

Sunday Times

TOP BRANDS

2016

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SHADES
of Excellence

INTRODUCTION

IT'S MORE THAN JUST ACCOLADES

Alf James

The *Sunday Times* Top Brands Awards are not merely about accolades; the annual research behind the awards provides businesses with a valuable understanding of their brand equity and how it has changed over the last year. This is essential in our highly competitive world, in which branding is a necessity not only for success, but for survival, as virtually every product, service, event and organisation is branded.

"The *Sunday Times* Top Brands Awards are one of the ways in which we invest back into our clients' brands, because clients can better plot their brands' marketing strategies going forward, based on key insights, tactical opportunities and competitive advantages that the research gives them," says Trevor Ormerod, general manager: group sales and marketing at Times Media.

"It is critical to the *Sunday Times* that we keep giving back to brands that spend millions of rands across Times Media's various publishing mediums, and with an 18-year repository of market research, the Top Brands Awards survey provides vital brand information."

According to the consumer insights platform Instantly, which provides market research for brand managers, while financial results and sales data trump most other inputs as metrics with which to measure success, increased brand awareness can signal the yield on efforts to break into new markets and provide tangible evidence of a company's potential for growth, which alone can be a successful argument for why it is important to measure brand awareness and then track it over time, Ormerod says.

"Brand strength and awareness are critical to a business's success in the market, particularly in current tough market conditions. Major brands will tell you that brand awareness is essential to their successful performance, especially when market conditions are tough, as consumers revert to the tried and trusted brands they know, to which they are loyal, and which they have supported.

"Ongoing brand awareness both increases customer loyalty and lowers the cost of gaining new customers. However, price also becomes a key issue in tough times, and brands have to remain very price-conscious, even though they might have great support," says Ormerod.

The emphasis the *Sunday Times*

The Sunday Times Top Brands Awards give companies a valuable understanding of their brand equity



Trevor Ormerod, GM: group sales and marketing at Times Media

new version of its app for Apple and Android mobile devices that downloads faster than before, uses less bandwidth, has more functionality, boasts a new design, and includes more audiovisual content, which has improved the overall user experience."

The new app offers a lot more beyond the improvements in its performance:

- Subscribers using smartphones or tablets now have access to enriched content, including videos, photo galleries, recipes and audio clips;
- The number of articles published via the app has been increased by about 80%; and
- Subscribers using tablet devices can also download complete editions of *The Times* and the *Sunday Times* in PDF format.

Ormerod says that with more than 3.7 million readers, the *Sunday Times* is committed to serving its audience on their platforms of choice.

"Increasingly this is becoming a mix of print, digital and mobile, and it's why this new app is so essential in positioning the *Sunday Times* for both a contemporary print and increasingly digital future. The new app promotes brand awareness, supports our brand's strength, and opens up some very exciting opportunities for advertisers as well.

"The *Sunday Times* is a household name with a 110-year history of trust; it is firmly entrenched as a Sunday morning institution. For our advertisers this means that every section of the newspaper is read, whether digitally or in print format, and for our readers it means we are constantly at the cutting edge of technology and breaking stories, while maintaining superior editorial integrity, which guarantees good circulation and readership of our title. That is why advertisers support the brand.

"*Sunday Times* is the preferred source of weekly news, providing relevant information to a broad range of readers, both from age and interest perspectives. Increasingly readers want to go to a single source of news, whether it is for politics, sports, business, financial, health or entertainment.

"It is a unique strength of the *Sunday Times* that our brand represents all things to all people," says Ormerod.

METHODOLOGY

2016 marks the ninth year of partnership between the *Sunday Times* and TNS South Africa on the Top Brands survey.

Methodological approach

This is a consistent methodology that comprises two components: a brand's penetration/presence in the market, and the concept of relative advantage (a brand's relative strength among its users and its relative attraction among non-users).

Relative advantage is determined by asking three questions:

- Brands used within a defined time period (this period differs per category).
- Brands with which people were familiar enough to rate them on a 10-point scale.
- The actual rating of all of those brands on a 10-point scale.

Using the three questions, an index score is generated, always taking into consideration:

- User and non-user ratings are always relative to others in the category.
- The non-user rating carries only half the weight of the user rating in the final calculation.

What exactly does the index mean?

