO), has formally named the disease Corona virus disease 2019 (COVID 19) and the Coronavirus Study Group (CSG) of the International Committee suggested to call it SARS-CoV-2, both heralded on 11 February 2020. Research suggests that the virus causes acute respiratory problems, with its reservoirs probably from bats and sea foods, although no scientific evidence has been provided to explain this.

Digital disruption refers to the rapid, transformational changes made possible by digital technologies and the impact they have on existing business practices, challenging and, in some cases

threatening, the established ways of doing business. Some might argue that this is nothing new; new technologies have always emerged to replace old technologies. The difference between traditional competition and digital disruption comes down to two factors: the velocity of change and the high stakes involved. Technological change is exponential, and the rate of change is always accelerating (Ibid).

Others view digital disruption as something which can lead to the dissolution of the status quo for an industry which has direct effect on production and value creation. Digital

disruption poses an alert action to how business organisations can respond to the changes associated with rapid and systematic nature of the environment.

Although that maybe the case, it can very tough to change the nature of organisation that have navigated the effects of the disruption that have happened in the past compared to the assumed present moments of operations. Other researchers' suggest that digital disruption can yield lesser benefits, in situations like the ones triggered by Covid 19 pandemic.

Due to this dangerous Covid-19 viral pandemic, digital disruption that it has prompted, has the power to reshape

conventional markets faster than any other force in history. The reason behind this, could be that the whole world was brought to stand still, forcing heavy lockdowns cutting across continents in a bid to protect the fast spread of the virus. A survey conducted by the GCDBT found that many industries lack the ability to adapt and this means that four out of 10 existing businesses across industries will be displaced within the next five years. This has proven to be true, as the Covid 19 has caused an expected shift in industry and commerce.

Digital is now the new normal for government, organisations, churches and businesses around the world. For

the first time in its history, the Marketers Association of Zimbabwe (MAZ) had to host its annual Marketers Convention using hybrid method. The 12th Annual Marketers Convention was physically held at Troutbeck in Nyanga with a limited number of participants whilst the rest joined using online platforms remotely. Also for the first time, Zimbabwe president had to deliver his State of the Nation Address (SONA) and officially open third session of the Ninth Parliament through virtual means.

The authors note that in North America, more than 77 percent of people are frequently online, in Australasia or Oceania it's 61 percent and in Europe 77 percent, although within that subdued



European figure of just over half, there is Scandinavian states sporting 80 percent to 95 percent penetration, and the United Kingdom (UK) with more than 82 percent (Ryan, 2014; Nyagadza, 2020).

However, there is need for call to governments worldwide to improve digital access to internet at affordable charges, especially in Africa where broadband (3G and 4G) penetration rates are still only 25 percent. The Covid 19 pandemic responses have led to digital disruption. This incubated structural and technological reform actions in health, education, media, financial payments and general business dealings. Most of the schools adopted electronic learning (e-learning) with students learning from home. Some tertiary institutions across the globe had to sit for online examinations as well.

“The Covid 19 pandemic responses have led to digital disruption.”

Impact of Covid 19 on Business Viability
In a 2016 study by PricewaterhouseCoopers, 77 percent of business leaders responding to a survey agreed that technology will transform stakeholder expectations in the next five years. Deloitte & Touche proposed that only 14 percent of leaders suggested companies were ready to redesign their organisations in response to digital disruption.

For companies like Amazon, this was actually a blessing in disguise. The e-commerce giant enjoyed its best ever quarter during lockdown, seeing its profits double and hit their highest level on record. Online sales during the quarter rose nearly 50 per cent to \$45.9 billion. Amazon hired 175 000 new staff in the three months to 30 June 2020 enabling it to expand delivery capacity by 160 per cent. The company was also given the greenlight by the Federal Aviation Administration in August to use drones to deliver packages, bringing the online retailer a critical step closer to its goal of shortening delivery times to 30 minutes or less. This 2020, Amazon's shares have grown by more than 60 per cent, further increasing the CEO and founder Jeff Bezos' staggering net worth to over US\$200 billion.

Business leaders of today require grand strategies to win in a digitised market especially faced with high volatility, uncertainty, complexity and ambiguity (VUCA) of business operations, for instance, as a result of the Covid 19 pandemic. A leader with an ability to see beyond the status quo can survive the deep competition by understanding and positioning themselves in the same wave length to the trends taking place in the markets. However, it takes more cognisance to what are the major trends triggered by the Covid 19 pandemic, leading to digital disruption so as to craft survival strategies.



Digital disruption forces business organisations to re-strategize their operations so as to fit the dynamic needs and demands of the market. However, while digital disruption is a threat, it is also an opportunity. It is through digital disruption that the sector will emerge. It will drive change management and the necessity to increase speed to market. A call for adoption of the smart technologies related to the 4th industrial revolution (4IR or industry 4.0) can be an answer to some of the problems faced in the wake of such pandemic disruptions. The 4th industrial revolution proponents suggests that it comes with newest technologies, that are disruptive such as Artificial Intelligence (AI), Blockchain, Big Data, Internet of Things (IoT), Digital Twins, Autonomous Things, 3D bio-printing, Gene Sequencing, Nanotechnology, Renewable Energy and Quantum Computing, Extended



Reality (XR) (Augmented Reality (AR), Virtual Reality (VR), Mixed Reality (MR)), Platform Businesses (Schwab, 2017; Kim, 2020). Due to this automation has been and will be increased. More of the decisions currently being by humans being will be made by the digital algorithms which are much sharper in accuracy, provided there is no unbiased data, which maybe erroneous.

Digitally connected technologies with intelligent systems, can revolutionise and optimise digital supply chains with interconnection of network systems, thus Internet-of-Things (IoT.) The revolution on industry as a result of surprise SARS-CoV-2 pandemic, integrating the smart technology in manufacturing systems, can pose so many challenges. Challenges may include; sufficiency issues related to maturity befitting disruption and whether there can be affordability to the

costs faced for interoperability reasons. In particular, it is not understood whether digital disruption and the unfolding disruption of products and services for businesses would affect the individuals and corporates' survival, under the dangerous Covid 19 pandemic effects. The neologism of the concept 'disruptive technologies' or 'digital disruption' has sparked serious concerns and interests for professional practitioners and academics. Although research studies have proven that there can be evolution of digital disruptive technologies at each industrial phase or economic cycle, the authors unearthed that there is a conspicuous paucity of exposition of why this may take place and the discovery of the implications of this for business organisations, in the wake of the Covid 19 pandemic.

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Entering New Markets with a Post COVID-19 Mindset

BY DR EVE GADZIKWA

The AfCFTA single market officially came into force in January 2021. A priority to realising this dream is in simplifying market access requirements and standards, adopting business development strategies, diversifying skills and leveraging innovative solutions through digital and e-commerce integration in relation to the continent's youth dividend.

Many opportunities exist within the renewable energy sector, on-line training and digital solutions all of which can be strong push factors to deliver

smart and sustainable cities. Entering new markets requires businesses to take smart risks and a post COVID mindset. Entrepreneurs on the continent can also take on infrastructure development business opportunities to support AfCFTA in partnership with governments through PPPs. In addition, the long term vision as enshrined in Vision 2030 that has aspirations to transform countries into higher income food secure economies needs fresh investments to boost productivity of the agricultural sector.

One can only marvel at the unprecedented impact COVID-19 has had on humanity in a period of only 8 months. Global organisations like AU, WHO, UN and World Bank have been a reference point for the entire world in terms of accessing real time information, evidence based health related interventions and resource allocations that are required in response to the global pandemic. Building market intelligence has become possible through big data capabilities driven by increased capacity to integrate market related information from different sources.

“There are new trends such as working from home and home schooling...”

On the other hand, large global tech companies have switched to high gear reacting to the demand factors to proffer viable health and business related solutions to emerging global challenges. Health care systems have been typically overwhelmed and resources outstripped due to unprecedented pressure especially in the developing world. In addition, global supply chains, payment systems and work environments have been disrupted. Digital transformation has been forced upon us under the banner of the 4th Industrial Revolution.

