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Experiential Marketing

Experiential marketing is a strategy that engages consumers using branded experiences. It goes beyond traditional advertising and creates memorable interactions that foster emotional connections and loyalty. Experiential marketing can take many forms, such as pop-up shops, immersive events, product sampling, virtual reality, and more. The goal is to provide value to the consumer and make them feel part of the brand story. It is a new approach to marketing that focuses on creating pleasurable experiences for consumers, rather than emphasising functional features and benefits.

Why is experiential marketing important in today's competitive landscape? Because consumers are no longer satisfied with passive consumption of information. They want to be involved, entertained, and inspired by the brands they choose. They want to have a say in how they experience the products and services they buy. They want to share their opinions and feedback with their peers and the brand itself. Experiential marketing allows brands to meet these expectations and create lasting impressions.

How can brands leverage experiential marketing effectively? By following some key principles:

- Know your audience: Understand who your target consumers are, what they care about, what they need, and how they behave. Use data and insights to tailor your experiences to their preferences and motivations.

- Be authentic: Don't try to be something you're not. Align your experiences with your brand values and personality. Be consistent and transparent in your communication and delivery. Don't make promises you can't keep or exaggerate your claims.

- Be creative: Don't settle for the same old tactics. Experiment with new formats, technologies, and platforms. Surprise and delight your consumers with unexpected and innovative experiences. Make them feel special and unique.



- Be measurable: Don't just rely on intuition or anecdotal evidence. Define your objectives and key performance indicators (KPIs) before launching your experiences. Track and analyse your results using quantitative and qualitative methods. Learn from your successes and failures and optimise your strategy accordingly.

Experiential marketing a powerful way to connect with consumers on a deeper level and build long-term relationships. By offering engaging and valuable experiences, brands can stand out from the crowd.

This issue will also be outlining the main highlights of what happened in the second quarter of 2023.

Happy Reading
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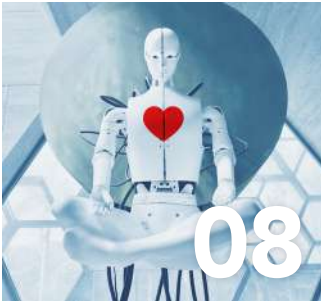


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FUMIGATION SERVICES

The facts remain the same household pests can have harmful effects on your health and your family's health. It is important to fully understand the dangers stemming from these types of infestations.



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EXPERIENTIAL MARKETING USING SOCIAL MEDIA, TIPS FOR REAL ESTATE BUSINESS

BY MELLANY MSENGEZI

In today's competitive business landscape, effective communication is key to gaining market share and building customer trust. The ultimate goal is to inspire customers to take the desired action. As a result, marketing experts are increasingly utilizing experiential marketing techniques, such as live product demonstrations and sampling, to differentiate themselves from their competitors.

Experiential marketing is a strategy that emphasizes creating immersive, memorable experiences for customers to engage with a brand or product. Rather than relying on traditional advertising methods, this approach seeks to establish an emotional connection with customers by providing sensory experiences such as touch, taste, sight, sound, and smell. This often involves events or activations that allow customers to interact with a brand in a meaningful way, such as trying out

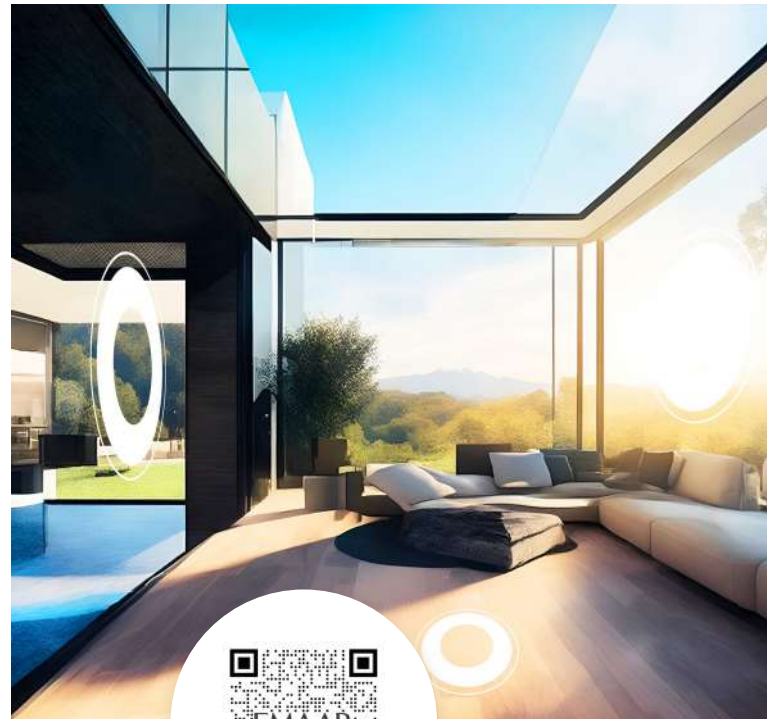
products at a pop-up shop, attending workshops or seminars, participating in virtual reality experiences, or engaging in branded social media campaigns.

However, not all products and services are suitable for experiential marketing, and the real estate sector is one example. Despite the challenges posed by the digital age, real estate agents can still take advantage of online opportunities to showcase their properties and reach a global audience. With internet access enabling foreign buyers to purchase properties from anywhere in the world, it has become increasingly important for real estate agents to cut through the digital clutter and present their portfolios in a compelling manner.

For busy potential customers, time and money are important considerations when searching for properties. While detailed

pictures are helpful, physically visiting each property can be both costly and time-consuming. That's where virtual showrooms come in. By using advanced technologies such as 3D modeling, virtual reality, and augmented reality, virtual showrooms create immersive experiences that allow potential buyers to explore properties in great detail from anywhere in the world.

To successfully execute a digital campaign, high-quality visuals showcasing floor plans, internal and external features of the property should be invested in. A strong social media presence will also help ensure that properties are viewed and that the right strategy is in place to engage with the right target audience. All social media platforms opened need to have people who are available to engage with customer queries and questions. I have not been paid to share this link nor do I have any interest in the business, but using this as an example of a showroom.



take a tour

<https://properties.emaar.com/en/vrtour/>

The showroom is easy to navigate and enables the client to immerse themselves in each of the rooms creating imaginations that stimulate their senses there and then.

Creating an immersive experience through experiential marketing can create a positive association with real estate companies' brands, generate buzz, and increase brand awareness and sales. Therefore, investing in virtual showrooms and executing digital campaigns should be considered as part of the overall marketing strategy for real estate businesses to achieve their annual goals much faster.

Mellany Msengezi is a Marketing consultant with extensive experience both in Business to Consumer and Business to Business e-Commerce pan African organizations. For support in marketing strategy, digital marketing, training, customer growth and more connect with her on LinkedIn or drop an email to melmujiwa@gmail.com



HOW TO USE SENTIMENT ANALYSIS IN MARKETING

Sentiment analysis can do wonders for any marketer. By understanding what your target audience is thinking on a scale that only sentiment analysis can achieve, you can tweak a product, campaign, and more, to meet their needs and let your customers know you're listening.

Sentiment analysis is an artificial intelligence technique that uses machine learning and natural language processing (NLP) to analyze text for polarity of opinion (positive to negative). It's one of the hardest tasks of natural language processing but, with the right tools, you can gain in-depth insights from social media conversations, online reviews, emails, customer service tickets, and more.

Here's an example of how a pre-trained sentiment analyzer might sort online mentions about a particular marketing campaign:

The model easily categorizes this comment as 'Positive' with near 100% accuracy. But, with powerful machine learning algorithms and models custom-trained to your specific needs and criteria, sentiment analysis can go far beyond simply positive, negative, and neutral, to read for context, misspelled and misused words, slang, even sarcasm.

Sentiment analysis has become an essential tool for marketing campaigns because you're able to automatically analyze data on a scale far beyond what manual human analysis could do, with unsurpassed accuracy, and in real time. It allows you to get into the minds of your customers and the public at large to make data-driven decisions.

You can even analyze customer sentiment of your company and compare it against your competition, or follow market trends and emerging topics. Check out your brand perception in new potential markets. The public offers millions of opinions about brands and products on a daily basis, on social media and beyond.

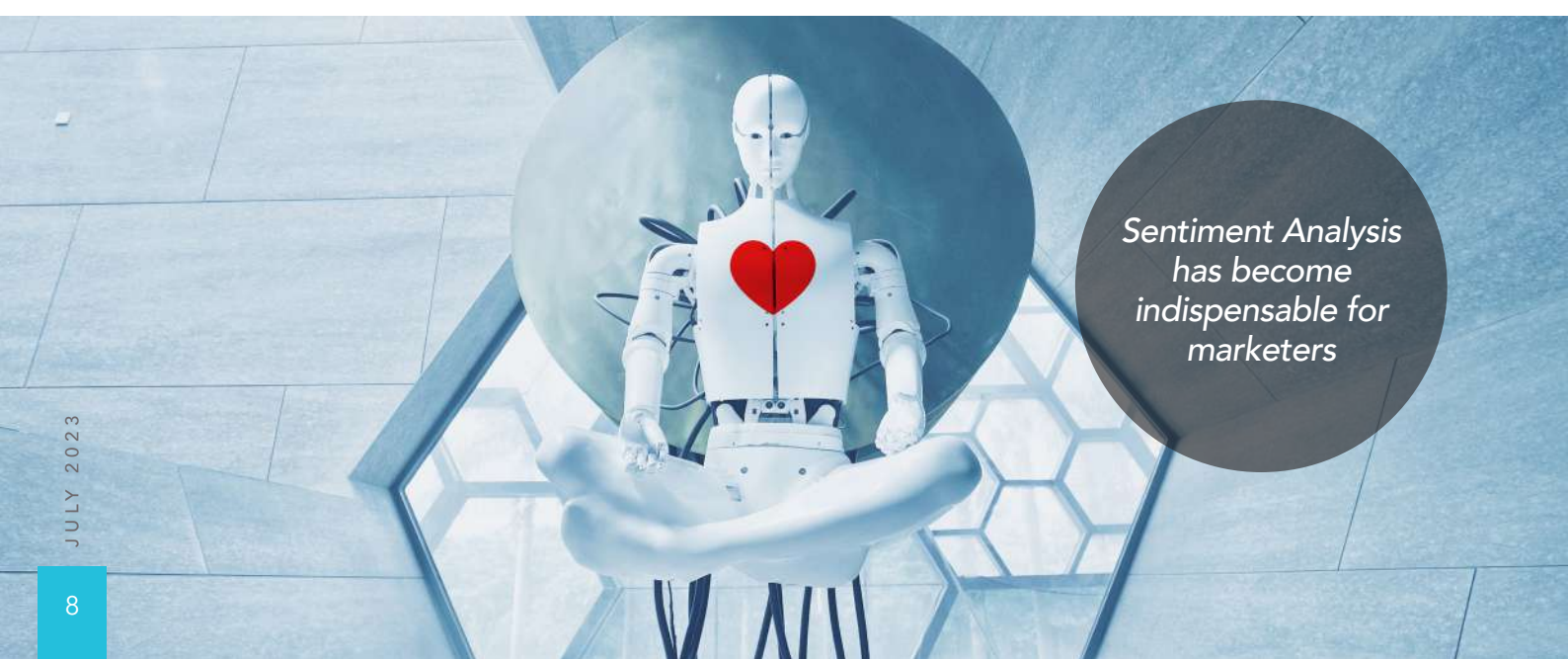
Traditional metrics, like views, clicks, comments, and shares just aren't enough anymore – they don't tell the whole story. Some of those reactions could actually be negative.

You need to know exactly what they are saying, then you can figure out why. And machine learning allows you to perform it automatically and on a regular basis, with almost no human interaction needed. With constant, real-time sentiment analysis, you'll always be prepared to make quick decisions and pivot when necessary.

Sentiment Analysis Marketing Applications

Below are some of the top applications to help increase customer acquisition, improve customer service, and keep your clientele happy:

- Social media monitoring
- Analyze marketing campaign success
- Gauge consumer sentiment around a new product launch
- Keep an eye on your competition
- Prevent PR crises
- Market research
- Identify influencers



Sentiment Analysis has become indispensable for marketers

TO DO YOUR BEST
YOU NEED
THE BEST!



Social media monitoring

Social media monitoring, or social listening, can often uncover the truest customer opinions because users feel freest to react quickly and emotionally to what they see and hear. They are simply compelled to tell the world how they feel.

Furthermore, it's estimated that 83% of users who make a comment or complaint on social media expect a response the same day and 18% want it immediately. Imagine all the customers you could lose if you're not paying attention to social media mentions, minute-to-minute.

Oftentimes, the best course of action can be to simply show your customers that you're listening. Sentiment analysis of social data will keep an eye on customer opinion, 24/7. Use it to target marketing campaigns directly and follow the response, or use it as a marketing device, itself, to find out what language and what social interactions receive the most positive feedback.

Analyze marketing campaign success

Follow your marketing campaigns right as they launch, in real time, on social media or in news articles, forums, or targeted surveys. Track the sentiment of your customers to find out what's resonating and what's not, on a macro level or down to individual word usage.

Watch your campaigns as they rise or fall, and find out why it may be happening. If your campaigns are working better within certain demographics or geographic regions, you can tweak or automate your marketing to target them more thoroughly. And you can compare a current campaign against historical data to make sure you're always improving your messaging.

Gauge consumer sentiment around a new product launch

Similarly, you can track sentiment of new product launches, from wherever the comments and reviews may appear.

Use aspect-based sentiment analysis to organize individual ideas or "opinion units" about your product by "aspect" or category, like Reliability, Usability, Pricing, then perform sentiment analysis. This will give you a sentiment rating of the major aspects of your new product, so you can see how customers feel and where you might need to make changes.

Sentiment analysis also allows you to get proactive with your message to reach out to customers directly when they may have an issue.

Keep an eye on your competition

Monitor more than just your own brand and products and keep an eye on your competition. Find out where their marketing campaigns may be succeeding with customers and what keywords and tactics work best. Are they marketing to particular groups or on certain media that you may not have thought of?

Furthermore, when you see that their campaigns are scoring negatively, you can take advantage of the situation to shine a light on your brand. Or, if a certain aspect of a competitor's new product receives a large number of negative reactions, you can use it as an opportunity to improve on it with your own release.

Prevent PR crises

Tweets and Facebook comments can travel around the world in just a few minutes. This is when it's particularly useful to monitor your brand and marketing efforts on social media in real time. If negative sentiment suddenly spikes, you can tackle the problem right away, before it grows into a serious issue. Filter your social listening by sentiment and aspect to always be at the ready.

Market research

Find new markets and new demographics where your brand is likely to succeed. Analyze successful campaigns and brands to discover what messaging works best. Target market surveys can be particularly helpful in this situation, and sentiment analysis allows you to analyze open-ended surveys – to dig into quantitative data and find out the emotions and opinions of respondents. You can analyze thousands of text-heavy surveys and reviews in just minutes.

Identify Influencers

Although sometimes seemingly overused, social media influencers are here to stay in the years to come. And they can provide real results – oftentimes micro-influencers have even more sway over their followers, and they cost quite a bit less.

With the help of sentiment analysis, it can be easy to locate the most appropriate influencers for your product. Simply identify keywords that are important to your business. If you're a vegan-friendly snack food company, for example, you could search social media for keywords, like "vegan," "plant-based," etc.