This is the brand's standing in both the marketplace and in people's minds. This standing is called brand equity, which, in line with TNS thinking, is a combination of power in the mind and power in the market, but always keeping in mind the attraction of competitors in the equation.

How a brand can win

A winner occurs in one of three situations:

- If it is big AND rated above average by both its users and its non-users.
- If it is truly big, but perhaps only rated as average by its users and non-users.
- It is smaller, but very well loved by its users, and is strongly aspired to by its non-users.

What makes this approach more useful?

- As most brands have a good sense of their relative size, this approach allows more actionable marketing insights.
- A brand can assess how much more – or less – its users rate it compared with the average.
- They can get an indication of the relative commitment/loyalty people have to a brand.
- By looking at non-user ratings, a brand can see its relative "pull" among non-users, giving an indication of its relative ability to attract new users.
- Comparing usership and ratings from both users and non-users tells marketers much about their relative power in the mind vs their power in the market.

The sample

- The consumer sample is representative of all South African adults, 18 years and older.
- The total sample for 2016 comprises 2 500 interviews in metro SA and 993 interviews in non-metro areas of SA.
- The final results are weighted to represent the population according to StatsSA's 2015 mid-year population estimates.
- Interviews were conducted in home, face-to-face.
- The business sample consists of 502 C-level business decision-makers (CEOs, CFOs, COOs) from organisations of all sizes.
- These interviews were conducted online via links emailed to the C-level business decision-makers.

Y&R1506043



Some see 25 years. We see a good first quarter.

After 25 years, we could measure our success by our global footprint, or the growth in our assets under management. We prefer to look at the clients who trusted us to build their future and our own people who helped make those dreams a reality. Most importantly, after 25 years, we'd really like to say thank you for being part of our journey. You've helped us grow from a small start-up in South Africa to a trusted international manager serving a client base from around the world.

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Alida Jansen and Chris Davies

ANALYSIS

UNDERSTANDING THE MOMENTS THAT MATTER

Successful marketing is possible only through real insight into consumers' everyday behaviour

Drivers of marketing success have changed dramatically over the last few years, with digital engagement and consumer power playing an increasingly important role.

The marketing world of yesteryear was defined by one-way communication to drive brand-building and to get the message across. However, these traditional principles no longer apply, and brands that refuse to adapt to today's digitally engaged environment risk being left behind.

Not only has the marketing environment and the context within which success is created changed over time, but markets also have become increasingly fragmented in terms of choice. Never before have consumers faced quite as much choice as they do today – on shop shelves and in the virtual world. This trend of market fragmentation is likely to grow.

So, what does it take to gain success in a market where choice is almost unending, and the benefit of being a big brand is diminished by a rich tail of niche offerings? There is no doubt that marketers have their jobs cut out for them.

Winning requires precise marketing action

The success of brands such as Nike and Coke is built on a rich history and heritage, which runs decades into our past. These brands have managed to weave themselves into the very essence of who we are by being part of our lives for years on end – even pre-dating the digital era.

However, in today's fast-paced environment, marketers no longer have the luxury of time to build success. Consumers are frugal and demanding of instant gratification – and will voice their opinion when brands refuse to meet their needs.

Today's marketing environment is one where success is driven by integrated marketing, at a pace that is unheard of. Marketers need to be more sensitive to the spontaneous voice of the customer than ever before, crafting their messages not around the isolation of the boardroom table, but in collaboration with consumers, who want to be heard and would like to see their individual requirements being met.

Integrating marketing efforts around moments that matter is a crucial element of success. Ultimately, marketers need to understand the context within which their brands will be used, in a lot more detail than before – we call these “moments that matter”.

Fitting into these moments that matter requires a sense of authenticity and humble relevance on the brand's behalf, to build up a perception that it is the brand that fits into the consumer's life, and not the other way around. This is what will drive and define consumer centricity in the world of tomorrow.

Marketing for moments that matter

Understanding consumers in aggregate is no longer enough – the sheer amount of choice now means that consumers use different brands for different needs, in different contexts, and in very specific moments. Truly successful marketing in this complicated landscape requires a nuanced understanding of the moments where brands already play a strong, organic role in consumers' lives.

Such new-age marketing is possible only through a granular understanding of consumers' behaviour as they go about their daily lives. It is about moving from an aggregated viewpoint to understanding what is important to the individual. If done well, this process will enlighten brands and allow them to tailor marketing efforts with newfound precision.