New trends such as working from home, home schooling and digital payment systems and remittances are some of the few exciting initiatives which have been adopted by the financial services sector to reduce the risk of transmission of Coronavirus. Digital transformation has been at the forefront of business strategy to increase transactional income and to achieve the goal of maintaining social distance. What has now become known as the “New Normal” by virtue of the power dynamics at play and push factors cannot be denied by anyone.

In terms of current realities assessment and in anticipation of inevitable relaxation of lock down measures over the next few weeks, COVID-19 is forcing us to reflect on what has happened and how this has impacted every aspect of our lives in the future. What was insignificant 6 months ago, may be the very things we will be focusing on post COVID albeit with a totally different mind-set. For example, in terms of demographics, geographic market segments, products, markets, brands, business models and opportunities- these factors will still shape strategy. Post COVID, the future of work and business will be driven by technology leveraging data. Businesses are generating a lot of useful data which will drive the post COVID era on the back of innovation and technologies which are the basis for data analytics. CRMs, ERPs, SAP and other software will help businesses drive efficiency and enhance businesses to grow. Software as a service (SAAS) will enhance





the capabilities of SMEs to take full advantage of software at a lower cost.

Laws, policy frameworks and regulations have greatly transformed the operating environment of most businesses and generated significant shifts in the ecosystem. Policy makers are hard at work realising the need to stay on top of their game by analysing dynamic shifts and making the necessary adjustments to create a safer and more inclusive

“The pandemic has forced marketers to adopt a post COVID mind-set thus changing the narrative under the new normal.”

world for all. Likewise, these shifts have forced entrepreneurs to weigh their options and trade-offs in relation to which business priorities and risks will be pursued for survival. The risk appetite of companies has shifted to one of cautious optimism informed by realities on the ground.

In Africa for instance with more than 80% of businesses being run by young entrepreneurs below the age 35 it's more important to ride the wave and survive by avoiding taking

uncalculated risks. This raises a number of questions in relation to entering new markets; what level of preparedness do businesses (both large and small), governments and policy makers need to have in place to be able to enter these elusive markets. What collaborative partnerships, digital transformation agenda and infrastructure investments need to be activated? What market access strategies need to be adopted to deliver products in a cost effective manner? What product modifications and trade-offs need to be factored in.

Ultimately, COVID-19 has heightened the urgency to transform not only market approaches but also the pandemic has forced marketers to adopt a post COVID mind-set thus changing the narrative under the new normal. Clearly, it is not business as usual- It will never be the same again.

Dr Eve Gadzikwa is the Director General of Standards Association of Zimbabwe, Past President of the African Organisation for Standardisation and contributor to the ZimMarketer magazine. She writes her in her personal capacity and can be accessed on evengadzikwa@gmail.com



Lawrence Kutinyu

MARKETER OF THE YEAR

Lawrence Kutinyu, the Group Marketing Executive of National Foods scooped the 2020 Top Marketer of the Year at the Marketers Association Exceptional Marketing Awards held in Inyanga last November.

He shares the story of his journey to the top with us;

We know you as an award winning top marketing executive .How did you get there, take us through your journey.

I'm a work in progress if I can say. While I have very clear goals and ambitions of what I want out of life,

I'm a work in progress if I can say. While I have very clear goals and ambitions of what I want out of life, I still surprise myself with just how much deeper I can

go and how there are always new layers to myself. This process of self-discovery for me is never ending because I am a very curious and engaged individual so the learning never stops. No dancing skills whatsoever but I will wiggle in my seat and sing along.

I grew up in a modest household played all the high density games out on the road, loved sports, played soccer, hanging out with friends after school right up until end of university when we would job hunt.

Born in a family of 5, I am the middle child and have a family of my own now, married with 2 kids, boys aged 5 and one and a half.

I did my A levels at Harare High School before proceeding to the University of Zimbabwe where I graduated with an Honours Degree in Business Studies Marketing. I then studied for an MBA with the University of Gloucestershire in 2015 where I achieved the following; I. Awarded Overall Best MBA Student, li. Overall Best Dissertation

Briefly share your professional career background.

I have had quite a rich and fulfilling career thus far. No doubt, more is in store ahead but to this point I have been fortunate to explore the front

end of business both from a sales and marketing perspective encompassing brand marketing, trade marketing, channel development and Key Account management. I have worked and interacted with gurus in the industry from whom I have learnt a lot and continue to do so to this day.

Currently, I am the Group Marketing Executive for National Foods Limited, I was the head of marketing for BAT Zimbabwe previously. At BAT I held the following positions, Area Trade Marketing and Distribution Manager

(North and East); Key Accounts Manager and Brand Executive.

I also worked for

African Sun as a Marketing Officer and Management Trainee Marketing and had a stint at Unilever South East Africa as the Regional Brands Assistant

Why did you choose to study Marketing?

I like dynamism, I like evolving, I like living in the future, I like strategy and most of all I love working with people. So it was a no brainer that I would find myself here. Marketing allows one to explore their curiosity. It allows one who is not a medical doctor or is afraid of blood to practice the science of curing. I listen to the market, get an indication of the challenge, go back and prescribe a

solution and look at the response to see if the challenge is resolved. The top line growth and market share will tell you whether your diagnosis was spot on.

What is your career highlight?

There are quite a number but the highlight is the recent honour as Marketer of the year 2020, others including the successful launch of a Global Brand, Dunhill into the Zimbabwean market also stand out. What does this Award mean to you? The award really means a lot. It is an honour to be recognised to be at the top in an industry and country with such vast talent. It was definitely unexpected which makes it all the more humbling.

What did you do differently last year that made you win this prestigious award?

I think it is because as a business we have been on a continuous improvement journey in terms of how we project ourselves to the market. The team and I have been more attentive to the market, have been executing better and faster with more precision than before, we have been communicating more and innovating at an unprecedented level in these times.

We launched six new products in 12 months, which is like a new product every two months! And given that this award has come after our Superbrand Business to Business award in 2019, it shows that the market is responding.

“I like dynamism, I like evolving, I like living in the future, I like strategy and most of all I love working with people.”



What motivates you in life to do great things?

My motivation is driven by an internal drive to be the best at whatever I choose to do. Although I must hasten to say that the best is not against anyone but an internal contest to always improve from my previous best.

What can we expect from you and National Foods in the short to medium term?

We have a whole lot more innovations and activities coming up. Keep watching this space.

Your words to young marketers just starting off in the profession?

Always aim to be a better version of yourself everyday. It is the path to success. As a marketer you hold responsibility for one of the organisation's most valuable assets,

its brands. It is a huge responsibility but an equally exciting one. You need to be innovative and target to grow the brand from your predecessor and leave it better off. That should be every marketer's legacy dream.

Any role models? Did you have anyone whom you looked up in the past years?

Yes, my parents have been role models over the years teaching me the values of integrity, fairness, openness and life. I have also been inspired by Jack Welch, Jack Ma, Elon Musk on the international front. Locally I have had the honour of having passed through the moulding hands of Edith Matekaire, Max Karombo, Una Nyikadzino, Tendai Madziwanyika, Innocent Mtize, Rumbi Hondora, Clara Mlambo and LT Manatsa to name a 'few' they have all been instrumental in moulding me.

How have you managed to break-through in the FMCG industry during these harsh economic times?

I believe it is a combination of a consumer-centric organisation that supports continued investment in the brands as well as a strong team around me. There is always opportunity and despite the hardships consumers will always interact with your brand and it your responsibility to make this interaction memorable.

Do you have one thing that people don't know about Lawrence? Secret to success?

Not that it is a secret or unknown but I have a strong friendship with optimism and internal personal motivation...