Influencers can significantly boost sales

Once you've located users with the appropriate number of followers that use your keywords frequently (in a positive light, of course), use sentiment analysis again to make sure their interactions with followers are also positive, and you've found your candidates.

Sentiment Analysis Marketing Tools

There are several useful and dynamic sentiment analysis tools out there that can make sentiment marketing easy and cost-effective.

- MonkeyLearn
- Brandwatch
- Meltwater
- Social Searcher
- Repustate
- Hootsuite



MonkeyLearn

Best for: Companies that want an all-in-one interface, with easily customizable tools and simple integrations.

MonkeyLearn is a powerful SaaS platform that allows you to train your own sentiment analyzers with ease, and offers many other user-friendly, customizable text analysis tools, like the keyword extractor, survey feedback classifier, and intent and email classifier.

MonkeyLearn has simple integrations with other applications you already use, like Excel, Google Sheets, Zendesk, Zapier, and more. You can even upload Twitter data directly in the app or use low-code APIs to connect all other social media platforms (like the Graph API for pulling data from Facebook).

Best of all, with MonkeyLearn Studio, you can perform all your analyses and see them immediately visualized in striking charts and graphs in one simple interface.



Brandwatch

Best for: Companies that want access to huge data backlogs. Brandwatch's Consumer Research platform boasts "the industry's largest archive of consumer opinions" offering data from 100 million sources and 1.3 trillion individual posts. They focus on social listening and social influencer strategies to get a thorough picture of sentiment marketing and brand strategy.



Meltwater

Best for: Companies that want a marketing and PR partner.

Meltwater offers social listening and social media solutions with guided management for clients that don't want to oversee analysis themselves. Meltwater began as a web scouring company in 2001, an early entrant into the online media monitoring landscape.

While they have extended their services into brand management, PR, and crisis communications, they are still one of the best in the business with huge news and social media databases that can help guide marketing campaigns with the aid of history.



Social Searcher

Social Searcher

Best for: Companies that want to take social listening and brand monitoring out for a test drive.

Social Searcher is a free social media search engine that offers real-time access to follow brands and products across all major social media. It's perfect if you're just learning about social media monitoring, because it's easy to use and offers a number of more advanced options, like sentiment analysis, and beyond.

It doesn't integrate as easily with other applications, however, so the analysis can be a little clunky if you want to get highly advanced.



Repustate

Best for: Companies with some coding ability to access APIs and train advanced analysis models.

Repustate's main focus is on training sentiment analysis models to industry-specific language for advanced data mining, and their algorithms use a number of different techniques for comprehensive results.

They offer multilingual analysis, with access to news outlets and social media from around the globe, which is particularly helpful if you do business in multiple countries or are looking to expand into new markets.



Hootsuite

Best for: Companies that want to track real-time conversations happening across multiple social media platforms.

Hootsuite integrates easily with all major social networks: Twitter, Instagram, Facebook, LinkedIn, WordPress, Foursquare, and Google+, and more. Set up unlimited social streams and assign actions and responses simply to coworkers for immediate execution.

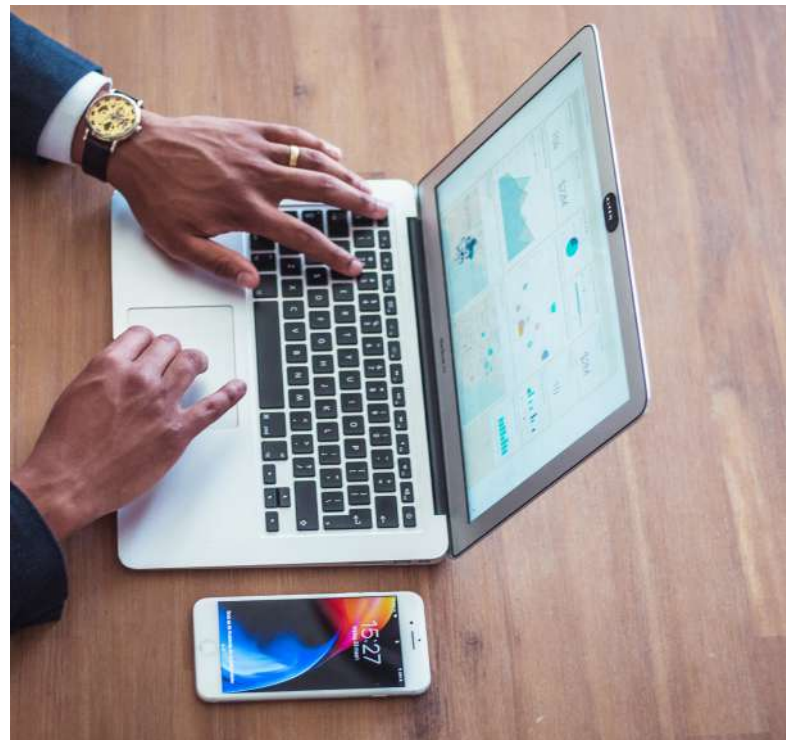
Filter marketing and brand mentions by location, language, tone, gender, and more. And set up immediate notifications when influencers make a negative comment directed at your brand or product.

Conclusion

Whether you want to use sentiment analysis to gauge the success of your marketing campaigns, as a targeted marketing tool, or to pit your brand against your competition, there's no doubt that it has become a necessary tool for any marketing strategy.

Author: Rachel Wolff

Source: <https://monkeylearn.com/blog/sentiment-analysis-marketing/>



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UNDERSTANDING CUSTOMER EXPERIENCE THROUGH SENTIMENT ANALYSIS IN THE ZIMBABWEAN CONTEXT

BY REASON MASENGU, MARTIN MUDUVA, TANGAI TAZVISHAYA

In recent years, the significance of customer satisfaction as a determinant of business performance has surged, particularly in the service industry. To deliver a positive customer experience, businesses must understand what their customers want, need, and feel about their products and services. One option for understanding consumer sentiment is to employ sentiment analysis, which uses natural language processing, text analysis, and machine learning algorithms to find and extract subjective information from customer comments. Despite being frequently employed in affluent countries, little is known about the utility of SA in developing countries, specifically in the context of Zimbabwe. Zimbabwe is a country in southern Africa home to approximately 14 million people. There are several businesses, both large and small, operating throughout the country. It is vital to examine how sentiment analysis can improve customer experiences in Zimbabwean businesses. Given the massive amount of

customer input supplied on social media platforms, this study seeks to assess how it can be leveraged to enhance customer experience.

Current state of customer feedback in Zimbabwean businesses

Businesses in Zimbabwe are becoming increasingly conscious of the value of customer feedback. However, the current customer feedback channels and strategies used by these organizations vary significantly. Traditional methods, such as suggestion boxes, customer complaint forms, and surveys, are still employed by some businesses to obtain client feedback. These time-consuming methods are often required to process large volumes of feedback manually. Furthermore, comments could be less nuanced and specific, which makes it challenging to obtain precise data on customer mood. Digital technologies are used by other Zimbabwean

businesses to automate the collection and analysis of client feedback. They employ customer relationship management (CRM) software, which enables businesses to monitor client interactions across numerous channels such as social media, email, and chat. In addition, they employed online polls and feedback forms. This approach enables businesses to track customer feedback in real-time and learn more about their experiences.

Businesses in Zimbabwe are increasingly collecting customer feedback through social media platforms, such as Facebook, Twitter, and Instagram. Businesses can use social media monitoring tools and sentiment analysis algorithms to monitor customer conversations on various platforms and learn important information about the customer experience. Overall, even though businesses in Zimbabwe are getting better at collecting customer feedback, much more work has to be done to analyze and use these insights to improve customer experience. Businesses must invest in tools and technologies that may help transform the gathered feedback into insightful information to boost client retention and loyalty.

To what extent can sentiment analysis be used to analyze customer feedback in Zimbabwean businesses?

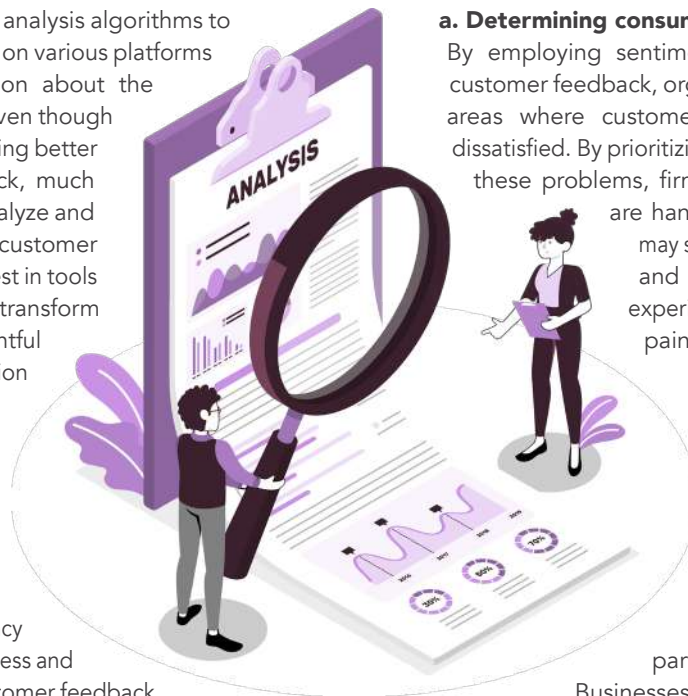
Sentiment analysis is still in its infancy as a concept in Zimbabwean business and is now being used to analyze customer feedback.

However, some businesses in Zimbabwe are starting to recognize the potential benefits of sentiment analysis and are utilizing it to examine client reviews. Econet Wireless Zimbabwe, one of the top mobile network providers in the country, is a prime example of a business using sentiment analysis. The company uses sentiment analysis algorithms to monitor social media conversations regarding its products and services, allowing it to identify customer pain points and possible growth areas. Some businesses in Zimbabwe consider employing sentiment analysis to examine customer reviews. For instance, an increasing number of restaurants and cafés use sentiment analysis to look at customer evaluations submitted on social media platforms such as Facebook, Twitter, and Instagram.

Although sentiment research is still largely underutilized in Zimbabwean enterprises, its benefits are beginning to become more obvious. By analyzing customer feedback in real time, businesses can identify areas where customers are

dissatisfied and take corrective action before these issues become significant. It can also help businesses better understand consumer preferences and wants, enabling them to design and provide goods and services that more effectively meet these demands. Although sentiment analysis is not widely used in Zimbabwean businesses, some trailblazer companies are using it to learn from customer feedback, demonstrating its potential benefits in improving customer experience.

How can sentiment analysis be used to improve customer experiences in Zimbabwean businesses?



a. Determining consumer pain points

By employing sentiment analysis to analyze customer feedback, organizations may pinpoint areas where customers have issues or are dissatisfied. By prioritizing their efforts to address these problems, firms can ensure that they are handled rapidly. Businesses may strengthen customer loyalty and improve the customer experience by addressing these pain areas.

b. Determining customer satisfaction level

Sentiment analysis can also be used to determine the satisfaction of customers with particular goods or services.

Businesses can continuously assess customer satisfaction and pinpoint areas for development by evaluating client inputs from numerous channels such as social media and online reviews.

c. Customizing the client experience

Sentiment research can assist companies to adjust their products and services to meet the needs of specific customers. Businesses can create personalized experiences that better fulfill consumer demands by studying customer feedback and learning about their preferences, habits, and behaviors. This may increase client loyalty and encourage repeat business.

d. Enhance customer service

Sentiment analysis can also be utilized to enhance customer service, according to Section 4. Businesses can create resources such as a knowledge base or FAQ to proactively address typical issues and questions that customers have by evaluating customer feedback. By doing so, firms can lower the number of consumer inquiries while increasing customer satisfaction.

Overall, by examining customer feedback and offering insightful analysis of customer sentiment, sentiment analysis gives Zimbabwean businesses a strong tool for improving customer experience. Businesses may set themselves apart from their rivals, forge closer relationships with customers, and increase revenue by utilizing sentiment research to enhance the customer experience.

What challenges may arise in implementing sentiment analysis in Zimbabwean businesses and how can these be mitigated?

a. Language and dialect

There are over 16 indigenous languages spoken in Zimbabwe, which may make sentiment analysis difficult. The accuracy of the analysis may be impacted if the algorithm is not trained to recognize and interpret materials written in Zimbabwe's indigenous languages, because sentiment analysis algorithms are often trained on large datasets of text in specific languages. To help reduce this problem, businesses can use machine translation systems to translate customer feedback into a standard language for analysis.

b. Data quality

The quality of data can be a problem when sentiment analysis is used in Zimbabwean businesses. The input may be incomplete, erroneous, or subjective depending on the location of the input. To solve this, firms may set up a procedure to confirm the accuracy of the data prior to analysis.

c. Low access to technology

The use of sentiment analysis can be hampered by the low availability of technology and the internet in many rural areas of Zimbabwe. This problem can be minimized by using SMS and cell phone-based solutions to gather input from clients who might not have access to the Internet.

d. Limited knowledge of sentiment analysis

Many businesses in Zimbabwe may hesitate to use sentiment analysis because they are unaware of its advantages. Businesses

can learn more about sentiment analysis and the advantages it offers in solving this problem. To apply sentiment analysis and other digital marketing techniques more successfully, firms can cooperate with vendors of sentiment analysis tools, digital marketing agencies, and other experts.