Technology opens up a granular understanding

While the fast-changing digital landscape has undoubtedly empowered the consumer in ways not hitherto



Alida Jansen



Chris Davies

seen, the same technology that enabled this change has also provided brands with the tools to understand the needs of their customers like never before.

The ubiquity of mobile devices has transformed research from monolithic paper surveys to smarter, more streamlined constructs that can reach consumers on the medium with which they are most comfortable, in (or close to) those moments that matter. However, it can be just as important to listen to the spontaneous voice of the customer, rather than asking specific questions.

Social media has given rise to the

largest-ever spontaneous consumer feedback network – and, if tapped into correctly, can provide granular (and often unimagined) insight into organic brand perceptions, to overlay with in-the-moment mobile questioning.

By leveraging the combination of asking (via mobile) and listening (social media) with the spontaneous voice of the customer, brands can cultivate a fully nuanced understanding of moments that matter.

A beverages case study

The value of these critical brand moments can be shown through a beverages case study undertaken by

TNS during the 2015 Rugby World Cup. Through a combination of mobile diaries and social listening, alcohol consumption was tracked over time during 2015.

Interestingly, overall beer consumption went up by 3% during the Rugby World Cup event, but rose significantly higher (by 11%) on days when the Springboks played. Much of this increased consumption was driven by Carling Black Label, but Heineken, official sponsor of the event, also saw sizable growth when the Springboks played (an estimated 120%), despite having a relatively low share of the market.

The data also showed an increased tendency for people to spend time with family at home when watching games, with far fewer people drinking by themselves.

Insights such as these enable marketers to hone in not only on what customers want, but when they want it, how they want to experience it, and who they want to experience it with, all of which will enable messaging that they actually want to hear. Never before has consumption been tracked on specific days, in specific contexts, in a way that doesn't rely on people's fallible memories.

What does this mean for marketers in South Africa?

Brands that want to be successful today and in the future are going to have to be cognisant of their consumers' most important moments, and seamlessly convey the relevance of their brand in that detailed, individual context.

This is easy to say, but it will require a full embrace of technology-driven data-collection methods, to get at the heart of the in-the-moment, spontaneous consumer voice. In so doing, brands will have the necessary tools to create precise marketing messages that actually land with meaningful impact.

COMMENT

SMALL FRIES AND BIG GUYS

Leigh-Anne Acquisto

The bigger the brand, the more impressive, right? They have pioneered their way into the big leagues, made their mistakes, picked themselves up again, and continued on towards success. They undoubtedly have a lot of wisdom to pass on, and it makes good business sense to observe and learn from their journeys.

Have you ever considered, though, that there might be more for big, established brands to learn from the new, smaller, sustainable companies, the “new kids on the block”?

Consider the relationship between parents and their children. Parents teach their children how to walk, eat, speak and more. But they also learn a lot from their children about coping with life, especially in today's fast-paced and ever-evolving, technology-fuelled world.

When all is said and done, the relationship is one of give and take, and while children grow up in the image of their parents, their parents are also growing and being shaped by their progeny.

In business, bigger brands are in a position where they can also learn from the small, lean startups. These lessons will ultimately allow them to flex their muscles in a more meaningful way, and give them more opportunities to have a greater impact in society and the world in which we live.

Think about “buy-one-give-one” shoe brand TOMS. Or electric carmaker Tesla. Startups like these are each imbued with their own values of sustainability, ethics and fairness, right from the start. Compact, agile and smart, they're able to intelligently min-



Leigh-Anne Acquisto

imise their damaging impact, are dedicated to serving consumers, and are committed to building a better world.

They point the way towards a new kind of consumerism, the kind where millions of consumers actively want to engage with, and work for, multiple, varied startups.

It would be a problem, though, to think that when it comes to building a better future, big brands are the problem and startups are the answer. Remember, there's a measure of

Learning from both the smaller brands and the bigger players is the path to success

give and take. Sure, many of today's iconic startups do have great values baked in from the get-go, such as Tesla. And starting from scratch means they can effectively build better processes, business models, infrastructure, and more.

Being smaller and nimble gives them the advantage of doing things differently, and so thinking like a startup is beneficial. But they are limited in both reach and resources. They lack the scale to effect truly massive, widespread change. Big brands, on the other hand, have real power, and therefore can effect real change. Their impact is just, well, more.