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The new era of communication is for the emotionally connected

BY LENOX LIZWI MHLANGA

The New Year gives everyone the opportunity to recharge and perhaps start on a new slate. However, the previous year has been far from being an ideal one. Most organisations are trying to recover from the trauma of a pandemic of epic proportions. As the second wave threatens to overrun economies, the negative impact to business will be great.

It is in this gloomy environment that communicators seem to have gained relevance. Professionals talk about a

'new era' where executives suddenly have found communication to be a critical component of the body armour of an organisation faced with an enduring crisis.

The traumatic impact of the COVID-19 pandemic has corporates asking; how can we deal with this? The health crisis found them unprepared. Not if they had listened to their communications people, that is. The very people they have left in the background until something that needed a bit of whitewash came up.

What has been apparent is that a crisis of this nature has found most leaders to be emotionally unintelligent?

As the pandemic forced governments the world over to implement debilitating lockdowns, the devastating emotional impact employees, customers and other stakeholders has been immense.

Workers had to deal with the new normal of staying at home, unsure whether their jobs would be there if their workplaces reopened. Customers could not access goods and services, especially those that still operated from brick and mortar premises.

While business leaders tried to process the overall impact and the glaring prospect of never emerging intact from the pandemic. With this staring them in the face, business seemed to lose compassion.



Predictably, as the threat of the first wave seemed to diminish, some big brands struggled to regain the foothold they previously had on the market. Most of them are still in a funk and the second wave has exposed them.

Corporates sacrifice the reputation and image that they have painstakingly built over the years, in order to gain ground after a crisis. As the festive season approached at the end of 2020, some greedy businesses threw consumers under the bus, with some of them reverting to being rapacious, making as much money as they could as people were still reeling from the effects of lockdowns and shutdowns.

The explanation is simple; the people running them lacked emotional intelligence.

We make such a damning statement because as public relations professionals, it's our mandate to ensure

that organisations should work in the interests of the public that we rely on for the business to thrive. In our work, we insist on ethical parameters for management as they make business decisions.

We are in a people-oriented field and our concern is about what people think, feel and say about brands they interact with. We put ourselves in people's shoes and then proffer people-centric solutions for clients who seek the goods and services of the businesses we serve.

PR professionals thrive as the conscience of the organisation. Even when the bottom line is under threat, like in the pandemic's case. The principles of honesty, integrity, openness, trust, respect, and empathy make for healthy relationships result in sound, long-term relationships well.

We encourage organisations to tap into these to nurture sound relationships

between them and its various publics. Public relations is about human relations and relationships. People are emotional beings, a quality that eludes most animals, PR pros help deal with these emotions.

Daniel Goleman, the man who fashioned and popularised the term “emotional intelligence,” says that it is all about relationships.

“It’s about the ability to understand how someone else thinks about things and to put things in a way that makes sense of how they see the world,” Goleman says.

Emotional Intelligence sets the moral compass of a person, a leader, and an organisation. In public relations, we are on about organisations and people being proactive in nurturing and maintaining positive relationships with others. It is the solid basis of good business practice.

PR is also about managing perceptions, knowing that these are born of emotions. It is such emotions that are at play when businesses throw caution to the wind, behaving without compassion just because they want to survive the crisis.

Emotional Intelligence is about business being able to read the mood of its publics. Ethical business practice is about trust, respect, openness, sincerity, honesty and empathy. Customers look for credibility, and a provider of goods

or services that has a genuine regard for them and that truly listens, rewarded through loyalty.

Businesses that are being proactive by doing the right thing earn the respect of their customers. No amount of fire-fighting will change the negative perceptions about how people high and dry for selfish reasons during the pandemic.

As we enter 2021 faced with increased infections and the consequential lockdowns and other restriction, organisations should consider principles of effective public relations related to competencies in emotional intelligence identified by Robert L Heath and W Timothy Coombs.

They should be community-oriented and seek to put the best information into play. Because people trust organisations that serve them, they will listen when they relay credible information that will assist them in deciding during the pandemic.

For this to be effective, companies have the obligation to analyse the information that is in play, and invite its analysis, especially when it concerns the decisions they make that could affect their stakeholders.

In PR, we encourage dialogue that involves feedback where people may express their feelings about decisions made that affect them. Businesses that invite and engage in a genuine dialogue that is open and honest, while

seeking outcomes that feature “win-win” alternatives earn the trust of their stakeholders.

The other principle is the ability to listen, give regard, and respond in ways that prove commitment not merely to defend a position but also to foster dialogue that can lead all interested parties to achieve a mutually satisfying and beneficial outcome.

In conclusion, businesses might not have had the time nor the patience to consider any of these when faced with the crisis of the pandemic. However, if only they consulted their PR people whose job is to counsel executives on crisis communications and management, they would be better prepared to make emotionally intelligent decisions.



Lenox Mhlanga

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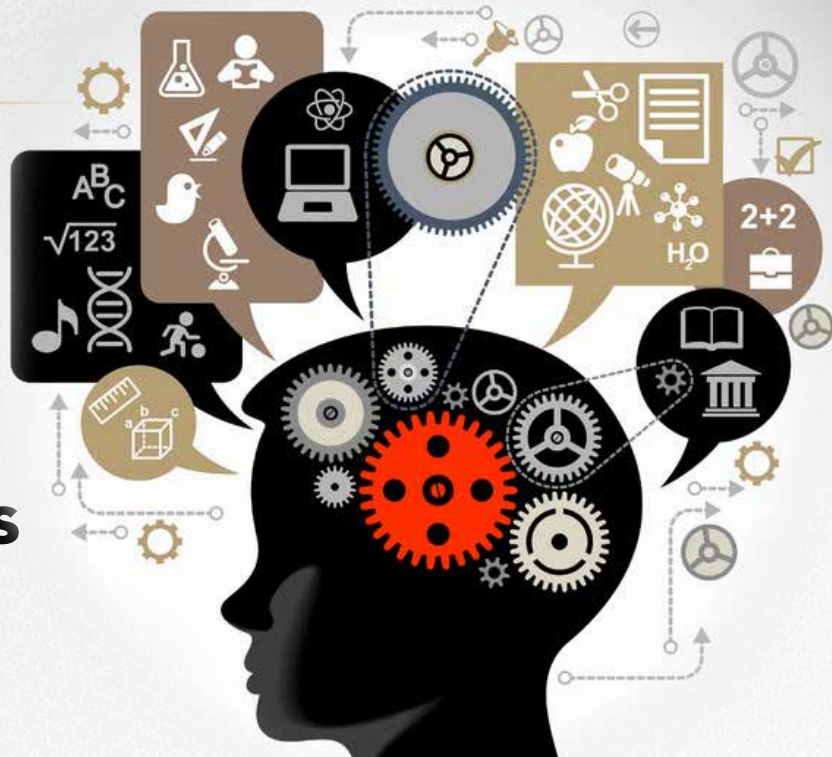
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BY BRIAN CHIKONZO



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.



WHAT AN AMAZING OUTCOME



We are truly humbled to have won the **MAZ Exceptional Marketing Award** for “**New Product or Innovation of the Year 2020**” and congratulate all the other competitors on their success in the various categories.



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MAZ hosts successful 2020 Hybrid Convention

Marketers Association of Zimbabwe successfully held its first unique hybrid conference for both online and physical attendees.

For the past 12 years the Annual Marketers Convention has been open to physical participants only, however due to the Covid 19 pandemic, the Association quickly reconfigured and adapted to the new normal to ensure that the Conference goes ahead.

This year's Convention was in accordance with the theme **Marketing 5.0: Reconfiguring Business in the New Normal** and the virtual participants were following up all the sessions from

different parts of the world via Zoom.

The first speaker at the Convention was CBZ Holdings Group Human Resources Director, Nyasha Mutsai who shared on Building Teams.

She delivered a powerful presentation on what makes a great team the challenges and how to overcome.

Mutsai defined a team as "a group of imperfect but talented contributors who are valued for their strengths and who need one another to realise individual and team excellence."