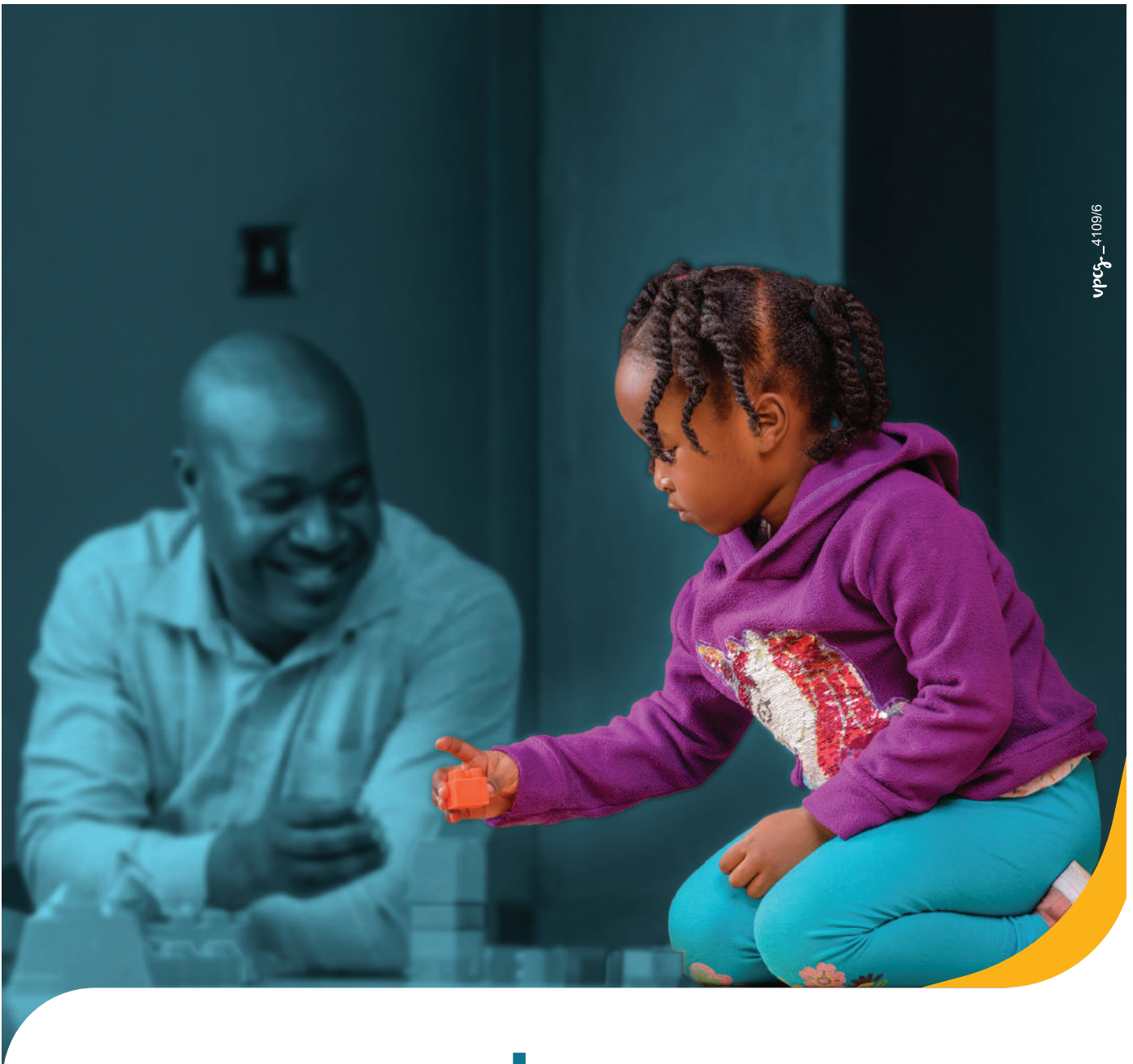
Overall, even though implementing sentiment analysis in Zimbabwean businesses presents some difficulties, these can be overcome with forethought and initiative. Businesses may use sentiment analysis to improve the customer experience by tackling these issues. This will increase customer happiness and loyalty, and in turn, boost corporate performance.

Conclusion

In conclusion, sentiment research offers Zimbabwean firms a potent instrument for spurring growth and enhancing the clientele experience. The capacity to gather and analyze client feedback is more important than ever for organizations seeking to remain competitive in the digital age. Sentiment analysis offers a strong opportunity to harness the power of consumer data and turn it into useful insights that companies can use to improve the overall customer experience. Although sentiment analysis in Zimbabwean

businesses is still in its infancy, there are encouraging signs that companies are becoming aware of the potential advantages of this technology. Businesses can gain a major competitive advantage over those relying on conventional feedback collection and analysis methods by utilizing sentiment analysis to better understand the requirements, preferences, and behaviors of their customers. Nevertheless, there are significant difficulties that firms using sentiment analysis in Zimbabwe must overcome, including language and dialect, poor data quality, lack of access to technology, and lack of knowledge of sentiment analysis. With careful planning and investment, these difficulties can be reduced, resulting in better client experience, greater customer satisfaction, and long-term revenue development. As a result, sentiment research can completely alter how Zimbabwean companies handle and improve customer experience. To stay competitive and expand in the upcoming years, firms in Zimbabwe need to pay particular attention to this area.







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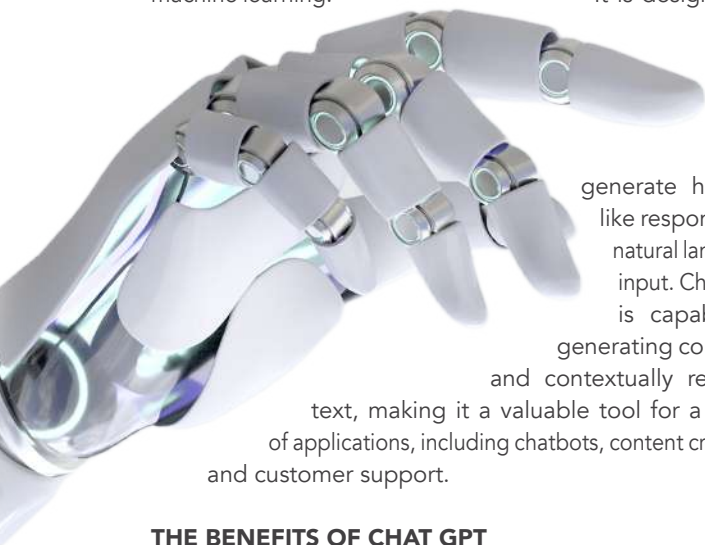
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HOW CHAT GPT IS REVOLUTIONISING COPYWRITING: THE BENEFITS AND LIMITATIONS

In today's digital age, copywriting has become an integral part of marketing strategies for businesses of all sizes. The ability to craft compelling and persuasive content is crucial in attracting and retaining customers. However, the traditional process of copywriting can be time-consuming and expensive. That's where Chat GPT comes in. Chat GPT is a powerful language model that is revolutionising the world of copywriting. In this blog, we'll explore the benefits of Chat GPT copywriting as well as its limitations.

WHAT IS CHAT GPT?

Chat GPT (Generative Pre-trained Transformer) is an advanced language model based on artificial intelligence and machine learning. It is designed to



generate human-like responses to natural language input. Chat GPT is capable of generating coherent and contextually relevant text, making it a valuable tool for a range of applications, including chatbots, content creation, and customer support.

THE BENEFITS OF CHAT GPT

One of the main benefits of Chat GPT copywriting is its speed and efficiency. With Chat GPT, businesses can generate high-quality content in a matter of minutes, without the need for a human copywriter. This not only saves time but also reduces costs. In addition, Chat GPT can create a variety of content types, including product descriptions, social media posts, email campaigns, and more. This versatility makes it an ideal tool for businesses that need to produce a large volume of content on a regular basis.

Another advantage of Chat GPT copywriting is its ability to optimise content for search engines. By analysing keywords

and phrases, Chat GPT can generate content that is more likely to rank well on search engine results pages (SERPs). This can lead to increased visibility and traffic for businesses, which can translate into higher conversions and sales.

Additionally, Chat GPT can help businesses create content that is more engaging and personalised, which can improve the customer experience and increase brand loyalty.

THE LIMITATIONS OF CHAT GPT

However, there are also limitations to Chat GPT copywriting. One of the main limitations is its lack of creativity and originality. While Chat GPT can generate high-quality content, it may lack the unique voice and perspective of a human copywriter. This can make the content feel generic and less memorable, which can

ultimately hurt the business's branding efforts. Additionally, Chat GPT may struggle with complex topics or niche industries, as it may not have the specialised knowledge or expertise required to create effective content in those areas.

Despite these limitations, Chat GPT copywriting is still a valuable tool for businesses looking to streamline their content creation process and improve their marketing efforts. By leveraging the benefits of Chat GPT, businesses can create more content in less time, optimise that content for search engines, and improve the customer experience. However, it's important to recognise the limitations of Chat GPT and use it as a complementary tool to human copywriters, rather than a replacement.

Source- <https://imminstitute.co.za/>





ZIMMARKETER EXECUTIVE PROFILE ELLIOT SHONIWA

TSAPO Group of Companies Group Operations Manager, Elliot Shoniwa shares his journey.

Shoniwa, is a business Leader, coach and mentor. He is an accomplished facilitator, entrepreneur, experienced Business Strategist & Turnaround Specialist and motivational speaker. Over the years he has worked for a number of blue chip companies. We talk to him to understand his career journey to the top.

BACKGROUND

I'm a successful sales & marketing executive currently employed by the Tsapo Group of Companies as a Group Operations Manager. In this role I oversee nine Strategic Business Units, each headed by a General Manager. These SBU's are spread across various sectors of the economy with a significant footprint,

about seventy-five percent in the automotive industry.

Tsapo Group is the official home of the following SBU's

1. FAW Zimbabwe, including Golden Dragon Bus.
2. Faw Zambia.
3. Sino Truck Zimbabwe.
4. Lovol Agric & Construction Equipment.
5. Supreme Panel Beaters
6. C Track
7. Grand Auto Body Builders.
8. Pinkfrost Insurance
9. Lindezi Travel & Tours

My first degree is in Business Studies, obtained through the UZ. I then followed this up with a Masters Degree in Business Leadership obtained through UNISA. Currently I'm in the final stages of completing a PhD in Marketing Management with UNICAF. I have attended various on-the-job training programs both within and outside the country. I hold professional qualifications in Purchasing and Supply (CIPS), Health Services Management and Marketing Management (CIM). I hold memberships with the Institute of Business Advisors Southern Africa (IBASA) and the Canadian Coaches Federation (CCF).

BELIEFS, PASSION AND FAMILY

I'm a firm believer in "service above self" and in this regard I'm a Rotarian and Past President of the Rotary Club of Belmont (2007/08). Currently, I attend the Rotary Club of Msasa, Satellite.

I'm an avid golfer and am a member at Chapman Golf Club and also a member with the Nomads Golf club of Mashonaland.

I'm a founder member of the Marketers Association of Zimbabwe and a past Vice Chairman of the Institute of Directors of Zimbabwe (2016).

I'm happily married to Jessy and we have been together for thirty-two years. We were blessed with three children who are all fully grown up and the youngest, Maita Chelsea is twenty-three years old. We also have a granddaughter, Nyasha Skylar Mvere who is my greatest cheerleader! She is a real gift to the family.

HOW DO YOU BALANCE WORK AND FAMILY?

It's not very difficult. As I have already all my kids are grown up. Two of them are out of the country. So, for those of us still in Zimbabwe we engage in common activities like travelling together or visiting relatives together or going out as a family and finally going to church together. We try and enjoy quality time as a family and interacting with other like-minded families.

When those who are out of the country are back in Zimbabwe we then go out on a holiday as a family to create memories and catch up on a lot of issues.

One thing that I don't do is to take my office work home. When I get home it's time to link up with my granddaughter.

However once in a while I go out and play a round of golf with my mates for networking purposes and my family understands this.

MOTIVATION, EARLY CAREER LIFE

From an early age I have always liked speaking and engaging in fruitful conversations. I recall when I was in high school, I was a strong member of the debating club. So, when I enrolled at the University of Zimbabwe for my first degree, I chose Business Studies because back then it had a strong marketing option especially in the 2nd and third years.

Thereafter I briefly worked for the Ministry of Health (then) but felt I was like a squire peg in a round hole. I didn't last long with the government as I quickly moved into the private sector initially in the telecoms sector and then the automotive industry. It is in the automotive industry that I finally got a chance to focus on marketing and sales. I have never looked back.

So in short, it's about talking to people identifying their needs and fulfilling them. I derive personal satisfaction when I deal with satisfied customers.

KEY DRIVERS TO SUCCESS

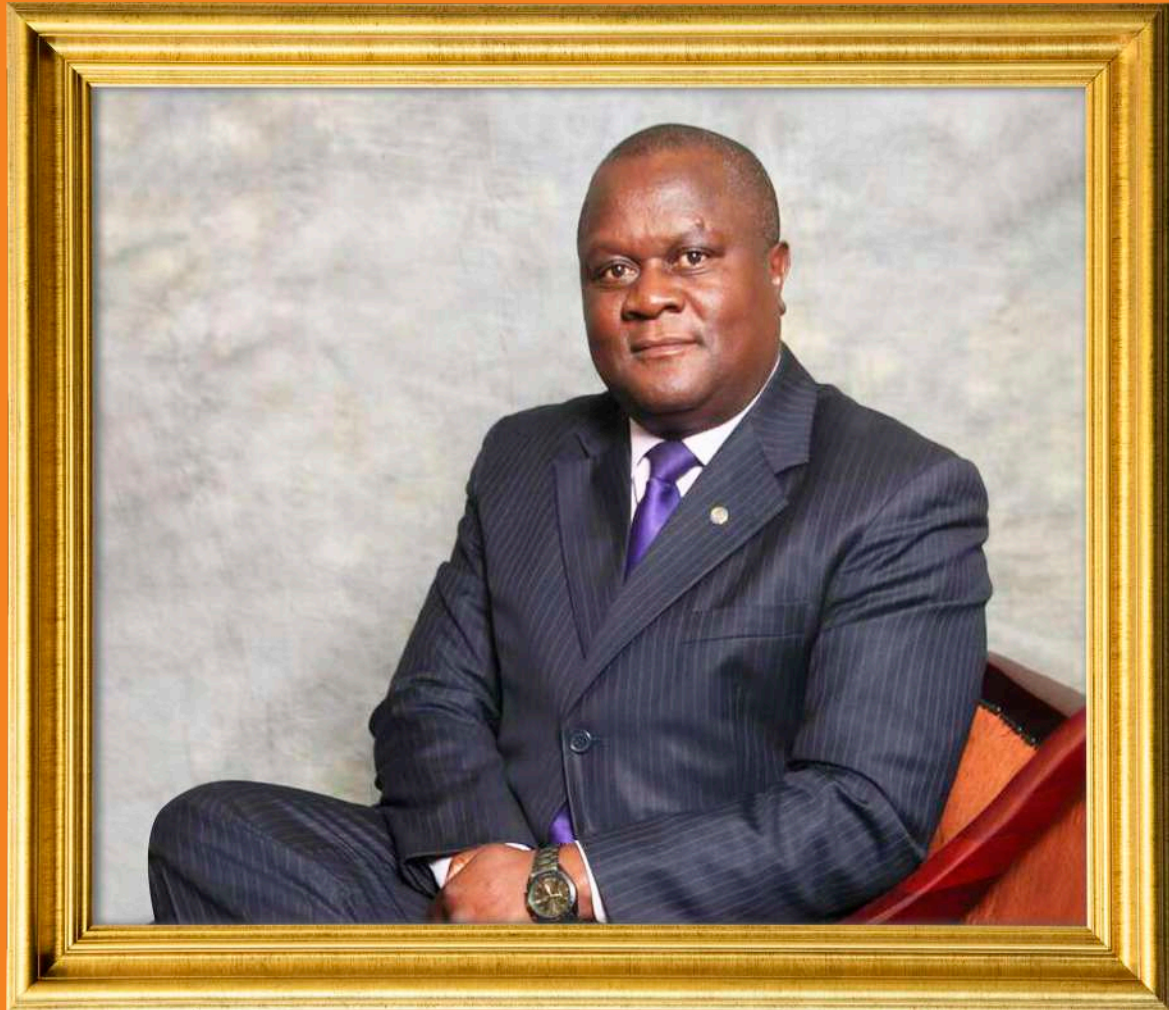
The only place where success comes before work is in the dictionary. With this in mind I believe in hard work and going for my pre-determined goals. I have life-long goals that I break down into weekly, monthly and annual targets. I try and hit my targets a minimum of 8 times out of 10. I'm self-driven and prefer to hang around a network that adds value to each other. As they say, iron sharpens iron!

I read leadership and management books widely and am a disciple of John Maxwell and Robin Sharma among other leadership gurus.

HOW HAS BEEN THE JOURNEY? HAVE YOU HAD ANY CHALLENGES?

Lack of recognition especially in my early years as a Marketer. When seated around the boardroom table accountants were very vocal and were listened to more than anyone else. As a result they took a shorter route in rising up the corporate ladder. I'm glad that this has now changed and when marketers speak people listen. I believe this is largely due to the thrust these days where metrics are now at the cutting edge of marketing and together with other measurables such as ROMI marketing is now well established in most progressive organisations and is here to stay. When a marketer speaks people listen!