Take Unilever as an example of a socially conscious big brand, using its power for good. Through its “food with integrity” objective, it has committed to doubling sales while halving its environmental footprint by 2020. Its aim is to have a meaningful impact for social good, while maximising profits.

A recent study conducted by Meaningful Brands (www.meaningful-brands.com), in which it surveyed 1 000 brands, 12 industries and 300 000 consumers across 34 countries, has made it abundantly clear that consumers don't care about brands per se that much any more. Shocking though that might sound, it's true.

According to the study, brands have become so peripheral to people's lives that only around 5% would truly be missed if they were to vanish tomorrow. What people do actually care about, which should come as no sur-

prise, are the things that matter to them. Things they deem important, thrilling and fascinating.

And the proof is right there in the figures. Those brands which matter to consumers or make an impact in their lives show an average increase of 46% more wallet share than those that don't. We can also see that these brands outperform the stock market by 133%, with the top 25 brands delivering an annual share return of roughly 12%. This is close to seven times more than the STOXX 1800 stock index.

Your business should not look solely to big brands to light the way forward. Instead, the focus should be on taking the example from both big and smaller companies, and cherry-picking the strengths from each.

It's imperative that you think like a Goliath and act towards larger scales in order to effect change. In this way, you keep your focus on growing, scaling and reaching the top – all the while, though, remaining agile and quick, so that you can stay dedicated to why you started, and disciplined in those practices that ensure success, including commitment to innovation and improvement.

Taking your cue from both the small fries and the big guys will give you the best of both worlds, and ensure that your brand achieves continued relevance and success.

Leigh-Anne Acquisto is chairperson of the Brand Council of South Africa, owner and founder of Liquorish Ink.

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ENGEN

Puseletso Mompei

The public has come to expect companies to give back, and the more recognised the brand, the higher the expectations. Coca-Cola seems to be getting it right, scooping top position, ahead of Shoprite and Eskom, in the Community Upliftment category.

Vukani Magubane, director of public affairs and communications for Coca-Cola Southern and East Africa, says: “We invest a lot of time and energy in making sure we connect with our consumers and our communities on their needs, their aspirations and their day-to-day moments.”

Magubane explains that by combining the concepts of relevance and creating shared value, the company responds to the needs of communities in a way that is sustainable for the public and for it as a business. As such, the Coca-Cola Company works within a sustainability framework rooted in three leadership priorities: women, world and wellbeing.

When it comes to women, Magubane explains: “We believe that unleashing the entrepreneurial potential of women is one of the most powerful and enduring ways to help families and communities prosper. It is also an important way to help make our business more sustainable.”

In 2010, Coca-Cola launched a global programme called 5by20, which aims to economically empower five million women in the value chain globally by 2020. Locally, this initiative helps women entrepreneurs in the retail space, particularly those running spaza

WOMEN, WORLD AND WELLBEING

These are the three leadership priorities underpinning Coca-Cola’s sustainability framework



shops, to overcome the barriers they face in creating a successful business.

Water is key to the company’s journey towards sustainability. The company focuses on it because it is an essential ingredient in all of the company’s beverages. It is needed to produce the agricultural ingredients it relies on, such as citrus fruits and sugar, and it is also critical to the health and economic prosperity of all communities.

The company’s goal is to give back an amount of water equivalent to what it uses in the production of all of its beverages by 2020. To achieve this, Coca-Cola is focusing efforts on improving water-use efficiency by 25% by 2020. The company is treating all wastewater from manufacturing processes to a level that supports aquatic life, and replenishing water in communities and nature through the support of healthy watershed and

community water programmes.

Since 2010, the Coca-Cola system has invested in 10 wastewater treatment plants, returning clean water to sustain aquatic and plant life across southern Africa.

In terms of packaging, the company is actively working to prevent all forms of waste, and, as such, the majority of bottles and cans are 100% recyclable. Consequently, Coca-Cola has co-founded the local PET Recycling Company (PETCO).

When it comes to wellbeing, Magubane says: “Together with our industry and community partners, we’re taking action to help improve community wellbeing across South Africa. Today we offer 64 product options in South Africa, including six with low or no calories, and we have reduced the calories in nine of our other products.”