She highlighted that a team can only be



successful if it has a shared mission and purpose.

Mutsai said some of the reasons behind a dysfunctional team are inattention to results, avoidance of accountability, lack of commitment, fear of conflict and absence of trust

Spanish based Marc Mekki shared on Advanced Marketing Strategy and challenged marketers to be different and to always use the best digital tools in order to gain traction.

"As Marketers always give your extra edge. Always use tools that most people don't have access to. 90 percent of the data in the world was generated in the last two years. Don't do what everyone else is doing, you won't get traction. Dare to be different," said Mekki.

Famous Digital Media, Chief Executive Officer, Maxine Bolt shared on leveraging Digital Media Channels and Social Media for Business Growth.

Other Speakers at the Convention were Professor Earnest Kadembo who spoke

on Brand Management: The Power of Story Telling in the New Normal.

"As a brand, what is your promise? What is your image? Effective branding needs a simple formula that works. Fulfill your promises," said Prof Kadembo.

Professor Gift Mugano shared on the economic outlook for Zimbabwe. In his presentation he highlighted some of the critical elements needed for the growth of the country's economy. In his presentation, Prof Mugano also explored some of the shortcomings of Treasury which he said were bad economics.

BancABC Managing Director, Dr Lance Mambondiani shared on companywide Digital Transformation. He highlighted that one tool marketers should utilise are location services.

"It is one of the most revolutionary things in our phones. You can target a person on what they want based location services, said Dr Mambondiani.

Standards Association of Zimbabwe Director General Dr Eve Gadzikwa,

FMB Capital Holdings, group head of Marketing and Communication Dennis Mambure together with Cassava Smartech head of Marketing- Insurance, Liberty Kazhanje tackled the theme of the conference. The trio highlighted the importance of Marketing 5.0 in any business globally. They emphasised that local companies need to move with the times invest in digital technology and utilise artificial intelligence as one of the critical components in Marketing 5.0.

A pannelist session on Marketing and CSR Best Practices in Dealing with National disasters featuring Idorenyen Enang from Nigeria, National Foods Marketing Manager and Titus Moetsabi a communication and development expert with Unicef wrapped up the conference.

The trio highlighted the need for synergies in the corporate sector considering national disasters for a more coordinated response while Enang shared on experiences from Nigeria. Industry and Commerce Minister, Hon Sekai Nzenza officially opened the Conference on Thursday October 22 with emphasis on the need for marketers to prioritise local products.

The Marketers Golf, President's Dinner hosted by National Foods and the Exceptional Marketing Awards sponsored by Pure Oils Industries were some of the major highlights of the 12th Annual Marketers Convention.



Exceptional Marketing Awards

The Exceptional Marketing Awards held during the Annual Marketers Convention in the majestic Inyanga has come and gone, and left a mark in terms of recognising organisations and individuals who achieved outstanding success in planning and implementation of marketing and related areas strategies.

Top of the achievers' list was the National Foods' Marketing Manager, Lawrence Kutinyu who scooped Marketer of the Year award.

This coveted is in recognition of an individual who has spearheaded or implemented a financially viable campaign. Requisite to winning this award, candidate should have demonstrated the highest level of customer relationship management skills and extraordinary success despite unavailability of adequate resources.

The PureOils (Zimgold)-sponsored Exceptional Marketing Awards night which is run by Marketers Association of

Zimbabwe capped the 2020 Marketers Convention.

The first runner up for this award was Chief Sales Officer of Proton Bakers Daniel Chipato, and second runner up was PPC Ltd Southern Region General Manager Sales and Marketing Zanele Dube.

Tightly contested category was best Marketing Oriented CEO award, which pitted BancAbc's Managing Director Dr Lance Mambondiani, National Food's Michael Lashbrook and Zimnat's Workmore Chimweta.

Mambondiani outwitted his competitors and landed the award, while Lashbrook and Chimweta were first and second runner up respectively.

National Blood Service Zimbabwe's Esther Massundah was named as the Public Relations Practitioner of the Year. She was battling it out with Patricia Murambinda from Delta Corporation and Zimbabwe Tourism Authority's Godfrey Koti who finished first and

second runner up respectively.

The Brand Manager of the Year Award went to Kundayi Pamela Mawema. Pamela is the Brand Manager for the Premium Brands Category at Delta, which comprises of Local and Regional Premium brands -Zambezi Lager, Castle Lite, Golden Pilsener, Bohlinger's Lager, Flying Fish and Redd's.

The Best Jingle of the Year went to National Foods for their kick-start your day with Parlenta Nutri-Active Radio jingle.

The second runner up in this category was Nyaradzo Group for the Nyaradzo Score Packplan and first runner up was Pure Oil Industries with the Zimgold Cooking Jingle. The awards was sponsored by Star FM.

Tanganda won the best TV advert for their Discover the Tea of African legend enjoyed the world since 1924 on second spot was RTG with the Gateway Stream-The Future is Here now advert and



Chloride Zimbabwe with the Exide TV advert.

The Best Print Advert of the Year went to BAT for their Dunhill advert, Stanbic Bank was first runner up with their Brand Repositioning advert and Zimnat's new claims process finished as second runner up.

National Food's Allegros Popticorn Billboard was adjudged the Best Outdoor Media Advert of the Year followed by Econet Wireless Zimbabwe's Digital Lifestyle Network Thematic Campaign. And Pure Oil Industries' Zimgold margarine billboard finished as the second runner.

The Best Social Media and Digital Marketing Campaign of the Year went to Delta Corporation Limited-The Mighty Zambezi Lager Bonfire Promotion with Mambo's Chicken following closely as first runner up, followed by Pure Oil Industries.

Cassava Smartech was adjudged as having the Best Website for 2020 followed by Nyaradzo Group and Old

Mutual. Cassava Smartech and TelOne.

The Exceptional Corporate Social Responsibility Campaign was awarded to CBZ for the CBZ Donations Campaign, for their Refurbishment of Hospitals, Netone and Telone were first runners up and Nyaradzo tree planting in schools completed the category as the second runners up.

A new category for the Exceptional Responsibility Covid Response Program of the Year 2020 was introduced this year to recognise corporates that have made strides to fight the global pandemic.

The award was won by Econet Wireless for their Covid 19 Donations Campaign with Delta Corporation's- Care into trade /consumer /community campaign as the first runner up and the Netone/ Telone Refurbishment of Hospitals as the second runner up.

Econet walked away with the Customer Engagement & Experience of the Year Award.

Askeland Media went away with the newly introduced Marketing services supplier /Products Supplier of the year award. Runners up in this category were Image Magic and TBWA.

Proton Crunch select cookies were adjudged as the New Product or Innovation of the Year followed by National Foods Allegros Popticorn and Ecosure's Pamwepo/Sisonke Cover. For the second year running, Mambos Chicken bagged the Marketing Oriented SME of the Year award ahead Image Magic Corporate and Yanaya Restaurant.

The Integrated Promotional Campaign of the Year went to Delta Corporation for their Mighty Zambezi Lager Bonfire Promotion.

Select Research won the inaugural Best Market Research Company of the year award. The runners up in this new category were XRI Research and Probe Market Research. The award was sponsored by National Foods.

MAZ NEWS - Exceptional Marketing Awards



Individual winners and corporate representatives receive awards at the Exceptional Marketing Awards in Inyanga.

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MAZ ushers in new board

The Marketers Association of Zimbabwe recently appointed five new board members to replace those whose term had ended.

According to the Constitution of MAZ, Chapter 8.6.1 guides that the board should be elected at an Annual General Meeting of the Association. The A.G.M is constituted in accordance with Chapter 8.6.1.9 guidelines which state that the Board members shall serve for two years after which two thirds of the older members of the Board shall

retire by rotation on a first time, first out basis but retaining the right to present themselves individually for re-election.

The new board members are Professor Zororo Muranda, Andrew Tawodzera, Lawrence Kupika, Liberty Kazhanje and Emilliah Mabika.