YOU LEAD 9 SBUS IN YOUR ORGANISATION AND THAT'S A BIG NUMBER, HOW DO YOU MANAGE ALL THESE AT ONCE?



Sure that's a tall order. All our SBU's are led by GM's who all report to me. We hold regular business review meetings with management teams from these units and collectively we agree on deliverables and time lines for delivery. One of the key strengths of the Tsapo Group is performance measurement. This is done on a daily basis.

There is also continuous training and development which is part and parcel of our business DNA so that our employees are well equipped to deliver in their various roles and functional areas.

At the end of each year, we hold a strategy session where the Chairman and Group CEO with the assistance of an external facilitator set the agenda for the following year. This "meeting of the minds" helps to remind each other on our core responsibilities as we navigate our way during the course of the year.

WHAT'S YOUR LEADERSHIP STYLE AND HOW HAS IT

CONTRIBUTED TO YOUR SUCCESS?

Leadership is about influence, it's about sharing and pursuing a common vision. It's about leading from the front and walking the talk. Given this background, there is no "one size fits all" as far as leadership style is concerned. Styles are situational. Certain situations demand autocracy, while others demand a participatory approach. In short, the situation determines the most appropriate leadership style at any given time.

While on this issue let me however add a disclaimer that I do not practice the "country club" leadership style as it has no place in today's business landscape.

DO YOU UNDERSTAND THE ROLE OF MARKETING/ SALES IN AN ORGANISATION AND HOW DO YOU RELATE WITH THE MARKETING DEPARTMENT?

Yes. Sure. Marketing is about identifying a need in a market and then you go about to fulfil that need. Sales is the actual

exchange process, when goods and services change hands in return for money.

Marketing sets the agenda as far as business development is concerned. Strategies are put in place to guide the sales team as they engage with customers. In my organisation there is a Head of Marketing who is based at Head Office and this person reports to me. In the various strategic business units there are marketing personnel who implement sales and marketing plans at local level. The GM of the SBU has a critical role to play in this regard.

WHAT IS YOUR CAREER HIGHLIGHT? AWARDS, POSITIONS HELD?

My greatest career highlight occurred when I was working for Amtec Motors. That was in the year 2000. My team and I in the Spares division worked very hard to surpass targets that had been set for us by the Board. We were the only division that excelled and in recognition of this achievement the company sent me to Frankfurt in Germany to attend the world-famous automotive show called Automechanika. This is a unique exhibition that is held every two years and attracts buyers, sellers and all key stakeholders in the automotive industry from all over the world. That was a wonderful experience, my first trip to Europe and to this day I have fond memories of that trip.

As far as awards are concerned in 2016 the organisation that I led as Country Head, Tata Zimbabwe was voted as one of Zimbabwe's Top 10 Outstanding Organisations.

In 2015 I was the Megafest Leadership Award winner.

EVOLUTION OF MARKETING OVER THE YEARS.

Sure, there has been a massive shift as I highlighted earlier. The use of analytics has been a game-changer in the field of marketing. Things are no longer left to chance, speculation and assumptions. It's now easier to measure the impact of a marketing decision, event or campaign. It's now easier to tell whether we have been successful or not. Facts are stubborn and no's don't lie.

To further buttress the above point the emergence of digital marketing has added a positive dimension to the field of marketing. Digital marketing is now the buzzword in business these days. The emergence of the internet as an indispensable business tool has set marketing as a core discussion point in board rooms. The Father of Modern Marketing, Phillip Kotler had this to say in his book, Marketing 4.0 – Moving from Traditional to Digital (2017) "marketing should adapt to the changing nature of customer paths in the digital economy.

The role of marketers is to guide customers throughout their journey from awareness to advocacy."

The field of marketing has gained strategic importance over the last few years. It has seen the emergence of digital natives who do not buy anything until they have sounded their peers on what brand to buy. Buying is no longer a personal decision as there are other players in one's network who now have a significant influence in the buying decision. Companies are now using customers as partners in co-creation of value and as friends of the brand.

HOW DO YOU RATE MARKETING IN ZIMBABWE?

On a scale of 1 – 10, I think we are on position 6.

It's on the right track but more needs to be done to elevate the field of marketing onto a higher pedestal. We need to see more marketers occupying the C-Suite in the blue-chip organisations and having marketers sitting on various Boards both in the public as well as private sectors.

We also need to see marketers being serious entrepreneurs, incubating and running successful enterprises.

Finally, given the challenges Zimbabwe is facing on the economic front marketing needs to play a significant role in rebranding this country.

IS MARKETING A PROFESSION YOU WOULD ENCOURAGE YOUNGSTERS TO JOIN?

Yes, sure. It is a growing field that I encourage youngsters to join. It would be nice if this discipline is introduced at secondary school level in one form or another.

ADVICE TO YOUNG PROFESSIONALS

Marketing is an exciting profession and very rewarding especially on the sales side. In an incentivised organisation sales professionals earn far much more than their peers through commissions and so on.

Those who choose to pursue marketing must have a long-term view of things. It's a field that requires perseverance in the face of objections, self-belief in the face of discouragement and being results & self-driven.

A lifelong learning mindset is fundamental. Attainment of professional qualifications and membership to a recognised marketing body are imperative. Continuous Professional Development is very important as it keeps one abreast of changes in this dynamic discipline.

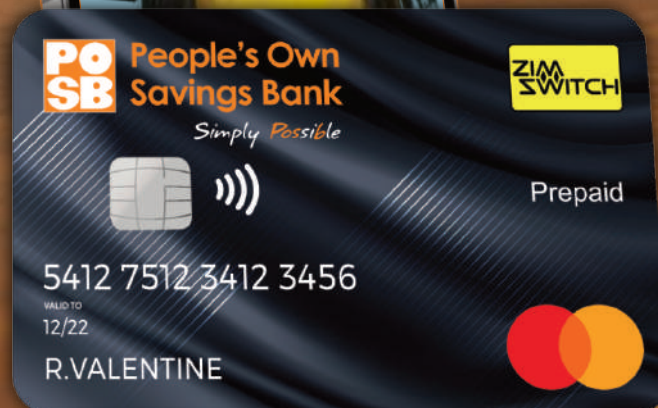


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PRICING NIGHTMARE AMONG BUSINESSES: ARE THE HEADACHES FINALLY ABOUT TO GET CURED?

BY DR. CORNELIUS DUBE



The 2023 business environment will go in the history as one of the most challenging for business. The Financial Intelligence Unit (FIU) of the Reserve Bank of Zimbabwe (RBZ) has been descending harshly on business to enforce compliance with the prescribed principle of ‘formal exchange rate plus a 10% margin’. Compliance with this directive has drastic consequences in terms of access to foreign currency. Business that is in strict compliance suffered due to diversion of USD to the foreign currency dealers, especially those stationed within close proximity to their premises.

This law has been in place for two years now, with government having introduced SI 127 of 2021 and SI 118A of 2022 to enforce the implied exchange rate in formal shops to be close to the formal exchange rate. In addition, both prices had to be displayed i.e. the ZWL\$ and the USD prices. This meant that the implied USD prices in the formal shops based on the formal exchange rate became too high in comparison to what imports or informal sector players are charging.

During the first five months of 2023, there was a very wide difference between the formal exchange rate and the parallel market exchange rate. This was largely caused by the continuous depreciation of the parallel market rate. The parallel market rate was the reference rate for the major pricing decisions, given that suppliers of raw materials, labour, and service providers all try to preserve value by indexing their pricing to a rate which is considered more realistic if one is to try and buy USD. For example, it is mainly the parallel market that can provide USD for fuel and paying domestic workers or buying livestock.

The parallel market rate depreciated by more than 1,600% over the five months to May 2023, while the official rate

depreciated by only 96% over the same period. Since the parallel market rate was more than 45% higher than the official exchange rate in January 2023, the fact that the higher number depreciated faster than the lower number resulted in the parallel market rate becoming about 92% higher than the official rate by May 2023. This only complicated pricing decisions further.

The nightmare was not only due to the fact that USD prices in formal shops became higher and saw holders flocking to the tuck-shops and downtown shops that charge exclusively in USD, but it was even more so with respect to ZWL\$ pricing. The challenges were mainly due to about three factors. First, the price at which a product is being sold should be able to facilitate replacement of that same product plus giving a profit to the investor. Thus, with the high depreciation of the exchange rate, business had to come up with an estimate about the possible price of the product from the supplier at the time of replacement. Thus, forward pricing became the main pricing model, which also tend to be self-reinforcing in terms of causing further inflation. This saw several terms being used to describe business pricing models, including being regarded as saboteurs.

Second, the ZWL\$ price should not be significantly different from the USD price at the parallel market rate. If that is not the case, the formal businesses become the wholesalers for the tuck-shops and informal businesses, who can come and ‘swipe’ away all the products and then sell them exclusively in USD in their businesses. Groceries such as sugar, cooking oil and maize meal are the most vulnerable in this respect. They can be easily hoarded to underground outlets if the exchange rate makes their prices a giveaway. Thus, the parallel market rate has to remain imbedded within the pricing dynamics.



Third, formal sector pricing should be based on real time prices at the supplier level. Aggregators, including the (in) famous ‘runners’ always have an ear to the ground. If the manufacturer raises prices but the wholesaler or retailer is not aware of that and has not factored in the increase in their pricing, there would be a flock to the shop and the products are drained away to the informal sector, only for the seller to find themselves unable to replenish stock after a good traffic of customers. Thus, the current volatile environment also calls for an ear to the ground to ensure that there is a zero time lag between supplier and retail price adjustments.

What this implies that businesses will only rest when the depreciation of the exchange rate is now under control. The month of May 2023 was a hive of activity on the policy makers’ front. They were some brave attempts at introducing far reaching reforms which, at face value, appear to mark a transformation on the ideological orientation towards more market-oriented reforms.

The measures were in response to an unprecedented depreciation of the parallel market exchange rate in April and May. Given that the RBZ takes its time in releasing statistics, it is still a guessing game as to what was really the main driver of the liquidity that was spurring the depreciation of the exchange rate. If the new measures that were introduced are anything to go by, it was felt that the payment of external loans that the RBZ had to incur on behalf of government using foreign currency obtained through the surrender requirements could be one of the avenues through which money supply was increasing in the market. The channel is that the RBZ would liquidate 25% of exporters’ foreign currency and give the imports ZWL\$ while taking the foreign currency from the economy into the external market. Thus, only the ZWL\$ that the exporters were paid with would remain in the economy, hence its an increase in money supply.

However, RBZ is also on record as attributing sudden liquidity increases in the market to payments to government contractors. A careful study of the shocks to the parallel market exchange rate over the past two years shows that it is never one variable that can be attributed to the shocks, but rather a number of them. Money supply, government contractors, the payment of external loans and general government expenditure of goods and services all collectively have a role in the depreciation of the exchange rate.

From the first week of June, the market has been waiting expectantly for the measures to tame the parallel market depreciation that were introduced to take effect. The general hope is that the pricing nightmares which was now a key characteristic for business would literally come to an end. One promising sign already witnessed during the second week of June 2023 is the narrowing down on the gap between the parallel market rate and the official exchange rate, which might see significant improvements in the ability of business to formally access foreign currency.

However, the pricing headaches will only end when the parallel market exchange rate becomes stable. This would mark the period when business leaders begin to enjoy their good night sleep!



Dr Dube is a widely read and quoted economist on economic, policy and research matters. He writes in his personal capacity.

"A NEW DAWN FOR MSMEs IN ZIMBABWE AND THE COMESA REGION: EMBRACING E-BUSINESS AMIDST THE COVID-19 PANDEMIC"

BY FORBES MAKUDZA, REASON MASENGU & LUCIA MANDONGWE

"Change is the only constant in life." – Heraclitus- Greek philosopher (5th centuries BCE)

Owing to the COVID-19 pandemic and Africa's low digital acceptance, Micro Small and Medium-Sized Enterprises (MSMEs) in the COMESA region are facing unprecedented challenges. However, a recent study reveals a ray of hope for MSMEs if they embrace e-business. Even though the pandemic has dealt a significant blow to COMESA's main goal of becoming a strong economic and trading entity, MSMEs can revitalize business performance through e-business adoption. The inability of MSMEs in the COMESA region to adapt to Covid-19 induced volatility resulted in the loss of four million jobs in Africa, making the future of MSMEs uncertain. However, in the midst of chaos, a new trend has emerged: a shining beacon of hope for COMESA's MSMEs. A contemporary study carried out in Eswatini, Kenya, Rwanda, Zambia, and Zimbabwe revealed a thriving trend in e-business adoption among MSMEs in the region. This is accompanied by an increase in the number of firms embracing e-platforms and the use of electronic gadgets by MSMEs.

This study examined the factors that influence e-business adoption in MSMEs and discovered that the most important determinants are the number of years spent in the industry and the number of years using digital platforms. This is supported by the fact that firms in Eswatini, Kenya, and Rwanda adopt and deploy e-business technologies at a faster rate than those in Zimbabwe owing to higher growth rates and investments in ICT. However, challenges, such as connection costs, bandwidth availability, and security concerns, continue to impede the e-business adoption of COMESA member states. However, the study found an insignificant effect of e-business adoption on MSMEs' digital financial inclusion.

This study attributed the increased use of IT in Eswatini to the numerous advantages that e-business provides, such as seamless connections between suppliers and firms, which reduce traditional barriers and make it easier for businesses to conduct their operations. The increasing quality of broadband and ICT in Eswatini also influences MSMEs' participation

in e-businesses. This is especially noticeable in marketing and money exchange industries, as well as Internet banking services.

This study makes several recommendations. It recommended that for the COMESA region as a whole, and for Eswatini in particular, fully embracing the digital benefits of e-business and digital finance, supporting the establishment and development of e-business models that align with the country-based needs of MSMEs at the base of the economy should be a priority. A blanket approach in COMESA may not yield positive results because of the differences in enabling environments among COMESA member states. The study also recommends that there is a need for a transition from a cash economy to digital mechanisms for e-business platforms. There is also a need to drive the on-board demand and support of micro-merchants on formal e-business platforms. As the cost of data and device acquisition were highlighted as major deterrents of e-business adoption, the study suggests that the reduction in the cost of electronic devices and Internet data will give MSMEs the ability to acquire and use different digital platforms.

In summary, this study shows that despite the challenges posed by the COVID-19 pandemic, MSMEs in the COMESA region have a bright future. COMESA MSMEs embrace the digital age and are set to reap the benefits of a more connected, efficient, reliable, and profitable future. This is because of the increasing trend in e-business adoption. The COMESA region is on its way to becoming a powerful economic and trading entity, and the future looks promising for the region's MSMEs.

NOTE: The full report and results of the research study can be found in the following link.

<http://dx.doi.org/10.13140/RG.2.2.10351.30887> →



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'BUILD PURPOSEFUL BRANDS', MARKETERS CHALLENGED



MARKETERS have been implored to join the global movement on environmental, social governance compliance and build purposeful brands around it.

A top business executive highlighted that ESG matters represent the trifecta of environmental, social, and governance values that are reshaping the business landscape across the globe.

Speaking at the Superbrand Breakfast Meeting held on May 26 in Harare, ZB Financial Holdings CEO, Shepherd Fungura said ESG is not a mere acronym; it's a revolution that calls for every business to act.