The company’s chairman and CEO, Muhtar Kent, notes: “Every day, we get up with a passion for making a lasting, positive difference in people’s lives. As we do, we’re continuously seeking to better integrate our sustainability efforts into our daily actions. This, to

By the numbers:

- Coca-Cola has been operating for over 120 years, and for over 89 years in South Africa.
- It is present in over 200 countries and territories.
- Globally, 1.2 million women have been empowered by the 5by20 programme, 45 000 in South Africa.
- The company has improved water use efficiency by 22% since 2010.
- 93% of all waste at Coca-Cola distribution centres and manufacturing plants in South Africa does not go to landfills.
- The packaging weight of bottles, cans and PET plastic bottles has been reduced by 8% since 2008.

us, is the secret formula for making business more sustainable, and why we are proud every day of what we do.”

Magubane says the company is also very proud of its partnerships. “We understand that, given the scale and complexity of today’s health and environmental issues, it’s challenging for one business, even one industry, to make a material difference on its own. We work hard as a company and a system to unlock the collaborative power of what we call ‘the Golden Triangle’, where business, government and civil society organisations work together, in partnership, to create a greater collective impact in society than any one organisation could hope to achieve alone.”

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Thank you South Africa for voting for us! It’s because of your support that we’ve won in so many categories in this year’s Sunday Times Top Brands Awards and been named South Africa’s most reputable company in 2016. We will continue supporting you with innovative and quality products that make every shop and every meal *Way Better™*.

No.1 for Fresh Milk in the Milk Category

No.1 for Krush in the Fruit Juice Category

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Cara Bouwer

THE GREEN AWARD

TIP OF THE ICEBERG

Companies both local and international are seeing the necessity of incorporating sustainability into their definition of 'green'

Given the importance of global intent to tackle social and environmental issues, it is hardly surprising that the list of "green" consumer brands in South Africa has a multinational flavour. Topping the list is Coca-Cola, followed by Shoprite, Pick n Pay, Eskom, SAB, Unilever, Woolworths, Telkom, Spar and Nedbank.

The methodology behind the category, which is similar to the approach taken for the Community Upliftment category, is based on the spontaneous and unprompted responses from consumers and businesses, explains Zanie Prinsloo, senior researcher at TNS Global. "From there the list is compiled by determining the ones with the highest mentions, and thus the winner."

In the Green: Business category, Nedbank took the No 1 spot and, in the Community Upliftment category, Woolworths topped the pile.

All of these companies boast solid sustainability agendas; therefore, to simply focus on their "green" achievements is to diminish the balance they are seeking to create between environmental, social and financial factors.

Deon Robbertze, director of the Change Agent Collective, stresses that "sustainability is very much about people; we are trying to change people's mindsets". So, rather than talking about "green" business, which ignores the importance of enterprise development and job creation to the development of sustainable businesses, any discussion around the state of business brands in South Africa should look through a sustainable lens.

Robbertze says he has seen sig-

nificant changes in the past five years. "SAB, for example, had one head of sustainability five years ago; now they have five, and they have launched their Prosper initiative [a plan centred around five imperatives which takes the view that 'when our business prospers, communities prosper']". Companies such as SAB, Procter & Gamble and Woolworths have been driving significant sustainability agendas and, says Robbertze, "they are embedding this into the DNA of the company".

Unilever, for example, which set out targets in its Unilever Sustainability Living Plan, conducted an analysis of its top brands in 2016, based on how they perform socially and environmentally. Says the group: "Our analysis revealed that in 2015, the Sustainable Living brands grew even faster than they did in 2014. They also delivered nearly half of our growth and grew significantly faster – in fact 30% faster – than the rest of the business."

This is supported by 2014 research by Nielsen, which found that 55% of global respondents were willing to pay extra for products and services from companies committed to having a positive social and environmental impact.

In the Middle East and Africa,

this grew to 63%, and in Asia-Pacific, 64%.

Over and above the consumer buy-in, in South Africa this drive towards sustainable business practices is being driven, notes Robbertze, by the impact of resource scarcity. "We have a dire water problem, an energy problem and a waste problem." Likening this confluence of pressures to "a perfect storm", Robbertze says "people are starting to join the dots. Brave leaders are pushing this [sustainability agenda] and there has been a shift in the past five years."

While he stresses that there is still a huge amount of work to be done, Robbertze comments on the collaboration taking place and says "companies that are drilling down into supply chain issues are seeing the risk of not [embedding sustainability into their business]".