The new board members will join the existing team of executive secretary Gillian Rusike, Lyndon Nkomo, Roseline Chisveto and Dennis Mambure.

time. In 2005, armed with a Bachelor's degree in marketing management (IMM) and a graduate diploma in marketing (IMM), the vision to uplift the marketing profession became his burning desire hence the birth of Marketers Association of Zimbabwe (MAZ) which was eventually launched in 2007. Gillian also holds a Master's Degree in Business Leadership (BUSE) as well as Masters of Commerce degree in Strategic Marketing (MSU). Gillian's passion for success and results further earned him top curvetted position of Secretary General of a continental body of marketing professionals, the African Marketing Confederation (AMC) headquartered in South Africa.

In recognition of his efforts Rusike was nominated and awarded as Outstanding Young Person in Zimbabwe by Junior Chamber International (JCI) in 2013. Megafest also honoured Gillian Rusike by awarding him the accolade of Visionary of The Year award at the Megafest National Business Awards in 2014. He is the currently the chairperson of the Zimbabwe All Media Research Foundation (ZARF). Rusike also sits on the boards of the following organisations: Entrepreneurial Development Trust Africa (EDTA), The President's Fund and Tourism Business Council of Zimbabwe (TBCZ).

The MAZ New Board



PROFESSOR ZORORO MURANDA MAZ PRESIDENT

Professor Zororo Muranda is a full professor of business. He is the first and current Pro Vice Chancellor for Business Development and Resource Mobilisation. He has a long history in academia. He has worked for the past twenty eight years as a University lecturer and professor.

Professor Muranda is currently serving as an External Examiner for the National University of Science and Technology,

Africa University, Zimbabwe Institute of Public Administration and Management, University of Namibia and University of the North West in South Africa. He has served as an External Examiner for Solusi University, ABM University College in Botswana, and Great Zimbabwe University.



GILLIAN RUSIKE EXECUTIVE SECRETARY

Gillian Rusike's ambition from childhood has always been to change the status quo, to better the family lifestyle. His drive in life is to work hard on everything he does and do it well each



ANDREW TAWODZERA

Andrew is a pragmatic Marketing and Sales professional with over 15 years experience in Banking, Telecommunications, Airline and Advertising industries. He is currently the Head of Marketing SSA for Nedbank Group. He has proven skills in relationship management, product development, customer experience, advertising and brand management.

Andrew is an experienced leader who has held several senior management roles in his career and. He has several professional qualifications that include a Bachelor of Commerce Degree in Marketing Management with Honours, Post graduate diploma in marketing Management (CIM), he is an Associate of the Chartered Institute of Marketing UK as well as a Zim Chartered Marketer (MAZ).



EMILLIAH MABIKA

Emilliah Mabika boasts of over 19 years proven work experience within the Marketing and Sales field. She is currently the Head of Group Marketing-ZB Financial Holdings Limited. She has worked for a number of key organisations including; the Grain Marketing board in Grain Trading, Africa On line, Cairns Foods and Founders Building Society which later became Intermarket Building Society. Emilliah holds a B-tech Management Honours and an MBA from the University of Zimbabwe. She is a Marketing Practitioner MAZ. She served as a member of the Funding Committee and the Youth and Gender Committee for CZI from 2018 to 2019. Emilliah is currently the Chairman of the recently launched MAZ Charity Foundation. She is a motivational speaker and who also enjoys facilitation at events.



LAWRENCE MUNASHE KUPIKA

Lawrence is a marketing, communications, customer experience and consumer banking inclined professional who has gained widespread exposure having held key managerial and executive positions in banking, telecommunications and international business environments. He is the General Manager for Retail Banking

for the People's Own Savings Bank (POSB), a position of leadership for key departments of the Bank ie Retail Banking, E-Banking, Agency Banking, Operations and Private Banking. Prior to becoming GM for Retail Banking, Lawrence held positions of Head of Marketing and PR for POSB, Telecel and PowerTel among others.

He holds 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).



LIBERTY KAZHANJE

Head of Marketing (Insurance) for Cassava Smartech Zimbabwe and is responsible for overseeing the development and delivery of a fully integrated marketing strategy for the Insurance business. He is also supporting the marketing activities for the Group's Pan African insurance related partnership roll-outs.

Liberty has over 15 years' marketing experience covering telecoms, mobile financial services, life, non-life and medical insurance sectors. His marketing practice experience covers Southern and East Africa territories and has

overseen the conception, development and growth of a number of award winning brands. He was the MAZ 2016 Brand Manager of the year award winner.



DENNIS MAMBURE

Dennis is a seasoned Marketer with leadership experience across various sectors of the economy. Dennis is the Group Head of Marketing and Communications for FMB Capital Holdings. Dennis started his career at British American Tobacco as a graduate management trainee after which he was appointed Channel Development Executive and latter assumed the role of Key Accounts Manager.

He has worked in FMCG, Agriculture, Telecoms and Banking sectors. With a keen interest in the nexus between Marketing and Public Policy, Dennis will be a key resource on the board. Dennis holds a Bachelor of Commerce Honours in Marketing as well as an MSc in Marketing which he graduated with a Distinction. He holds Marketing Practitioner Status (MPS) from MAZ in partnership with IMM South Africa. Dennis has certifications in Social Media and Digital Marketing from Stellenbosch University.



ROSE CHITSVETO

Rose has served in a number of Executive positions with her latest being the Managing Director of Turnall Holdings. She holds an MBA and an Honours Business Studies Degree from the University of Zimbabwe. Roseline has Diplomas in Marketing and Public Relations. She has vast experience in the manufacturing and service industry. She joined Turnall in September 2007 as Marketing Services Manager from Telecel where she was Public Relations Executive. She has held senior positions at Turnall, including Sales and Marketing Executive. She is a Councillor of the Business Council for Sustainable Development Zimbabwe (BCSDZ) and an active member of the Miracle Missions Police and Prisoners Networking Group and CZI. She was a Non-Executive Director of ZENT, a subsidiary of ZESA Holdings SBU. She was recently appointed to the Marketers Association of Zimbabwe Board of Directors.



LYNDON TUYANI NKOMO

Lyndon Nkomo: holds a Bachelor of Laws Honours degree from the University of Zimbabwe, a Master of Laws (LLM) (Communications Laws) degree from the University of the Witwatersrand, Johannesburg, South Africa and a Master of Business Administration (MBA) degree from the University of Zimbabwe. He is a registered Legal Practitioner, Notary Public and Conveyancer.

He also researches and writes on issues pertaining to Telecommunications Law, Broadcasting Law, Corporate Governance, Cyber Law and Disability Rights Law. He also sat on the Boards of Directors of Firstel Cellular (Private) Limited, Zellco Cellular (Private) Limited and the Zimbabwe National Association of Mental Health in the past. Lyndon also worked as a Company Secretary and Head of Legal and Regulatory Services for NetOne Cellular (Private) Limited from 2001 to 2016. He currently sits on the Board of Trustees of the Marketers Association of Zimbabwe (MAZ). Lyndon is a co-founding Trustee of Deaf Zimbabwe Trust and he was a Managing Partner at L.T. Nkomo Legal Practitioners.