"Zimbabwe has joined this global movement, proudly waving the flag of ESG compliance across sectors, signaling to the world that we mean business, both figuratively and literally. But let's be clear—ESG is not just about checking off boxes or jumping on the bandwagon.

It's about embedding purpose in every fibre of our brands. It's about understanding that profit and purpose are not adversaries but dance partners," said Fungura.

In a speech read on his behalf by ZB Agency Banking Manager Emilliah Mabika, Fungura said purposeful brands transcend transactions and become a beacon of hope, inspiring change in the world.

"That's the power of purposeful branding fuelled by ESG. It's about connecting with our customers on a deeper level, speaking to their aspirations, and showing them that their choices matter. When we align our brands with their values and weave sustainability into our DNA, we create an unbreakable bond," said Fungura.

He added: "Let's take a moment to appreciate the strategic role of sustainability in shaping our financial reporting. It's not just about numbers on a spreadsheet; it's about telling a story—a story of resilience, innovation, and long-term value creation.

Fungura pointed out that investors were increasingly scrutinising organisation's ESG performance, recognizing that a brand with a strong ESG foundation is built to weather storms, navigate uncertainties, and emerge as a winner in the eyes of shareholders.



He said ESG is no longer an abstract concept; it's a call to action for each and everyone and it's a reminder that we are not just corporate entities but corporate citizens.

"We have a duty to our communities, our employees, and our planet. The people concept and the planet concept must intertwine, waltzing gracefully to the rhythm of progress. By embracing ESG, we demonstrate that profitability can coexist with empathy, that business success is not measured solely by financial gains but also by the positive impact we create," said Fungura.

Fungura said ESG is a journey of transformation that propels brands to new heights.

"It's about harnessing the power of renewable energy, reducing our carbon footprint, and revolutionizing our operations. As our brands shine brighter, we attract not just customers but a tribe of loyal advocates who proudly align themselves with our purpose. Together, we become a force for change, rewriting the narrative of what it means to be a successful brand in the 21st century," he said.

In his conclusion, he implored marketers to embrace ESG as the catalyst that propels brands towards unprecedented success.

"Let us break free from the shackles of conventional thinking and embark on a journey of purpose with profit. Together, we can create brands that transcend boundaries, inspire generations, and leave an indelible mark on our society. The time for change is now, and the power lies in our hands," he said.

MAZ president, Ms Lillian Mbayiwa in her opening remarks highlighted that the Association had taken a deliberate step to promote ESG matters hence the theme for the Breakfast Meeting.

"Environmental, Social and Governance matters have become topical in every sector and we are saying marketers must be at the forefront of promoting ESG issues through incorporating ESG matters in their strategies.

As MAZ we have gone further to appoint an ESG specialist on our Board as well as having a committee that will spearhead these issues and we hope these will cascade to all our corporate members," said Mbayiwa.





Guests networking at the Business Conference



Alpha Media CEO, Kenias Mafukidze



MAZ President Lillian Mbayiwa



Prof. Gift Mugano speaking at the Business Conference



Panel discussion at the Business Conference



Director of Ceremonies, Rudo Nyamhoto

MAZ HOSTS 1st MARKETERS BUSINESS REVIEW CONFERENCE

Marketers drawn from different corporates and sectors gathered to discuss economic and marketing matters at a Marketers Business Review Conference held earlier this year.

The inaugural Marketers Business Review hosted by Marketers Association of Zimbabwe hosted on February 24, 2023 brought together marketers in one room to discuss a variety of business and economic matters.

As per tradition MAZ hosts a Business luncheon at the beginning of the year but this year they decided to make it bigger with a focus on business marketing trends, economic activities and national programs of note that might have an impact on business as well as decision-making.

The Business Conference held was under the theme, **‘Setting the tone for Business in 2023: Emerge! Realign! Win!’**.

In her opening remarks, MAZ President, Ms Lillian Mbayiwa highlighted that the idea behind the Marketers Business Review Conference was to bring together the marketing industry and have them converge under one roof so as to equip and challenge them to get ready for what’s coming in 2023.

First speaker of the day was Professor Gift Mugano who presented on the 2023 Economic Outlook, Professor Gift Mugano anticipated a 3,8 percent economic growth.

“There will be inflation spikes averaging 400%, drive towards 100%, anticipated 3,8% economic growth, exchange rate

hitting \$1 500/\$1,” he said.

He pointed out that the election environment will determine how the economy will grow after August.

Prof Mugano encouraged business operators to reach out to the black market which he said ‘is where the dollar is’.

Prof Mugano highlighted the challenges in the economy and proffered some solutions which he thinks could help boost the economy.

He recommended, internal devaluation which involves massive cost cutting and cost rationalisation, building foreign currency reserves and undertaking defence strategies among others.

Mr Kenias Mafukidze, the Chief Executive officer of Alpha Media Holdings said marketers should always have long term plans.

Mafukidze said it is important for business to re-align in line with the global changes.

“As a business you must re-align, you must notice the digital transition, the demographic changes and growing global changes. Notice fast and furious business revolution: It’s not Incremental, its Disruptive (ZERO-ONE),” he said.

He added that business is two functions: innovation and marketing, the rest are costs.



Proton Team follow proceedings at the event



Guests follow proceedings



Image Magic Stand at the Business Conference

“As Marketers you must solve a problem. What problem are you solving. Innovation demands that you go beyond different to being unique.

Seek to Monopolies your market in some way. Its best way of marketing and take advantage of technology to process things faster and identify customer trends,” he said.

Zimpapers Group Chief Executive Officer, Mr Pikirai Deketeke presented on the changing media landscape.

In his presentation, he highlighted that there had been a major shift in the media landscape from the 80s to date mainly attributed to technological changes.

“So when you take into account that the likes of Facebook and YouTube are now taking a big chunk of the advertising, it is now a cut-throat business”.

He said the media landscape is changing and a number of television stations were emerging.

“We must change ourselves to see where the money. We used to make money from circulation now we are giving away newspapers so that engagement gets much stronger.

The competition for eyeballs has become stiff. Yet the advertising cake has not been growing at the rate that the media is expanding. If anything, it seems to be getting smaller. Of course this is attributable to the slow growth of our economy and the many challenges besetting it, “said Deketeke

He added that media sustainability has become a big issue not just in Zimbabwe but globally.

“What all this means is that media companies have had to rethink their business models and the kind of journalism they practice. Sustainable journalism is now the buzz-phrase,” highlighted Deketeke.

He added: “A Disruptive advertising is now the in-thing. Back then we never used to imagine an advert in the middle of a page. We have to adapt to the new trends”.

A panel discussion pitting PPC General Manager Sales and Marketing, Nkosana Mapuma, Sapi Bachi, Managing Director TBWA and Mr Deketeke discussed the 2023 Advertising landscape.

“Gen Z these days are looking forward to 4Fs in advertising; feeling, fun, fiction and freedoms to choose what content to look at. We have wide range of advertising platforms said Mapuma.

Another panel discussion on the Events landscape featuring Zimbabwe International Trade Fair Company deputy chief executive officer , Stella Nkomo , Stanbic Head of Brand and Marketing , Palmer Mugavha and Tendai Maguwu, Content Editor at BEZ.

Mugavha highlighted that the importance of sponsorship partnerships aligning with business and marketing objectives.

“If the audience is not your target audience do not sponsor that event. You need to consider the generation targeted by event organisers before you sponsor an event,” said Mugavha.

He added that it was important to have KPIs to measure the sponsorship activity.

“People need to leave with something memorable when they leave an event you have sponsored. Let’s appeal to the people’s heart,” said Mugavha.

Nkomo highlighted the importance of curating hybrid experiences merging the unique face to face advantage of events with disruptive technologies to up brand reach.

“The nature of event and target audience are key considerations,” she said.

MAZ Head Marketing and Operations Enia Zimunya shared the 2023 event calendar and gave the closing remarks which signalled the end of the inaugural business conference which was indeed a success.



MINISTER MUTSVANGWA OFFICIALLY LAUNCHED MAZ BUSINESS INSTITUTE

Marketers Association of Zimbabwe on 23 March 2023 made history by launching its Business Institute further cementing its position as the home of professional development in Marketing and related professions in Zimbabwe.

The MAZ Business Institute is an arm of MAZ which is responsible for undertaking career development activities of Marketers, Sales Professionals, Customer Experience Managers, Public Relations and other Business related professionals.

The Institute operations are guided by MAZ Principles and values. It is made up of 3 Strategic Business Units (SBUs) namely MAZ Institute of Digital Practitioners, MAZ Institute of Sales Professionals and MAZ Institute of Customer Experience Practitioners.

The MAZ BI was officially launched by MAZ Patron, Minister of Information Publicity and Broadcasting Services, Senator Monica Mutsvangwa.

In her speech, she highlighted how the business trends are changing and urged the marketers to always be alert on these changes.

“Globally, the business trends are changing very fast. This therefore calls you the marketers and communications professionals, to be at the forefront of presenting your brands,” she said.

Minister Mutsvangwa said due to digitalisation of the business

world and processes, and the advent of social media space has completely revolutionised the way businesses communicates with their customers.

“Social Media is a very powerful medium which can either destroy or build brands as well as nation. We have to tailor make our products and services to the demand of customers. Even as government, we take communication seriously as we need to keep abreast with technology”, said the Minister.

Minister Mutsvangwa said poor marketing strategies will never last long as they fast disappear from people’s memories.

“As government, we expect responsible communication from you as you have a very broad influence not only on people’s choices, but even the world’s view. Let’s engage in professional marketing that does not contain inflammatory language and hate speech. As we ride on current affairs in our social media marketing, let us also be wary of insensitive messages,” she said.

In his opening remarks, MAZ Vice President, Mr Liberty Kazhanje said the push to launch the MAZ BI was due to the growth in the market leading to skills gap in the industry.

“We saw a growing need in the market for re-skilling and up-skilling of the workforce in order to capacitate them for current trends for the benefit of the employees. Through various engagements and partnerships, we are excited to finally unveil the MAZ Business Institute to the world”, he said.

MAZ Executive Secretary, Mr Gillian Rusike said the establishment of the Business Institute is in line with the education 5.0 being promoted by the government.

“The Institute is part of education 5.0 and we are working with industry and institutions of higher learning to enhance our programmes and make sure that the calls by the President are incorporated at industry level,” said Mr Rusike.

He said MAZ was committed upholding professionalism in the Marketing and related professions in the country and beyond as seen by synergies with other regional marketing bodies.

Mr Rusike said the partnerships have seen MAZ offering the Digital Marketing program to students in Malawi, Zambia and were working on a partnership with Kenya.

MAZ Head of Academics, Mr Godfrey Dube highlighted that MAZ boasted of a team of trained facilitators as well as strategic partners namely, Bindura University of Science Education, Harare Institute of Technology and Institute of Marketing Management, among others who will be in charge of these Institutes to ensure that excellence and relevance prevails.

He assured delegates that MAZ Business Institute would abide by and uphold the standards of the country’s education system.

“Ladies and gentleman as MAZ we commit to uphold the

standards of the Education system in the country on all our programs,” said Mr Dube.

In closing remarks, MAZ Head Marketing and Operations, Mrs Enia Zimunya thanked everyone for the support that saw the successful launch of the MAZ Business Institute pointing out the MAZ Training Team, Ministry of Higher and Tertiary Education and the Harare Institute of Technology as well as the committee steering the ship for the MAZ BI.

She implored marketers, Human Resources personnel, business executives and entrepreneurs among others to support the Business Institute.

“Ladies and gentleman we really hope you are going to spread a good word about the MAZ Business Institute and we urge you to encourage others to enhance their qualifications with us,” said Mrs Zimunya.

MAZ BI operates under the administration of MAZ. The long term purpose of the institute is to provide professional programs that will prepare business executives, entrepreneurs, students and those that desire to climb up the corporate ladder to become successful business professionals in an increasingly diverse and interconnected workplace.

MAZ BI is registered with the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development under the Higher Education Examinations Council (HEXCO) to offer both short and long term course.





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- | | |
|--|---------------------|
| » Professional Certificate in Digital Marketing: Physical (Aug Intake) | Saturday: 12 August |
| » Professional Certificate in Digital Marketing: Self Study (Sep Intake) | Mon: 4 September |
| » Professional Certificate in Events Planning: Online (Jul Intake) | Friday: 7 July |
| » Professional Certificate in Customer Experience Management (July Intake) | Friday: 28 July |

WORKSHOPS **START DATE**

- | | |
|---------------------------------|---------------|
| » Sustainability Marketing | 14 July |
| » Key Account Management | 31 August |
| » Marketing Strategy | 22 September |
| » Customer Experience Analytics | 7-8 September |

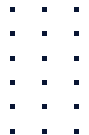


DIGITAL MASTER CLASSES **START DATE**

- | | |
|---------------------------|-----------------|
| » Digital Advertising | 27-28 July |
| » Social Media Management | 22-23 September |

WEBINAR **DATE**

- | | |
|---|---------|
| » CX Webinar (Creating unique customer value proposition) | 25 July |
|---|---------|



For more information and registration contact MAZ Training Team:



WOMEN IN MARKETING HOSTS WELLNESS AND FUN-DAY

Women in Marketing celebrated Women’s month in style by hosting a Wellness and Fun day which was characterised by a plethora of activities.

Women’s month is commemorated in March and the event was hosted by Marketers Association of Zimbabwe (MAZ).

The wellness day continued with the continued with **‘the Donate a Pad Campaign’**, an initiative started by the WIM CSR pillar in 2021.

The Wellness and Fun Day main agenda was to raise funds to purchase sanitary wear for the undeprivileged girls in various communities around the country.

The Wellness and Fun Day was held Old Hararians Sports Club on March and apparel was sponsored by Image corporate Magic and Dandemutande and head bands by Dandemutande.

The fun filled day was characterized by wellness activities which included tug of war, pole circling, Zumba and Mass work.

To encourage a spirit of competition, participants were grouped into different teams according to their colour tags which include red, green, yellow, blue, pink and white.

Over 80 ladies and their daughters turned for Wellness and Fun-Day.

The ladies showed unity of purpose as they worked together in their teams to score the highest marks.

On the side lines of the grounds, were corporates which were exhibiting their products and services, among them Population Services Zimbabwe, Image Magic Corporate, Proton and Turbo Baby wear.

PSZ managed to interact with the ladies as they shared on the importance of donating sanitary wear to the less privileged girls.

WIM committee member and PSI Commercial and Marketing manager, Yeukai Mugabe articulated the importance of giving

young girls sanitary wear.

“We have been doing this for the past three years and we want to continue helping less privileged girls as women in marketing. There are so many girls in need out there and with your support we can help make a difference,” she said.

Mugabe added that some girls end up using other harmful material as substitutes for sanitary pads due to lack of proper pads.

They was also a challenge of filling pit bags with sanitary wear and the team with the most amount of pads was crowned the winners of the event.

MAZ Head Marketing and Operations, Enia Zimunya thanked the participants and the corporates that supported the Wellness And Fun Day.

“I am glad we have managed to raise over 7 000 pads and as MAZ we are inviting all of you ladies to be there on the pad donation day, it will be of great pleasure for all of us to experience the joy we bring as women in marketing to these young girls. Thank you very much for making this day a success,” she said.