Again, Robbertze points to the likes of SAB, Unilever and Woolworths. "Sun International is doing huge things too," he says, although when it comes to accommodation, he is quick to single out Hotel Verde in Cape Town, which has a six-star Green Building Council of South Africa rating. "They are off the chart," says Robbertze. Hotel Verde is the only hotel in the world to be



ranked brand drives its sustainability agenda globally through a framework called "Me, We, World", which puts women's empowerment, water stewardship and human wellbeing at the centre of its efforts.

Sharing such success stories is critical to driving a sustainable agenda, and events such as the recent Sustainable Brands Conference, which took place in Cape Town in May, are providing essential platforms for brands and leaders to come together to showcase how sustainability-led innovation can be harnessed.

For those looking for a quick takeaway, Stephen Ashkin, CEO of Sustainability Dashboard in the United States, offers this insight into how best to navigate the terminology: "With green, our consideration about people and staff is limited to direct exposures from products or services. Sustainability is a much broader term that talks about the implications of those products and services used over a much longer period of time, and considers social and financial impacts as well."

It is the latter which companies local and international are looking to achieve, and which makes them brands worthy of emulating.

LEED (Leadership in Energy and Environmental Design) Platinum-certified for both design and construction, and operation, according to the United States Green Building Council.

The World of Coca-Cola in Georgia, United States, has also achieved LEED certification, claiming gold status for its water efficiency, recycling, reuse of resources and waste reduction. In addition, the top-



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Thanks for voting, and getting us to the No.1 spot in the Sunday Times Top Brands fast food category.



It's finger lickin' good

IN OUR HEARTS, MINDS – AND IN OUR KITCHENS

Lungelo Shezi

If you mention the brand KOO to any South African, the product that comes to mind immediately is probably its most iconic: Baked Beans. The brand has carved a name for itself, over seven decades, as one of the most easily identifiable “proudly South African” brands ever.

KOO Baked Beans has held onto its *Sunday Times* Top Brands Grand Prix Award Overall Favourite Brand title from last year, proving that it has a firm standing in the hearts, minds and, most importantly, kitchens of South Africans. Added to that, KOO came out tops in the Tinned Food category, above other local favourites such as Lucky Star, All Gold and Bull Brand, in second, third and fourth places respectively.

KOO Baked Beans is an integral part of South Africa’s “local is lekker” food culture – many of us can easily make reference to its recurring appearance at some of our past and present social gatherings, adapting it into our lives, even as the winds of change blow through.

“Everyone has a KOO story to tell. KOO Baked Beans is connected to South Africans; it’s a Rainbow brand for a Rainbow Nation, regardless of where you’re from,” says Lee-Anne Govender, Tiger Brands’ category marketing manager of meal solutions for KOO, Hugo’s and Carmel brands.

“The fact that it’s so universal and not prescriptive in the way you use it means you can personalise KOO Baked Beans and make it your own, and this is what sets it apart,” she adds.



Many South African moms can tell you the key to a mouthwatering chakalaka is KOO Baked Beans.

Students may tell you how KOO Baked Beans kept them going through mid-month blues, when they were short of cash. KOO has always been there as a part of life and its most memorable moments.

“It’s connected to the people of this land and, because of this connection, South Africans express their KOO-ness as individuals on a very personal level, whether that is in a chakalaka or a salad,” Govender says.

A recent consumer study by market research firm TNS Re-

Did you know?

- Tiger Brands makes 152 million cans of KOO Baked Beans a year, which, when stacked upright, could cover twice the surface area of Gauteng.
- The same number of KOO Baked Beans cans are enough to go around the moon once, when stacked upright in a straight line.

search reveals that, in one month alone, as many as 91% of South Africans claimed to have used KOO Baked Beans. It also tran-

scends geographical borders, and is among the most popular foods imported overseas to be sold to locals living in different parts of the world.

“It’s rare not to find KOO Baked Beans in overseas South African shops, alongside other local heritage brands. People miss the taste of home and, because they can’t recreate that exact taste, they import it from here so they can continue to enjoy it,” says Govender.

In addition, in tough economic times, when the price of food is constantly threatening consumers’ pockets, the fact that, at less than R10, many can continue to enjoy KOO Baked Beans with-

People all over South Africa (and even some around the world) have their own KOO story to tell

out destroying their budget, is a major plus.