CONSOLIDATED CALENDER

1 ST Q U A R T E R	ACTIVITY	DATE
	Events	
	HARARE	
	Marketers Luncheon Cocktail-Hybrid	12 February
	Marketers Social	19 March
	BULAWAYO	
	Marketers Luncheon	26 February
	Marketers Social	26 March
	Training	
	Executive Certificate in Digital Marketing	25 January
2 ND Q U A R T E R	Professional Certificate in Digital Marketing (Jan Intake)	26, 28, 30 January
	Certified Digital Marketing Expert	5 February
	Business Leadership	5 February
	Professional Diploma in PR & Corporate Reputation	6 February
	ZimChartered Marketer	8 February
	Marketing Leadership Development Program	12 February
	Events	
	HARARE	
	Marketers Boot Camp	9-11 April
	Women in Marketing High Tea	16 April
3 RD Q U A R T E R	Marketers Social	7 May
	Superbrand Launch-Hybrid	26 May
	Annual Continuous Professional Development Course (ACPD)-Hybrid	24 – 26 June
	BULAWAYO	
	Marketers Social	28 May
	Training	
	Digital Marketing and Sales Strategy (3 days course)	13 – 15 April
	University Lecturers Summer School	16 April
	Local Authorities and Public Sector Bootcamp	29 - 30 April
	Professional Certificate in Digital Marketing (May Intake)	5, 8 May
4 TH Q U A R T E R	Advertising Innovation and Creativity (3 days)	19 – 21 May
	Executive Certificate in Digital Marketing	7 June
	Customer Service Excellence (1 day)	16 June
	Key Account Management (1 day)	17 June
	Events	
	HARARE	
	Senior Exec Breakfast	9 July
	MAZ Charity Golf Day	30 July
	Marketers Social	20 August
	BULAWAYO	
5 TH Q U A R T E R	Marketers Social	9 July
	MAZ Regional Awards	6 August
	Marketers Social	September
	Training	
	Professional Certificate in Digital Marketing (July Intake)	6, 8, 10 July
	Marketing Analytics (Big Data Analytics) (5 days)	2 – 6 Aug
	Professional Diploma in PR & Corporate Reputation	7 Aug
	Finance for Marketers (2 days)	23 – 24 Sept
	Events	
	HARARE	
6 TH Q U A R T E R	Annual Marketers Convention - Hybrid	13-16 October
	Mak'Entrepreneur Challenge	29 October
	MAZ Social: Braai	5 November
	Superbrand Awards Dinner	26 November
	BULAWAYO	
	Annual Marketers Convention	13-16 October
	Marketers Cocktail	17 December
	Training	
	Executive Certificate in Digital Marketing	4 October
	Professional Certificate in Digital Marketing (Oct Intake)	27 October
7 TH Q U A R T E R	PR and Media Management (3 days)	27 – 29 Oct
	Marketing Post-grad Certificate (2 days)	5 November
	Customer Service Excellence (1 day)	10 November
	Key Account Management (1 day)	11 November
	Events	
	HARARE	
	Annual Marketers Convention - Hybrid	13-16 October
	Mak'Entrepreneur Challenge	29 October
	MAZ Social: Braai	5 November
	Superbrand Awards Dinner	26 November
8 TH Q U A R T E R	BULAWAYO	
	Annual Marketers Convention	13-16 October
	Marketers Cocktail	17 December
	Training	
	Executive Certificate in Digital Marketing	4 October
	Professional Certificate in Digital Marketing (Oct Intake)	27 October
	PR and Media Management (3 days)	27 – 29 Oct
	Marketing Post-grad Certificate (2 days)	5 November
	Customer Service Excellence (1 day)	10 November
	Key Account Management (1 day)	11 November

SERVICES

- Membership
- Marketing Professional Development
- Industry Events
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- Career Development

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Suite 306 York House
Corner 8th & Herbert
Chitepo

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16

Marketers Conferred Marketing Practitioner Status



Sixteen marketers were conferred with the MAZ Marketing Practitioner Status at a certificate handover ceremony held at the Marketing Hub recently.

The Marketers did not only walk away with a lapel, tie or scarf written "Marketing Practitioner", but instead they have been equipped with a wealth of powerful and unparalleled decision making skills which will turn around their organizations' fortunes.

The 16 practitioners attended the 2020 Annual Continuous Professional Development (ACDP) Master Class from the 29th to the 31st of July 2020.

The Marketing Practitioner Status, (MPS) is a prestigious status, recognized by industry to authenticate one's skills in marketing.

One must be a holder of a Marketing Degree/ or Higher Diploma from a recognized institute, with a minimum

of 2 years' experience in a marketing position.

The curriculum expands each year to suit the current marketing and industry trends, but still maintain the aim of putting marketers in a strategic competitive advantage.

This year this class had a successful turnout and covered some of the following topics:

- **Strategic Marketing Plan; Digital Strategy.**
- **CEO Expectations from the Marketing Function for Organisational Success.**

This program which is offered in conjunction with IMM aimed at continuously develop the marketing career. This year following the Covid 19 pandemic regulations the ACDP classes were held virtually with speakers from both regional and local.

Unfortunately, because of the pandemic

a certificate Handover photo shoot had to be done.

This program was attended by Marketers from different organisations insurance sector, health sector, banking sector, advertising media and retail sectors, among others.

Askeland Media Business Development Executive Blessmore Gandawa and Nelspot Marketing and Sales Mr Tapiwa Mugwagwa were the overall best students in the class.

Some often ask what comes next after achieving the MPS. A marketer can then opt to attend the Continuous Professional Development Master Class, which is targeted at current Marketing Practitioners, Marketing team members, Public Relations, Sales Teams and Customer Service Teams.

MAZ Secretary General, Gillian Rusike, conferred and handed over certificates to the Marketing Practitioners.



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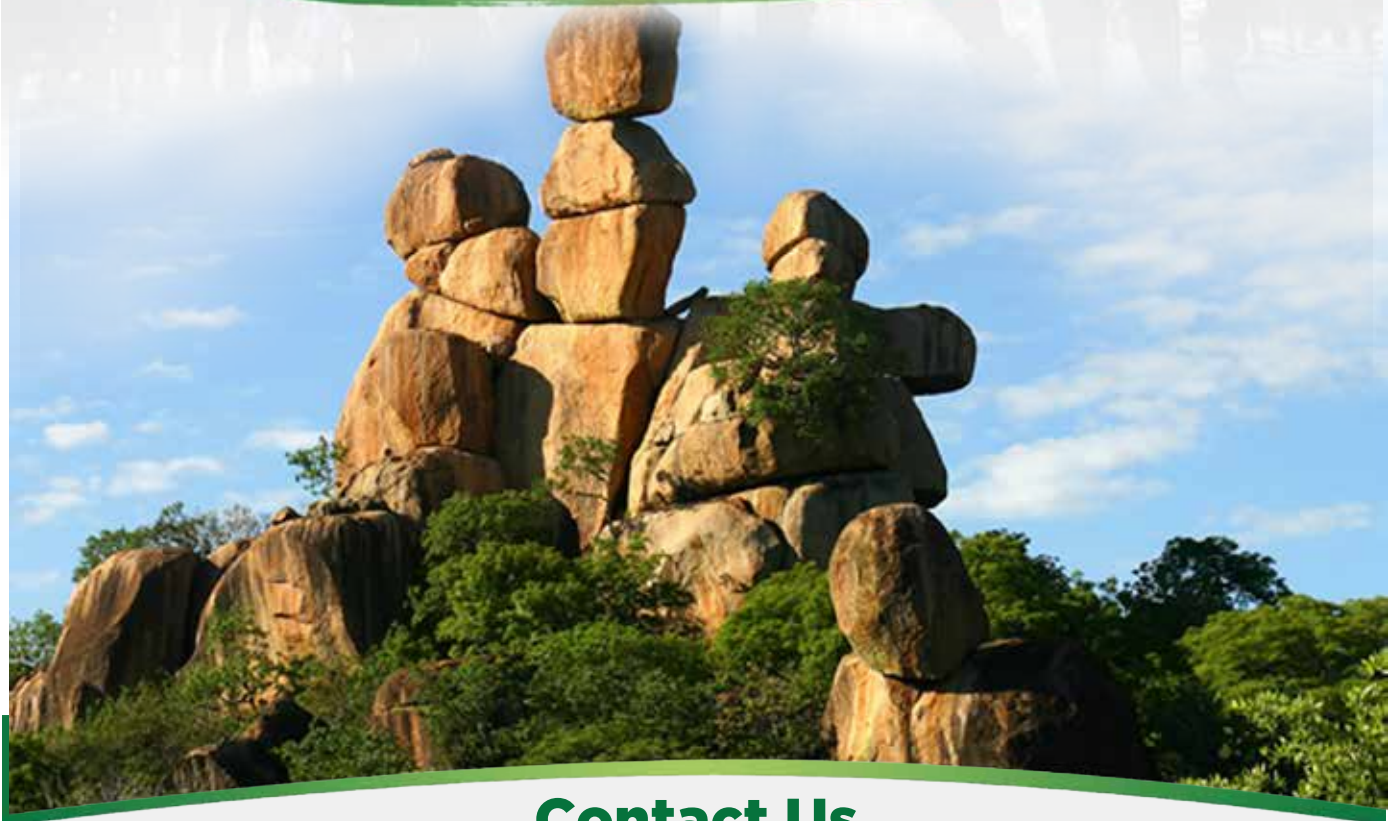
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Marketers have a role to play in digital economy, Mutsvangwa

Marketers and business leaders have been implored to work together with Government in building the digital economy, Human Capital Development & Innovation.