The ladies bought both the re-usable and disposable sanitary pads.

All the ladies went away with gifts after the Pad fill up Campaign from Turbo baby wear and cake mix and confectionary from Proton.

The WIM Committee is grateful for the sponsors who made this event a success.



Ladies partake in various activities at the Wellness and Fun Day.



MAZ 2023 ZITF EXHIBITION IN PICTURES



MAZ Team pose for a photo at the ZITF exhibition stand.

Marketers Association of Zimbabwe participated at this Zimbabwe International Trade Fair.

This year's Trade Fair was held under theme, **'Transformative Innovation, Global Competitiveness'**.

According to the ZITF Company there were 636 exhibitors and 194 in-direct exhibitors. Exhibitor representation was from 21 foreign nations.

We were delighted to meet our members who came through to the MAZ stand and new members who joined in.

The MAZ team also took time to engage our corporate member exhibition stand during the five day exhibition showcase.

We noted a significant improvement on exhibition stands.

Below are images from the MAZ, ZITF exhibition stand.





2023 TOP 200 BRANDS UNVEILED



Superbrand Chairperson , Carol White giving her speech at the Superbrand Breakfast Meeting



MAZ president Lillian Mbayiwa (in red), MAZ Executive Secretary , Gillian Rusike and ZAAPA president , Fungai Kush Zvirawa at the Superbrand Breakfast Meeting



Guests follow proceedings at the Superbrand Breakfast Meeting.

Marketers Association of Zimbabwe on Friday 26 May, 2023 unveiled the 2023 top 200 brands at a Breakfast Meeting, which marks the second phase of the Superbrand research process that seeks to identify top performing brands on the market.

The unveiling of the Top 200 brands was held under the theme 'Anchoring brands on ESG' at a Breakfast meeting attended by over 100 marketers, brand managers and senior executives at Monomotapa Hotel.

The unveiling of the top 200 brands, is an annual event which culminates to the Superbrand Awards held at the end of the year.

In her welcome remarks at the Breakfast meeting, MAZ president, Lillian Mbayiwa highlighted the importance of the Superbrand Awards.

"Ladies and gentleman, the Superbrand Awards are critical to every brand custodian, brand manager, or marketing or

public relations practitioner. They give insights on your brand's performance and customer feedback.

"The Superbrand Awards are a very key indicator of your brand's standing in the market. After the Awards are conducted, a detailed report is published with information that is increasingly being used by practitioners to gain insights on their brand performance, as well all benchmark their performance by gauging how they are performing each year," said Mbayiwa.

Mbayiwa highlighted that MAZ has ensured the consistency and credibility of the research process to ensure that the Superbrand results are credible.

"Through the inclusion of auditors, adjudicators and independent researchers, MAZ strives to ensure that the results are consumer determined, with no influence from members," she said.

Mbayiwa acknowledged the support of sponsors, partners, adjudicators, research partner, auditors and all brands that partake in the Superbrand Awards.



Guests follow proceedings



In her remarks, Superbrand Chairperson, Carol White highlighted the notable growth of the money transfer sector in the country.

“The market of local and international money transfer (“remittances”) keeps growing considerably and it has been an advantage to the money transfer sector, and we are delighted to have new brands competing in the Superbrand this year,” she said.

White said the Superbrand research process is very thorough and it is ongoing after the unveiling of the Top 200 brands.

“I would like to emphasize that from the very beginning, the consumer is very much a determinant factor in the Superbrand research. It is the consumer who continues to be the backbone of the Superbrand process.

This year the MAZ Research department in conjunction with Expert Research Insights will again conduct a rigorous research process,” she said.

White encouraged brand to continue re-inventing themselves to be the best brands despite the challenges in the economy.

“We urge all brands to continue reinventing themselves, increasing the customer experiences and satisfying their customers. Make it a motto to provide quality service and products to your customers,” she said.

MAZ Head Operations and Marketing , Enia Zimunya unveiled the 2023 Superbrand partners namely ,the research partner, Expert Research Insights , auditors, Grant Thornton, media partners, 3ktv, Daily News, Financial Gazette, Zimpapers, Alliance Media, ZTN, ZiFm Stereo, Zim Independent.

She also thanked the 2023 Superbrand Business Breakfast main sponsors, Econet Wireless, Nyaradzo Group, Pure Drop and ZB Financial Holdings.

She paid tribute to the giveaway sponsors for the continued support.

After the unveiling ceremony, the 200 brands are taken back to the consumers for market research.

After the consumer research the results are then presented to the adjudication committee for their final verification and endorsement. The adjudication panel will also make further analysis, taking into account brand achievements during the particular year.

The final results are then presented at the Annual Superbrand Awards ceremony, which is the most prestigious event of the year. Top 20 Business to Business (B2B), Business to Consumer (B2C) brands and Sectoral leading brands are given awards.

After the Awards, a report is published profiling top brands.

Birthered in 2010, the awards celebrate brands that break new ground and go beyond excellence in service delivery and brands that are always on the mind of the consumer.

Over the years, the Superbrand Awards have become a premiere business event that brings together over 400 business executives among them brand custodians and marketers as well as chief executive officers.

Econet Wireless was adjudged as Zimbabwe’s Superbrand for the year 2022.

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BULAWAYO MARKETERS EXPO A SUCCESS

BY CATHRINE F. GONZO DZVENE

Bulawayo’s first Marketers Suppliers Expo (MASXPO) hosted by Marketers Association of Zimbabwe provided a unique platform for marketers in Bulawayo to showcase their products and services to potential clients.

The event took place from March 30th to March 31st, 2023, at the Bulawayo City Hall Car Park.

MAZ Head Marketing and Operations, Mrs Enia Zimunya said they had about 17 exhibitors that came through from different sectors s fast-moving consumer goods (FMCG), motoring and media, among others, while was attended by over 40 people who came through for speed networking.

“We are excited that the expo became a success. We have always held this particular event in Harare but this year we decided to bring it for the first time to Bulawayo and we are happy that it was a good start.

So, our main objective was to provide a platform for networking and exchange of business here in Bulawayo and we were targeting entrepreneurs, business executives, marketing personnel as well as all the related personnel. Our desire being that when they come through they view different exhibitions from suppliers of marketing services,” said Mrs Zimunya.

Mrs Zimunya said they have noticed that a lot of services that came through do not necessarily supply marketing services but have products and services that are relevant to professionals.

She said the expo came at an opportune time in preparation for the annual Zimbabwe International Trade Fair (ZITF) to be held this month.

“The reason why we did it in March was so that we give the Bulawayo market an opportunity to see suppliers of marketing services that they can then possibly use as they make their options for ZITF.

We look forward to having something similar next year and we hope that other service providers and suppliers of marketing and related services will also take part. It then becomes easy for them to get all those suppliers of promotional items, advertising and media houses in one place. It helps in terms of making choices and also selecting which service provider to use,” she said.

Some of the notable organisations that participated in the exhibition included The Legacy Car Rental, Ingwebu, POSB, Click ‘n’ Pay, Population Services Zimbabwe (PSZ), Tsapo (FAW), CMED, ABC Auctions, Dandemutande (Utande), National

SOME OF THE EXHIBITORS AT THE MARKETERS SUPPLIERS EXPO IN BULAWAYO



Population Services Zimbabwe



P.O.S.B



Legacy Car Rental



SKYZ Metro FM



ABC Auctions



N.U.S.T.



Ingwebu



Click'nPay



Tsapo Group

University of Science and Technology (NUST), Nissan Clover Leaf and our Media Partners The Chronicle/The Sunday News and Skyz Metro.

The exhibitors displayed their products and services to the attendees, giving them the opportunity to learn more about what they had to offer.

PopulationServices Zimbabwe showcased reusable and disposable pads which they offered at a discount at the stand.

Zimpapers introduced their educational publications, uMthunya Funda and Kwayedza Dzidza, which assist with the indigenous cala curriculum and Mosi-O-Tunya, a publication that focuses on travel and tourism in Zimbabwe.

Ingwebu was not to be left behind as brought through their Royal Mahewu and Indlovu Traditional Beer. Apart from showcasing their products, the exhibitors were also given a platform to

network with other businesses and potential clients.

The Business Networking Cocktail wrapped up the two day Expo. The cocktail provided an upbeat atmosphere for attendees to mingle, exchange ideas, and network with each other through speed networking. The key objective of the evening was to ensure that attendees leave having gotten acquainted with all in attendance.

Overall, the Marketers Suppliers Expo (MAXSPO) was a great opportunity for businesses in Bulawayo to showcase their products and services to potential clients, and the Business Networking Cocktail also created a platform for networking and exchanging ideas between marketers and other businesses, making it a valuable event for all the participants.

Article By: Cathrine F Gonzo Dzvene, Marketing Consultant based in Bulawayo and is an active member of MAZ.



CHEERS

to the Memories

HIRING A PR AGENCY AND MAKING IT WORK FOR YOUR BRAND

BY LENOX LIZWI MHLANGA

Public relations (PR) helps an organisation connect with its audiences and create a positive reputation for the brand. An organisation may have a dedicated PR department, yet it may need to get the services of an external agency to help achieve PR goals such as gaining visibility.

I have worked with several PR agencies both in Zimbabwe and South Africa, including Magna Carta Reputation Management Consultancy, run by Sapi Bachi, Vincent Magwenya's Conversations Africa, and Purple Room Consultancy run by the director, Thandi Chaotsane-Moticoe. Vincent is now South African President Cyril Ramaphosa's spokesperson having held the same post under Jacob Zuma.

Sunshine Corporate Communications consultancy, is the start-up I launched during the outbreak of the Covid-19 pandemic. We are launching another start-up, Lenox Mhlanga & Associates to replace it in June to coincide with my birthday.

My experience working with PR agencies has almost been dominated by crises of expectations. The question at the top of the minds of most organisations that hire agencies is how they can make sure they get the best results, in other words, value for the money. I will share some tips and best practices to follow.

Make sure you choose the right one

All PR agencies are different, so you need to find the one that's the right fit for your brand. You should look for an agency that has experience in your industry, understands your target audience and



shares your vision and values. You should also check their portfolio, testimonials and references. Check their track record. You either go for small boutique agencies and large transnational ones that can hit you in the pocket but deliver.

Define what you want

After selecting the PR agency you want to work with after a rigorous pitch process, your work with them should start with setting accurate key performance indicators (KPIs). At your initial meeting, you need to decide what you want to accomplish. Do you intend your PR campaigns to increase sales, and brand awareness, manage reputation or engage in stakeholder relations? You should set specific, measurable, achievable, realistic and time-based objectives. This helps focus the agency's work with laser-sharp precision.

Treat it as a partnership

A PR agency is not just a service provider; it's a partner that can help you grow your brand. So, you should learn to trust and communicate with them openly and regularly. You should also involve them in your strategic planning and decision-making processes, and give them access to relevant personnel, information and resources. Such unfettered access, under strict parameters, of course, will contribute to the success of the partnership.

Be straightforward and provide information

A PR agency can only do its job well if it has enough information about your brand, products or services, competitors and market trends. You should be honest

and transparent with them about your strengths, weaknesses, opportunities and threats (SWOT), as well as any challenges or issues that may arise during your campaigns. Non-Disclosure Agreements (NDAs) are standard particularly where you are worried about trade secrets being leaked to competitors. You should also provide them with feedback on their work and suggestions for improvement.

Be responsive

A PR campaign often requires quick action and reaction to changing situations or opportunities. You should be ready to respond to any requests or queries from the PR agency promptly and efficiently, especially when deadlines are tight, such as in a crisis. It would be best if you also were flexible and adaptable to any changes or adjustments that may be needed along the way.

The pros and cons of hiring a PR agency

When making the decision to hire a PR agency, you have to consider the many benefits for the brand as well as the drawbacks. A PR agency can bring expertise, experience and creativity that you may not have in your organisation. This is so when specialist services such as in reputation management, staging events or communicating during a crisis.

You save time and money by hiring an agency to handle all aspects of a PR campaign from planning to execution. They also offer objective and fresh perspectives on your business and the market.

PR agencies have wide networks and relationships they can leverage. These include media outlets, influencers and other stakeholders that generate positive coverage and exposure for your brand. They also assist your organisation to manage and mitigate any negative publicity that could harm your brand's reputation.

But, one has to be aware of the disadvantages presented by hiring an agency. Depending on the kind of services one requires, agencies can be expensive, especially if you hire a large or prestigious one. These are able to mobilise a tremendous amount of resources to deal with the tasks at hand. It's a case of putting your money where your mouth is!

Another drawback may be that the agency may not understand your business culture, values or goals, or align with them. The intricate processes and internal politics are out of reach for the agency unless the organisation is willing to open up to outsiders. I have found that often, organisations are very cautious in this regard.

The coming in of an outsider (the agency) may cause confusion or duplication of efforts if it does not coordinate well with the business' internal team or other external partners.

PR agencies may have other clients that compete with or clash with yours or prioritize them over yours. This is why full disclosure is necessary for the agency to avoid conflict of interest. The lure of a big account may influence an agency to mask the possibility that they are working with a competitor, but from experience, this is rare. Some PR agencies make promises they can't fulfil, or fail to meet expectations or set standards.

Hiring a PR agency is an investment in your brand's success, so you want to make sure that you get value for your money. The success of the partnership is guaranteed when clear expectations and deliverables are set from the start. Track them throughout the campaigns. Establish a realistic budget and timeline for the campaign, and stick to them as much as possible.

Take time to negotiate favourable terms and conditions for the contract, such as payment methods, cancellation policies or performance incentives. Evaluate the performance and outcomes of the campaign using both quantitative and qualitative metrics, such as media coverage, brand awareness, customer satisfaction or sales growth. Celebrate the successes and learn from the failures of the campaign together with the PR agency, and share feedback and recommendations for future collaboration.

In conclusion, hiring a PR agency can be a smart investment for any organization looking to build its reputation, increase brand visibility, and improve its relationships with stakeholders. Yet, it is important to choose the right agency and to establish a clear and effective working relationship to achieve the desired results. By following the steps outlined in this article, organizations can increase their chances of finding the right PR agency and making the partnership a success.



Lenox Mhlanga is a communication consultant with over 22 years of experience working with high-profile organisations such as the World Bank and blue chip clients in Zimbabwe and the region. He is available for strategic counsel, training and mentorship on mobile at +263 772 400 656 and by email: lenoxmhlanga@gmail.com

IMPORTANCE OF PUBLIC RELATIONS AND COMMUNICATION EXPERTS

BY PATRICIA MURAMBINDA

Public Relations and Communications refers to the practice of enhancing an organization's reputation and image in the minds of the target audience through ethical means. Public Relations Communications experts strive hard to maintain a cordial relation between the organisation (key members) and stakeholders, investors, employees' partners, and others. It is the public relations manager's key responsibility to ensure that free flow of information takes place between both parties (organisation and its target audience).

Importance of Public Relations and Communications

In the current scenario of cutthroat competition, every organisation struggles to stay a step ahead of its competitors. It is essential for every organisation to communicate well with its stakeholders, partners, and every individual associated with it.

Here comes the importance of Public Relations and Communications experts:

- **Public Relations and Communication experts are hired to present one's organisation in the best light.** Public Relations and Communications experts create a positive image of a particular brand in the minds of target customers through regular interaction, press releases, newsletters, interviews, events, functions, hiring of a celebrity as a brand ambassador or even through charitable functions.