“People’s budgets are tight, so consumers have to ask themselves what value for money they’re getting from a product. A product such as KOO Baked Beans can be incorporated into meals throughout the day, and also goes a long way in helping turn a small meal into a big one, such as isiShebo,” Govender explains, describing its ability to be versatile enough to be different things in different meals.

While the saying “the only constant in life is change” may be true, to ensure that KOO Baked Beans continues to be enjoyed across generations among locals, the taste is kept just the way it’s been all these years.

“The KOO Baked Beans recipe is a classified secret and we don’t mess with it,” Govender confirms.

For KOO Baked Beans, receiving recognition through avenues such as the *Sunday Times* Top Brands Awards is a pleasant affirmation of its place among consumers and the hard work put in.

“Even though consumers don’t know the people behind the brand and the hard work they put it, it’s so rewarding for our team to see that hard work yielding results. It really affirms our strategy,” concludes Govender.

MILK

LAND OF MILK AND YOGHURT

Starting out as a dairy co-operative, Clover has since built a powerful, versatile brand

James van den Heever

The evolution of Clover into one of South Africa’s top FMCG brands is an example of just how powerful a brand can be. Starting out as a dairy co-operative dedicated to getting the best-quality milk to market as quickly and reliably as possible, the company used the traditional strengths of the commodity company – quality, cost-effectiveness and a strong supply chain – to create a versatile brand.

In its historical heartland, the milk sector, Clover continues to dominate. Its improved ranking in the Top Brands survey, in the top spot, is bolstered by the fact that the UltraMel brand of long-life milk also retains the No 3 position. With a substantial portion of the population still lacking access to refrigeration, the long-life category remains significant.

However, as South Africa’s miners can tell you, the commodity game is cyclical. Clover has worked hard over the decades to build resilience to the vagaries of the commodity cycle, by developing a large range of value-added products. Among these are long-life milk, butter, cream, flavoured milk and



cheese. Since its supply agreement with Danone was ended in 2013, it has also been able to enter the burgeoning yoghurt market, and recently acquired the yoghurt business of DairyBelle.

A sector analyst, who did not want to be named, notes that the yoghurt market is worth around R3-billion a year, and is highly fragmented regionally, as local dairies all market yoghurts. “However, the big chains prefer to deal with a national producer, creating a significant opportunity for Clover,” he says.

Marcelo Palmeiro, group executive for corporate and brand development at Clover, says that because virtually every household uses milk, the Clover brand has become part of the household furniture – and highly trusted because of

its reputation for quality. He says that by linking all of the brand extensions to clear consumer benefits, such as added vitamins and minerals, the brand is able to capitalise on the trust consumers have in it.

“Clover is associated with everyday products like milk, cheese, butter and fruit juices, which makes it a partner in everybody’s life, but it is also always introducing something new,” Palmeiro says. In the 18 months since the company has been back in the yoghurt market, it has introduced four new brands, different package sizes and new flavours, such as breakfast cereal.

This deft use of a trusted umbrella brand to support continuing innovation is also evident in the fruit juice category. Here, too, Clover dominates. Its Clover Krush,

a pure fruit juice, retains top spot with an enhanced score, and its dairy-fruit blend, Tropika, has rocketed up to second place from fifth. The Clover brand itself also features in the rankings in this sector, ranking fifth, compared with last year’s eighth.

The analyst was particularly enthusiastic about the Tropika brand, which essentially created a sub-category of dairy-fruit blend, and remained full of growth potential.

“Krush is the result of many years of consistent brand-building,” Palmeiro notes. “But we are constantly refreshing it with new benefits – six fruits and six vitamins or six fruits and fibre, for example – and new pack sizes.”

Under the sizzle and fizz of a successful brand, the nuts and bolts have to be in place. Palmeiro explains that the company has built on its established milk procurement and distribution network, which gets milk from farms to virtually every retail outlet in the country, to support all of its brands. In fact, other companies now also make use of the Clover distribution and merchandising network.

“Our manufacturing capability is also very strong, with the latest technology and highest quality standards,” he adds.

Clover is currently working on ways to expand its network into sub-Saharan Africa, with an initial focus on long-life products. It is currently looking for local distribution in countries such as Zimbabwe and Zambia, replicating the successful model established in Mozambique, Palmeiro concludes.