In her speech at the Superbrand Awards ceremony Marketers Association of Zimbabwe Patron and Information, Publicity and Broadcasting Services Minister, Senator Monica Mutsvangwa said marketers have a part to play in the recently unveiled National Development Strategy.

"I to implore you as marketing professionals, business leaders and the rest of the professionals at large, to render the much needed support to initiatives stated in the strategy as much as possible.

The three areas that immediately come to mind that you can assist include the Digital Economy, Human Capital Development & Innovation, as well as the Image Building and International Engagement and re-engagement," said Minister Mutsvangwa.

She said the presence of Zimbabwean brands on the shelves of international markets becomes a vital indication of the country's strength and capabilities in the global village.

"Our strength as a country is indicated by the competitiveness of our products and services on the international markets. Let us make our brands compete for shelf space in the huge retail outlets and e-commerce platforms. Together we can make Zimbabwe great," said Minister Mutsvangwa.

Turning to the COVID-19 pandemic, Minister Mutsvangwa commended businesses for remaining steadfast in spite of the suffering it had caused to them and the general population.

“However, despite the challenging circumstances, our businesses and particularly the brands they have nurtured have remained resilient and stood the test of time. We would like to applaud every brand represented here and their respective custodians

to remain steadfast and continue to seek more and more excellence for the benefit of the consuming public and ultimately growth of our nation at large,” she said.

At the same event, Minister Mutsvagwa also presided over the handover of the Association’s presidency from outgoing president Denny Marandure to the incumbent Professor Zororo Muranda.

She highlighted that matters of

corporate governance are key to strengthening the reputation and credibility of institutions.

“Well done to the MAZ leadership; the Advisory Council who are the custodians of the association. You are leading in setting the levels of professionalism in Zimbabwe,” said Minister Mutsvangwa.

Minister Mutsvangwa handed over the overall Superbrand winner Delta Corporation represented by Ms Patricia Murambinda.

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MAZ Charity Foundation Donates to Epworth

As part of Marketers Association of Zimbabwe's response to the Covid-19 pandemic, the group handed over food baskets and other basic commodities to the Methodist Church in Epworth recently.

The items were sourced and donated through MAZ's Charity Foundation.

The Charity Foundation, a corporate social responsibility arm of MAZ handed over 120 food baskets at the Methodist Church in Epworth.

Speaking at the handover ceremony, MAZ Charity Foundation chairperson, Mrs Emilliah Mabika said; "We looked at the effects of Covid 19 and what we realised is that it has impacted on a lot of households especially the disadvantaged communities.

"So, we put in together a basket that addresses the basic needs of a family and we are saying that this is our small way of contributing to the community."

She challenged other institutions to support disadvantaged communities.

"Let's do our part, that little bit that we have, if we all do something we will be able to the issue of hunger and the underprivileged," she added.

Methodist Church Assistant Superintended Reverend Kambarami appreciated MAZ's efforts.

"We want to thank the Lord, for he is the one who led these people to come here and bless us with gifts. What we have to do is to pray for them so that the Lord continues to bless them and extend their helping hand," he said.



MAZ Secretary General, Gillian Rusike said, "I am very proud that I hail from this area, so, I pleaded with my colleagues that we start here and I am glad that they supported my idea and that is why we are here today."

Beneficiaries at the handover ceremony were drawn from the seven wards in Epworth.

MAZ Charity Foundation, Vice chairperson, Angela Machonesa thanked all the sponsors and individual members who partnered the Charity Foundation in mobilising the food baskets.

Colcom, Davis granite, ZB Bank, Prochem, Nemchem, National foods, Proton, Homelink, Truworths, Tanganda and individual members were the

sponsors who made the fundraising a success.

Other members of the Charity Foundation are Enia Zimunya, Tichaona Gandanhamo, Samson Matema, Nosizo Choga, Angela Machonesa, Patience Mapolisa, Aquiline Mazhawidza and Roseline Zinjiva.

MAZ has over the years been involved in different corporate social responsibility initiatives through the MAZ Charity Golf tournament.

MAZ through the 'donate a shoe' campaign donated 300 pairs of shoes to Chokera Primary School in Masvingo and Mathew Rusike Children's Home where over 300 pairs of shoes were donated.

Earlier this year MAZ donated sunscreen lotions worth thousands of dollars to the Albino Association of Zimbabwe

In July, the Association donated detergents to Mpilo hospital's paediatric ward in Bulawayo to assist the Institution in the fight against Covid 19.



MAZ | **CHARITY**
FOUNDATION

Digital Marketing Class Photoshoot



Digital Marketing Class (May 2020)



The year 2020 saw 170 students successfully completing the Digital Marketing program with the Marketers Association of Zimbabwe.

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

The first photo shoot was for the October 2019 class which had 40 students who successfully completed the Digital Marketing programme followed by the January 2020 class with 105 students.

The May 2020 class with 33 students also had a photoshoot and certificate handover ceremony in December.

MAZ Digital Marketing classes were shifted from physical classes to online classes since May 2020 and 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.

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.

Congratulations to the Digital Marketers, go out there and shine!

MAZ NEWS - Digital Marketing Photoshoot





Essential Services top Superbrand Awards

Essential services and products were top priority in 2020 to both consumers and business as depicted in the top 10 Business to Business and Business to Consumer categories of the Superbrand Awards.

The essential services and products were ranging from food, health, insurance and telecommunications services.

This year's awards were held at the traditional venue, the Rainbow Towers on the 27th of November of 2020.

The awards organised by the Marketers Association of Zimbabwe were held under the theme Evolution of Brands in the Digital Age.

This year's dress theme was Masquerade Ball and most delegates complemented their outfits with masquerade masks.

For the Top 10 Business to Consumer brands the winner of the category was Coca-Cola, followed by Bakers Inn Bread, Econet, Proton Bread, and Mazoe on the 5th position.

On 6th position Nyaradzo Funeral Services followed by Cerevita, TM Pick n Pay, Zimgold Cooking Oil and Gloria. In the Business to Business Category, the winner is Delta Corporation, on second position is Old Mutual followed by National Foods, CBZ Bank with PPC on 5th position.

Seedco Zimbabwe is on 6th position followed by Schweppes Holdings Africa Limited with Dairibord on the 8th position followed by First Mutual Life and Probrands.

Superbrand Chairperson Mr Denford Mutashu in his speech said essential products took centre stage.

"There has definitely been a shake-up in this year's results again because of the Covid 19 pandemic effect. Some sectors like the Fuels and Energy sector, Power Engineering and Energy Sector, Electronic Media Sector (TV), have continued to drop in consumer ratings. Taking the centre stage, are retail brands, basic FMCG and essential

MAZ NEWS - 2020 Superbrand Awards

products and services.

The Superbrand research also showed that there were also a significant drop in luxury brands in 2020.