Public Relations and Communication is essential for effective brand positioning. In a layman's language, public relations and communication experts are hired to make an organisation and its products or brands popular among the masses. (target audiences).

- **Public relations and Communications experts strive hard to reach to the maximum people (potential customers) and eventually gain maximum exposure for their organization or brand.** More and more people relate to their brand and this translates to revenue of the organisation going up.

In today's world, it is essential for every organisation to understand the needs and expectations of its target audiences. Public relations and communications experts must ensure free flow of information between the organisation and its target

audiences, that is necessary for the survival of every business. Correct information must reach the stakeholders for them to be loyal towards a brand (products and services). Public relations and communications experts help an organisation stand apart from the crowd.

Public relations and communications departments give stakeholders and infect the whole world with a better understanding of how their organisation functions.

- **They focus not only on information flow from the organisation, to its public but also vice versa.** Proper feedback is taken from potential customers as to how they feel about the organisation and its products. These reviews and feedbacks (positive or negative) help an organisation to grow to its full potential. Positive feedback calls for celebration, but negative reviews are also taken seriously, and necessary changes are incorporated in the system to meet the expectations of the consumers.

The role of public relations and communications becomes critical under any kind of crisis or unfavourable circumstances. It is the role of the public relations manager to save the reputation of his or her organisation. He or She must be on their toes to face questions from the media and publics and must handle all the criticism with a smile. It is the public relations and communication manager's job to take immediate charge of any adverse situation and turn negative situations into the company's favour.

Public relations and communication in a true sense is the face of every organisation that works hard towards saving and maintaining an organisation's reputation and image. It is a new and highly successful way of staying connected with the target audiences for a better brand image.



Patricia Murambinda is the General Manager – Corporate Affairs, Delta Corporation Limited. She is a Senior Executive of the Marketers Association of Zimbabwe. Social Intrapreneur, works inside powerful institutions harnessing their assets such as brand, people, product and supply chains to develop scalable solutions to societal challenges.

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BRAND VOICE: TONE & PERSONALITY: HUMANISING YOUR BRAND IN THE DIGITAL SPACE - PART 2

BY IZITHEMBISOZENKOSI NDLOVU

A quick re-cap:

In Part 1 of this article we laid down the fundamental issues concerning brand voice, tone and personality.

What is a brand's voice?

Brand voice is the words and language that you use to speak with your audience, while **brand personality** is the human characteristics, qualities and traits you attach to your brand to make it more charismatic and engaging to your target audience.

What is brand tone?

A **brand's tone** is the way you speak, it's the attitude with which you convey your brand's values and beliefs.

A brand's voice or personality determines **what** it says, while tone of voice determines **how** it says it. Brand tone is the emotional chord or the emotion behind the voice. It helps a brand to connect with its audience or customers, thereby building relationships with them.

A unique brand with a strong personality that doesn't blend in or that won't be drowned in the tonnes of content being churned out literally every minute online is the key to visibility in the battle of brands in an overcrowded digital space.

The traits and characteristics of a brand's personality serve as a differentiator, setting it apart from the rest, and enabling it therefore to connect on a personal or even emotional level with its customers.

How to develop your own brand voice?

Creating the most ideal or best personality for your brand is crucial in order to avoid having an assortment of voices and tones in your marketing messages across various platforms.

Giving your brand a personality entails determining how you want your brand to be known and what it is you want to be known for.

To get started on this journey, ask yourself what type of relationship you would want to have with your customers. You ought to be able to describe your brand in at least 3-5 words.

Six steps key to developing a strong brand voice that stands out:

1. Refer to your Mission Statement

Before you can even begin to choose from a broad spectrum of possible options, it's critical that you clarify the values that you stand for as a brand. Your mission statement is the starting point as your brand voice is determined or guided by the values your company stands for, which are revealed in your mission and value statements.

Once your brand values are clear, the next step is to research your audience and create different personas or avatars to represent the different groups of people your target audience comprises of.

2. Conduct a Buyer persona research

An in-depth knowledge of your audience (age, gender, interests, hobbies, behaviours, pain points etc.) will help you to determine your messaging and know how best to communicate in a language that best resonates with them. Understanding your audience will help you to talk to them at their level, making it a lot easier for them to relate with your brand as well as engage with your content.

Your frontline staff are a great starting point and goldmine

of information when it comes to buyer persona research due to their frequent interaction and close contact with both prospects as well as existing customers.

Customer surveys and focus groups are also a very effective way of gathering useful information in developing and segmenting your customer personas.

The next step is to conduct an audit of your existing content.

3. Audit your current brand voice and existing content

It's crucial that you conduct an audit for your existing content across all media platforms to identify the pieces of content that have been well received by your audience. This will be revealed by the level of engagement and positive sentiment of each particular post. Analyse these pieces of content to identify what caused the high levels of engagement as well as positive sentiment. You will find that your top performing content largely has to do with the brand voice adopted. Align your brand voice therefore as much as possible with this kind of content as it clearly resonates with your audience.

You will also need to analyse your poor performing content to identify what may have been the cause of poor engagement so as to avoid such in your future content.

4. Document some brand voice style guidelines

Once you have determined your brand values, developed a deep understanding of your target audience and conducted an audit for your current voice and existing content, it's time now to set and document some guidelines to ensure that consistency is maintained. Please note that a brand guide will include a lot of things from logos, colours, font types and much more. However, the focus here is on the style guide which focuses more on the brand tone and style of writing in your brand messaging.

A style guide will ensure that a person viewing your content on different platforms online and offline will be able to recognise it as coming from one and the same source.

It's absolutely necessary to develop and document the guidelines for a brand's personality and tone once it has been finalised to ensure consistency and continuity as the personnel responsible for creating content may change with time or as the team or organisation grows or simply to ensure uniformity from one form of media to another (e.g. email, blog, website, social media etc.).

A brand style guide is especially important when your marketing is handled by multiple personnel. It will even make it easier to avoid confusion when on-boarding new team members or working with marketing agencies.

A tone of voice reveals to the reader the description and characteristics as well as the do's and don'ts of how your brand communicates.

- i. State the characteristic(s) of your brand voice e.g. **funny, casual, authoritative, helpful**, etc.
- ii. Briefly describe what your content should be like based on the chosen characteristic.
- iii. Explain how to use the chosen characteristic (what you can say or do).
- iv. Explain how not to use the chosen characteristic (what you cannot say or do).

An example of some email sign off guidelines would specify whether your company emails are signed off with a 'thank you', 'regards', 'kind regards', 'yours faithfully' or 'yours sincerely.' Here is an example of how Skype makes a contrast of the words they like to use versus the ones they don't like to use



in their messaging.

5. Meet with your team of content creators

Having gone through all these time consuming and tedious steps above, it's time now to meet with all the various content creators within your organisation across PR, Sales, Marketing, Social Media departments including your marketing agency if you have one.

The logic here is to ensure that everyone has the same understanding of how to represent the company brand on all media from traditional to digital platforms. I cannot over emphasise the importance of consistency!

There will be certain vocabulary that is needed in putting across your brand's personality. For example, using words like 'you' versus 'we' can grossly impact the way a message is received. Referring

to step four above, it's a must for every content creator to know what you can or cannot do with your brand, what you can or cannot say.

Creating a chart or table with all the details, do's and don'ts is very helpful at this stage.

(See below an example of a brand voice chart by the Content Marketing Institute.)

BRAND VOICE CHART			
Voice Characteristic	Description	Do	Don't
Passionate	We're passionate about changing the way the world works.	<ul style="list-style-type: none"> • Use strong verbs. • Be champions for (industry). • Be cheerleaders. 	<ul style="list-style-type: none"> • Be lukewarm, wishy-washy. • Use passive voice.
Quirky	We're not afraid to challenge the status quo and be ourselves.	<ul style="list-style-type: none"> • Use unexpected examples. • Take the contrarian view. • Express yourself. 	<ul style="list-style-type: none"> • Use too much slang or obscure references. • Use overplayed examples. • Lose sight of the audience and core message.
Irreverent	We take our product seriously, we don't take ourselves seriously.	<ul style="list-style-type: none"> • Be playful. • Use colorful illustrations or examples. 	<ul style="list-style-type: none"> • Be too casual. • Use too many obscure, pop-culture examples.
Authentic	We're going to give you the tools and insight you need to make your job easier. That may not always be through our product.	<ul style="list-style-type: none"> • Be honest and direct. • Stick to your word. • Own any issues or mistakes, and show how you will address them. 	<ul style="list-style-type: none"> • Use marketing jargon. • Over promise. • Over sell the product's capabilities.

6. Revise and update
 At this point, you should be ready to implement your new or revised brand voice. However, the work is not over yet. The digital space is fast paced, therefore you will need to keep revisiting and updating your brand voice as and when necessary. For example, a brand whose target audience is young and trendy (e.g. digital natives and the younger group of millennials) needs to keep track of the latest language, which is constantly changing. What may have been the cool thing to say two years back may have been over taken by something trendier. Language and communication evolves rapidly, so brands have to keep up!

Conclusion
 Following these steps will get you well on your way to developing a workable brand voice that is loaded with personality that you can pull off consistently, one that your target audience can quickly recognise and connect with on an emotional level. After all research proves that 95% of purchase decisions are made emotionally then justified logically.

Humanising your brand helps to give it a powerful brand voice that will help it to stand out in this overcrowded digital space. Consistency in brand messaging across all platforms at every touchpoint of the customer journey, from initial

awareness all the way through to purchase is critical. Conclusively, a distinct brand voice can be an advantage in the pursuit of profitability and business success.



Izithembisozenkosi Ndlovu is a Digital Marketing Consultant (Digitize Online Marketing Agency) and Lecturer in the Department of Marketing (NUST). She has 13 years' experience as a lecturer teaching the following courses:
 >Digital Marketing >Sales & key account management >Marketing research

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HOLDINGS



KHAYAH CEMENT COMMISSIONS VERTICAL ROLLER MILL AT MANRESA CEMENT PLANT

Khayah Cement (formerly Lafarge Cement Zimbabwe) commissioned a new vertical roller mill at its Manresa cement plant on 6 July 2023.

The million dollar plant was commissioned by President Emmerson Mnangagwa amid calls for the company to adopt exports-led growth strategy.

The new Vertical Cement Mill (VCM) will boost the company's milling capacity to one million tons and bolstered its ability to supply high-strength cement of improved quality at a lower cost.

The mill's installation also marks the final phase of a US\$25m investment plan that started in 2019.

Khayah Cement Limited was challenged to broaden the production capacities in order to meet the marketing and sales mix for a broader footprint on the local, regional and international markets.

Chief executive officer for Khayah Cement Zimbabwe, Mr Innocent Chikwata says the new mill will use less energy while producing more cement leading to affordable prices for the ordinary person.

The Khayah Cement Zimbabwe is looking towards increasing output from 300 metric tonnes to one million once the mill starts running at full capacity.



DELTA COMMISSIONS SPARKLING BEVERAGES COCA-COLA LINE

In July, Delta Beverages commissioned improved manufacturing plants worth more than \$70 million.

The three investments were commissioned by President Mnangagwa and these include the soft drinks line of Coca-Cola in Graniteside area.

The others include the new state-of-the-art returnable glass packaging line installed at Southerton Brewery as well as the newly built Chibuku Super plant and factory upgrade at Harare Sorghum Brewery along Plymouth Road.

President Mnangagwa expressed gratitude to the company's bold steps to spur productivity output by religiously following a tightly knit investment plan.

He implored the beverages manufacturer to continue increasing investments in such highly competitive soft drink and beverages sectors.



ECONET CELEBRATES 25th ANNIVERSARY

Mobile giant Econet Wireless commemorated its 25th anniversary in the month of July.

Econet Wireless Zimbabwe launched a silver jubilee campaign under the slogan "Halo 25, Building Memories Together". CEO Douglas Mboweni thanked Econet's customers for their loyalty and support over the years.

Mboweni said the campaign "Halo 25, Building Memories Together" aims to deepen customer engagement by bringing back memories of the journey the company had travelled with them.



He said the company has planned a number of events and specials to mark the occasion.

Mboweni added that Econet Wireless envisions a digitally connected future that leaves no Zimbabwean behind as it moves from being just a communications service provider (CSP) to a digital service provider (DSP).

Wrote Econet on their website;

“It was the 10th of July when the first Econet call was made. This is a memory which all of us at Econet will never forget.

Over the years we have built memories together just yesterday we had 2G, now we are enjoying 5G speeds.

We took gaming from the ground to the cloud. Through world class innovations, businesses have become smart.

We are living the difference on digital self-care platforms. Hand in hand, we educated generations and together, we will continue serving where the need is greatest”.

Econet was founded by its Group Chairman, Strive Masiyiwa and launched its commercial services on July 10, 1998. It was subsequently launched on the Zimbabwe Stock Exchange a few months later. It has invested a lot of billions of dollars in the economy and established itself as a leader in social impact investment and financial inclusion.



FBC DONATES TO SHUNGU DZEVANA CHILDREN’S HOME

The FBC Holdings Group in the month of June donated farming implements worth more than \$47 000 to Shungu Dzevana Children’s Home as part of the entity’s impact-driven corporate social responsibility (CSR) initiative.

The Group also pledged to build a parking shade for the agricultural implements and offered USD\$5 for the payment of school fees

The farming implements consists of a brand new 75 Horsepower Tractor, 20 disc Rhome Harrow, 4,8m Open Trailer, Grass Cutter, 3 Disc Plough.

The donation was presented to Reverend Sister Mercy A. T. Mutyambizi (founder of Shungu Dzevana Children’s Home) at a colourful ceremony held at the orphanage in Mhondoro.

Speaking at the presentation ceremony, Roy Nyakunuwa (Head -FBC Group Marketing) highlighted the essence of building sustainable communities and emphasised the need for corporates to give back to the community.

The Group’s donation to Shungu Dzevana was motivated by the recently adopted sustainability approach, FBCH Climate Positive Agenda, which promotes community resilience, self-reliance and sustainability through CSR initiatives.

The Group’s approach is informed by the evolving stakeholder needs including the general wellbeing of the community, as the entity aims to deepen sustainability within the FBCH Group and contribute towards national, regional and global priorities.



Dr. John Mushayavanhu (FBCH Group Chief Executive-left) presents the FBCH donation to Reverend Sister Mercy A. T. Mutyambizi (founder of Shungu Dzevana Children’s Home)

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CUSTOMER EXPERIENCE MANAGEMENT: A PARADIGM SHIFT IN SUPERIOR CUSTOMER SERVICE

BY ELLIOT SHONIWA

According to respected Research and Business Advisory Consultancy firm Gartner (2019), Customer Experience Management (CX) **“is the practice of designing and reacting to customer interactions to meet or exceed their expectations, leading to greater customer satisfaction, loyalty and advocacy”**.

CX goes beyond Customer Relationship Management (CRM) by tracking customer experiences at every touchpoint with the organisation.

Furthermore, CX seeks to understand current transactions and their connection to previous encounters and how best to make future ones memorable. Another broader definition of customer experience is given by Gupta and Vajic (2000) who state that “an experience occurs when a customer has any sensation or knowledge acquisition resulting from some level of interaction with different elements of a context created by the service provider”. In simple terms Abbott defines an experience as the transformation of products into value as perceived by the customer.

As this transformation occurs emotive responses associated with the product or service consumption occur. These emotions underline the experience that the consumer goes through

Below is a summary of the evolution that differentiation has undergone over the last six decades from being product centred to experience centred.

YEAR	EVOLUTION	VARIABLE	DEFINITION
1	1950 - 1960	Product	Differentiation based on tangible product features
2	1970's	Service	Differentiation based on service benefits
3	1980's	CRM	Differentiation based on relationships
4	2000 +	Experience	Differentiation based on experiential values

CEM has gained popularity over CRM as available evidence has proven that even if some customers are satisfied with relationships they enjoy with a supplier, nonetheless they may not return to that supplier, Brady & Cronin, (2001). There is a growing body of knowledge showing the link between a

which can be either positive or negative.

CX is an emerging concept that has gained a lot of prominence in many sectors though the retail sector embraced this concept much earlier than most sectors. It has been observed that the “experience” factor in this ecosystem comprises the ambience of the environment in which the service is provided, for example a restaurant.

The whole customer purchase journey involves contact with the firm or its representatives, product or service consumption and all the touch points contribute to the experience, (Berry et al., 2002, Lemon and Verhoef, 2016). Katherine & Verhoef (2016) define CEM from a strategic as well as holistic angle focusing on organisational design, measuring and monitoring the customer experience so that the whole organisation is wired for total customer satisfaction.

This approach requires customer experience management matters to be discussed in the highest levels of any organisation, which is the boardroom. The corporate vision and top management support are a strategic imperative in implementing a superior customer experience culture.

Evolution of Differentiation over the years

service encounter and emotions, Allen et al (1992), Barsky & Nash, (2002).

The role of emotions in service experience is a critical factor that needs to be considered in buyer-seller relationships,

Palmer, A (2010). The experiences that customers derive when they do business with companies gives them feelings which could be positive or negative.

What consumers like are satisfying experiences when they consume a product or a service. It is the consumption of these products that create feelings of satisfaction or dissatisfaction. Customers like experiences that are unique, memorable and endure over time. These days more firms face the dynamics of a fast-changing business landscape which is dominated by empowered customers and a highly competitive landscape. This places huge demands on businesses to shift their focus from just being product centred to being customer centric.

This mind-set shift can define the survival or failure of a business enterprise.

In a world of high competitive pressures and demanding customers organisations that win are the ones that have an in depth understanding of their customers coupled by a sharp customer experience focus. In the banking sector players have observed that to do well in their businesses and meeting the growing needs and demands of their clientele base they have to use integrated multi access computer software to track customer preferences through gathering data on their behaviours and experiences throughout the various touch points. Each encounter is used as an opportunity to gather more client data and various know your customer (KYC) dictates.

The end result is a service experience that is seamless and highly individualised. Still in this industry players are being forced to define their institutional boundaries along customer segments as opposed to product segments. This allows them to understand their customer needs better thereby delivering customised products and services.

Nowadays customers demand uninterrupted access to banking services 24/7 and from anywhere in the world throughout the year.

Banks have been forced to realign their processes to meet this demand. It is now common knowledge that brick and motor are no longer prerequisites to carry out banking. Very often these days one can do banking outside a conventional banking hall.

CX vs CRM




One of the differences between CX and CRM is that former goes beyond the latter by creating strategic brand touch points as a nudge to create relevant experiences along the key customer experience journey. Sometimes this is referred

to as the "customer corridor" which is a series of interactions between a customer and a firm over a period of time. In addition, one of the shortcomings of the CRM approach is that it focuses on relationships and customer satisfaction while CX's thrust is the measurement of past and current customer experiences and redesigning systems and processes to enhance these experiences. CX enhances and enables customer interactions while CRM focuses on managing relationships and maximising revenues at the same time.

Customer Experience (CX) as a strategy is gaining popularity as it can be easily transformed into a source of competitive advantage by a firm. In line with this strategic imperative, it is common for companies to appoint key personnel in customer facing functional areas with 3 titles such as Chief Experience Officer, Customer Care Officer, Customer Experience Director or Customer Enhancement Officer.

Normally such personnel report either to the Chief Executive Officer or to a very senior office in the organisational hierarchy. Semantics may vary from one organisation to another but the objective is basically the same, which is to address and direct customer experience matters at the apex of the organisation.

Grewal et al (2016) identified five key areas that need to be looked at by firms serious about enhancing their customers' service experience. These include:-

-  Promotion experience
-  Pricing experience
-  Merchandising and brand experience
-  Supply chain management experience
-  Location

It is also advisable for firms to measure their customer service experience continuously in order to keep track of changing consumer needs. This is important in that when consumer tastes change for one reason or another firms are able to adjust their service experience accordingly. Firms are also required to be proactive in anticipating future customer expectations in their consumption and experience needs. Some firms prefer to use an integrated customer experience strategy as a foundation for a sustainable CX strategy. This allows the organisation to be more customer centric and market focused. Integration deliberately creates memorable experiences for customers across all the firm's touch points. This involves the total alignment of the firm's processes, systems, culture, structure and procedures thereby putting pleasurable customer experiences at the centre of everything the organisation does, Galbraith (2005).

Other avenues being used include developing CX based solutions and reengineering business systems to suit customer

needs. In view of the fact that the banking industry is generally high-tech driven players are being forced to implement end to end solutions and various interfaces such as ATM's, online banking and call centres in order to be more responsive to customer needs. Besides the banking sector firms in other industries have embraced the technology bandwagon to enable speedier collection and storage of customer-centric data. Every encounter with a customer is seen as an opportunity to learn more about that customer.

Preparing for a CX Strategy

As an organisation moves towards creating a comprehensive CEM strategy, there are three key areas that need to be addressed.

- The first one is financial planning. This involves the alignment of organisational processes and systems so that they all point towards CX. Aligning an organization's processes towards customer-centricity is because of the important role of customer satisfaction in organizational performance.

- Secondly the company must invest in the customer experience so that it is able to get a financial return for this investment (ROI). By investing in CX, technically speaking the company is directly investing in its customers. The reward to the organisation is in the form of repeat business from its various customers. The value of the customer sometimes referred to as customer equity will increase due to the business generated.

- Lastly employees play a critical part in providing a seamless CX dimension to customers. It should be noted that employees are internal customers to the organisation. As such their feelings, ability and competency levels greatly affect how they relate with the external customer.

Integrating human resource policies with CX creates corporate brand integrity. Morsely (2013) further highlighted that any CX strategy that is not employee driven is unlikely to succeed. Empowered employees are a key element on the CX transformation journey. Once employees feel that they are getting a rewarding employment experience they become an invaluable component of the CX philosophy. Job satisfaction and personal development propel them to offer superior customer service.

It has been observed that in an ecosystem where there is high interaction in the service encounter employees identify more with the values of the brand and deliver an experience in accordance with consumers' expectations (Knox and Freeman, 2006). When employees believe in the brand DNA or the brand promise this allows them to convince customers on the attributes and benefits of associating with a particular brand. This is very common in some industries of which good examples include the tourism and hospitality sectors and the airline and fashion industries. The automotive sector is another good example where employees' especially sales staff are expected to "live" the brand before they can convince a prospect to experience it.

Firms need to invest in value seeking behaviour for corporate success and customer satisfaction. This investment is important in that it shows a firm's commitment towards superior

customer service and more importantly to excellence in the service experience. This leads to long term customer loyalty and offers the firm more opportunities to do repeat business with such customers.

Brand equity enhances profitability for the firm, promotes repeat business, increase in word of mouth and customer share of the wallet. All these ensure a sustainable and profitable future for the business. Once the organisation transforms

their ordinary customers into brand "evangelists and advocates" then the future of the business is guaranteed other things held constant.

In conclusion, it is important to mention that an integrated CX strategy is key to any business that seeks to excel. A robust and responsive CX system cannot operate in isolation in order for it to be effective. It must cut across all the various functional areas in an organisation with the top management playing an overarching responsibility by holding everything together so that things flow smoothly. This is a good example of a CX based organisation.

Elliot Shoniwa is a seasoned marketer and founder member of the Marketers Association of Zimbabwe. He holds various qualifications in business leadership from local as well as regional business schools. Currently he is in the final stages of a PhD. He can be reached on eshoniwa2000@yahoo.com



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CELEBRATING ACHIEVEMENTS



INNOCENT CHIKWATA

Innocent Chikwata was appointed Chief Executive Officer of Khayah Cement Limited with effective from April 1, 2023 following his stint as Acting Chief Executive Officer since December 1, 2022.

Prior to this appointment, he was the Commercial and Distribution Director for Lafarge Cement Zimbabwe Limited, a role he assumed after being the National Sales Manager for 3 years. He has over 16 years’ experience in building materials and fast-moving consumer goods industries, 5 of which were spent in the cement manufacturing industry. His experience is drawn from brands he has served which include Holcim, Inncor Africa Group and Colcom where he was the Head of Retail from 2012 to 2017.

Innocent holds a Master’s Degree in Business Administration from Africa University and a Bachelor of Science Degree in Mathematics and Statistics from the University of Zimbabwe. He is a Chartered Marketer with a Post Graduate Diploma in Marketing from the Chartered Institute of Marketing [United Kingdom].



FIRSTME VITORI

Firstme Vitori was recently appointed Public Relations and Communications Manager for the Civil Aviation Authority of Zimbabwe. Firstme is responsible for the high level strategic corporate communications for the aviation Regulator in Zimbabwe including the areas of marketing, internal and external communications as well as stakeholder relations.

Prior to her move to CAAZ, Firstme was responsible for the same portfolio at Air Zimbabwe.

Her career spans over 23 years of experience covering retail operations in the private sector and the public sector in the broadcasting and aviation industries managing and navigating the turbulence of negative brand image and perception.

Firstme is a holder of Masters in Media and Society (MSU), BBA in Marketing (IMM GSM). She is actively involved in various activities as a life coach and mentor for young women at Harvest House International ministries.

She is an event host for high profile corporate and social events and part-time lecturer.



TSUNGIE MANYEZA

Tsungie Manyeza was appointed head of Corporate Communications and Marketing at ZINARA with effect from June 2023. She joins the state owned enterprise from Khayah Cement Limited (formerly Lafarge Cement Zimbabwe) where she was the Head of Communications.

Tsungie is an acclaimed corporate communications specialist and senior marketing practitioner with 15 years experience serving in ZSE listed blue chip companies in the manufacturing sector.

A holder of a Masters in Leadership and Management, (UZ), Tsungie has a BSc Honours Degree Sociology (UZ) together with a Diploma in Public Relations (LCCI) complimented by various continuous professional development qualifications which include a Marketing Practitioner Accreditation (Marketers Association of Zimbabwe).

Among other board and advisory roles, Tsungie serves as the Vice-Chairperson of the Public Relations and Membership Committee for the Zimbabwe National Chamber of Commerce and the Corporate Sector Representative in the Civil Society Reference Group. She is a published author and a Toastmaster.

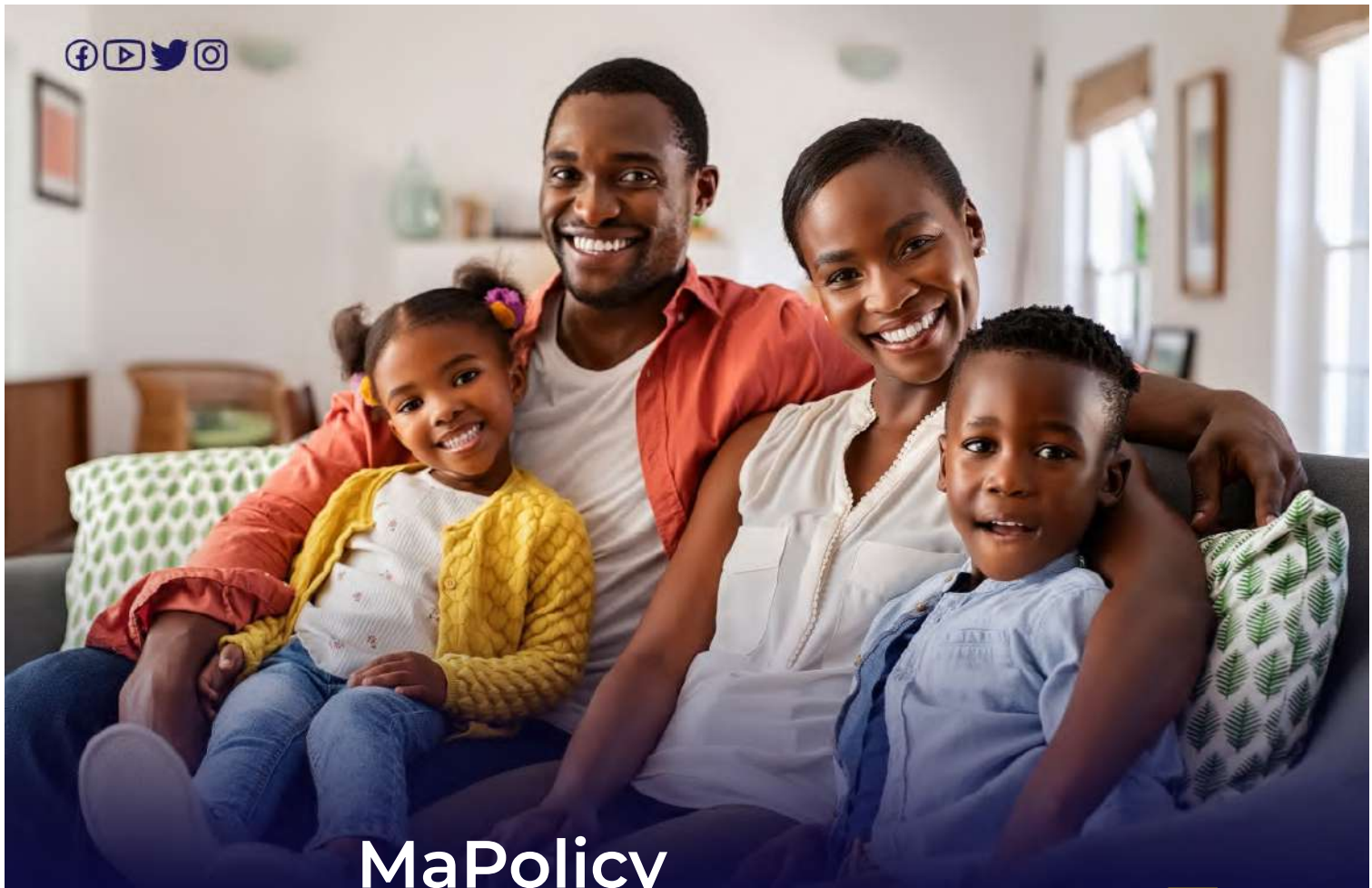
ZANELE DUBE

Zanele Dube was appointed as the Head of Commercial reporting to the Chief Executive Officer as of 1 April 2023.

Zanele is a seasoned sales professional who holds a Masters in Marketing from the National University of Science and Technology as well as a Bachelor of Business Studies from University of Zimbabwe. She is also a Certified Digital Marketing Professional.

Zanele joined Khayah Cement Limited from Pretoria Portland Cement Zimbabwe where she was the General Manager of Sales and Marketing. She has also held positions with the Zimbabwe Revenue Authority as a Technical Services Supervisor and a Research and Development Officer. Zanele is an award winning marketer who has a wealth of experience in the commercial function, having led an illustrious career developing markets, leading teams and growing brands.





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