"Luxury brands have been affected due to shifts in availability, prices and consumer priorities. These movements are reflective of the prevailing consumer experiences as shaped by the prevailing Covid 19 and economic challenges," said Mr Mutashu.

Mr Mutashu highlighted that after the Superbrand Awards, sectoral reports are prepared highlighting

"After these awards, MAZ will be preparing sectoral reports which give

an in-depth comparison of how brands in each sector performed against competition in terms of the Superbrand variables. These will be available for all the brands for use as an information tool," he said.

He also acknowledged the auditor partners, Grant Thornton for carrying out an audit process in determining whether the ranking of the brands surveyed were in accordance with the rules, regulations and procedures set out by the adjudication committee of the 2020 MAZ Superbrand.

"And we also want to thank Select Research for the research support they put in this project," he said.

The Superbrand chairperson encouraged brands to continue reinventing themselves, increasing the customer experiences and satisfying their customers.

One critical element that makes Superbrand authentic over a lot of awards is the fact that the process is consumer driven where the participating brands are chosen and rated by the consumers through a nationwide consumer survey.

MAZ would like to congratulate all the winners and thank all the sponsors that made the event which attracted over 300 business executives, a success.





Nyaradzo Gone Digital



Sahwi

Your New Chatbot Assistant

It is our proudest moment to introduce your new virtual assistant, "Sahwi" on the Nyaradzo Group Facebook page. Sahwi is there to provide additional convenience to our clients and assist them.



This customer service Chatbot assists with the following information:

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- Applying for a policy
- Requirements to lodge a claim
- Payment options
- Our branch network
- Our contact details

To start chatting with Sahwi, simply click the **SEND MESSAGE** icon on the **Nyaradzo Group Facebook Page**.

<https://www.facebook.com/nyaradzogroup/>

Sahwi On Whatsapp



Scan the QR Code to chat with Sahwi on Whatsapp



Sahwi is now on WhatsApp as well and she is here to ensure that you get the very best out of your every interaction with us!!

She's available to assist on WhatsApp 24/7, just like on Facebook with policy information, contact details and payment procedures just to mention a few.

Contact Sahwi through the number **+263712992892** or scan the QR code and start chatting with her today.

Nyaradzo Self Service Portal



We are also excited to inform you that we have launched our self-service portal on the Nyaradzo Group website that will allow you to access your policy information at your convenience.

The self-service portal allows you to do the following:

- View policy details
- Edit contact details
- View payment history and balance due
- Make payments using mobile money platforms
- Access a catalogue of Nyaradzo Life Assurance Company products
- Get a quote on the different policy types and apply online

To access the portal, click the "Login" button on the top right corner of the Nyaradzo Group website or use the following URL:

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FBC Bank Limited

FBC Launces 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".

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Summer time: Get it Right!!

BY AUXILIA KATONGOMARA

Fashion is subjective and everyone has a different idea of what looks good, but there are definitely some summer fashion dos and don'ts. What may seem cute or appropriate might be the actual opposite.

Since we feel our best during the summer, it is fun to try to look our best as well. Dressing appropriately for the season is very important. Always have summer formal and casual clothes that complement the hot weather.

For the professional ones, always get office wear that is summer friendly but still maintains a formal look. Well, ladies usually have a tough time in choosing the appropriate blouses for the office.

Deep Vs are always a good idea; a blouse or dress with a deep V shows off your neckline and also allows you to breathe.

A plunging neckline, when done tastefully, is sexy and bold.

If you decide to wear a plunging neckline, I recommend a narrow, deep V that doesn't go beneath the rib cage. Also, to keep the plunging neckline look classy, go for a neutral or dark coloured

top rather than a neon or bright top.

White is the ultimate summer neutral. It feels so light and airy that you should try styling it head-to-toe once in a while.

Don't do sheer tops with colourful bras. A sheer top is a hot trend but it's definitely not meant to be paired with a hot pink bra underneath. If you are going to wear a sheer blouse, wear it with a bra that's a solid, neutral colour.

Colourful or patterned bras can make your outfit look juvenile. Navy is the

“A plunging neckline, when done tastefully, is sexy and bold.”

ultimate neutral colour in my opinion. It's not too boring, bland, or basic in comparison to other neutrals, plus navy can look feminine and professional as well.

The best thing about navy is that it can be worn at work or dinner, making it the perfect day-to-night colour. If you're looking to take a navy outfit from winter

to summer, try pairing it with something white for a nautical look.

Don't wear a bra with straps with a string top. That irritates me to the nines. If you're going to be wearing a string top, have the decency to find a strapless bra to go with it.

I can't emphasise enough the importance of smelling good all the more this summer. When you smell good, you're automatically more attractive. Body odour can taint a beautifully put together outfit. Make sure your deodorant and fragrance are always on point.

Don't wear flip flops if your feet are unkempt. If you know you're going to show the whole world your feet,

get your nail cutter out and make sure your feet are clean and well moisturised.



Leggings are the epitome of comfort, but when the sun's out, your legs should be too! However, if you're not comfortable showing off your legs or are too lazy to shave them, maxi skirts and dresses are always a great idea. They cover the entirety of your legs and they're ultra-comfortable. If it's a little windy, you can pair them with a denim jacket. Maxi skirts with slits are easy to move around in if you're on the go.

Remember to always buy clothes that fit.

“Remember to always buy clothes that fit.”

Be realistic with yourself whenever you go shopping for clothes. You won't lose weight to fit into that smaller size. Buy clothes that fit now. Well-fitting clothes always make you look more stylish.

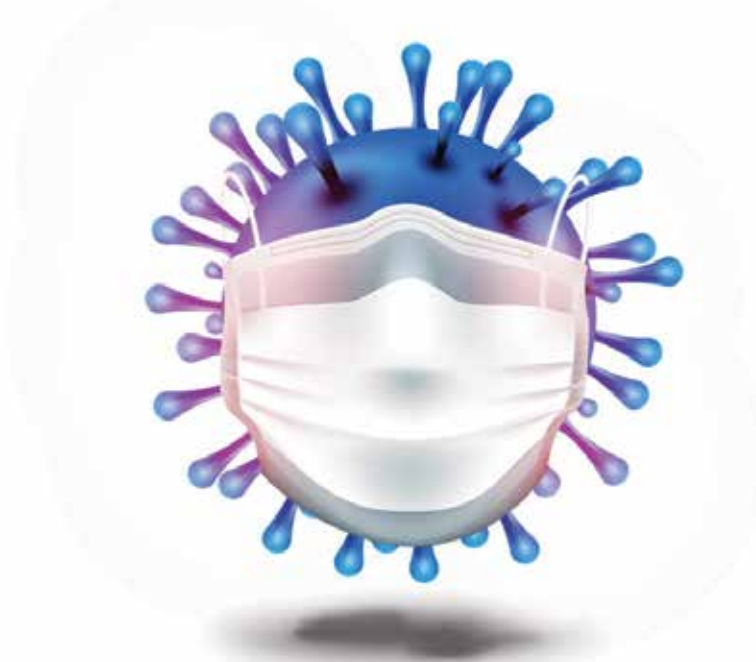
Also remember to protect the skin from sunrays. When you know that you love sleeveless tops make sure that you get sunscreen lotion. Also protect the eyes by either putting on a cap, sunhat and sunglasses during the day.

Also, do not wear sky rocket heels you can't walk in. That is so unattractive! There are no laws forcing people to wear six inch heels. Wear shoes you can manage. We wouldn't want you spraining an ankle. Drink plenty of water, moisturise your lips and always keep a breath mint!



COVID-19: WE FIGHT AND WIN TOGETHER

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The fight against the Coronavirus requires us to be responsible, responsive and adhere to set guidelines. We urge you to play your part in the fight against this scourge which is taking lives every day.

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Diaspora Rest of the world	500,000	500

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EcoSure HCBP	5,000 per day	50
EcoSure VAYA Runner	5,000	10
EcoSure VAYA Local	10,000	20
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