A brand built on history

Late 1890s: Mooi River farmers meet to set up a butter factory under the name Natal Creamery.

1902: Natal Creamery begins milk distribution in Pietermaritzburg, and takes over Johannesburg Milk Supply Company in the following year.

1923: Natal Creamery is registered as a co-operative.

1934: Natal Creamery is renamed National Co-Operative Dairies (NCD).

1994: Clover South Africa is established, and enters into a supply partnership with Danone the following year.

2003: NCD is converted from a co-operative into a public company, as Clover Industries.

2005: Hosken Consolidated Investments acquires 25.1% as a B-BBEE partner (increased to 34.9% in 2007).

2006: Clover forms a joint venture with New Zealand’s Fonterra.

2010: Clover lists on the main board of the JSE and repurchases the Hosken stake.

2012: Clover re-enters the maas market.

2014: The Clover Futurelife joint venture is established.

2015: Clover acquires DairyBelle yoghurt and enters into the soft drink market via 51% of Frankie’s.

2016: Clover acquires 51% of Good Hope (soy products), and re-enters the custard market.



Enzo Scarcella,
chief marketing
officer at Telkom

TELECOMS PROVIDERS

WE JUST CALLED TO SAY WE LOVE YOU

Telkom re-energises its brand by infusing emotion and relevance into customer engagements

Rodney Weidemann

For many years, Telkom struggled against the reputation it had gained in the days before true competition arrived. Many people viewed it as a monopolistic entity that simply didn't care about its customers. Therefore, the fact that the company continues to improve its standings in the Top Brands survey is testimony to the hard work its people have put in, once and for all, to banish that reputation.

Enzo Scarcella, chief marketing officer at Telkom, points out that the company realised that it needed to prioritise customer engagement as the key element of rebuilding its brand.

"Our brand strategy has been built by infusing emotion, relevance and experience between our customers and ourselves. At the same time, we have focused on delivering the best products and services possible," he says.

"As part of this process, we believe that the acquisition of Business Connexion has allowed us to further expand our ICT services, and has established the company as Africa's premier end-to-end digital provider."

Last year, continues Scarcella, Telkom had two of the Top 10 most-loved adverts in South Africa, and three in the Top 20. What makes this exciting for Telkom is the fact that the Top 20 is voted for by the con-

sumers themselves. "This shows that we have really started to re-engage with our customers, and demonstrates how we have improved our brand awareness. Telkom has worked hard to create positive media awareness, with our brand consideration going from 68% to 78% in the past year."

The key to changing a long-held impression is to win the hearts and minds of your customers, and Telkom has undertaken a significant strategy to do just that, by implementing a business-wide Customer First campaign to drive improved customer experience.

"This year we followed international trends and empowered our customers to crowdsource solutions to their queries via the Telkom Customer Community. Furthermore, we have made it easier for customers to raise any issues they have via a number of alternative self-help options," he explains.

"Obviously, if they can access the internet, they can log a fault using the Telkom website. Alternatively, we have an SMS facility they can use to obtain assistance. In addition, Telkom's app can be downloaded for free, while customers can also tweet us via @HelloTelkom or post on our Facebook page."

The company has also put in place a dedicated digital team that works to gather the necessary information directly from customers. This team then connects directly with the technical support people to resolve queries.

Telkom's "hero campaign" for the year has been the launch of its groundbreaking data-led mobile "FreeMe" packages, according to Scarcella. "We have listened to our

customers and we know that they are hungry for data – so that is what we are giving them: six simple plans in six data sizes."

FreeMe, he adds, flies in the face of years of mobile industry tradition, where customers were expected to navigate confusing contracts, seemingly endless terms and conditions, high peak rates and pricey extras. Instead, FreeMe prioritises simplicity, ease of use and value.

"In addition, Telkom has now begun offering fibre-to-the-home products, and we have seen positive uptake of these services already. In fact, we aim to reach one million homes with fibre by 2018, thereby expanding further what is already the largest fibre network in the country."

"As Telkom emerges from a period of transformation and gears up for a new era of growth, customer service experience has become our top priority."

This, suggests Scarcella, requires a transformation from the company's previous bureaucratic and "order-taking" culture towards a much more customer-centric one, where the customers come first, and Telkom competes directly and aggressively in the highly competitive and ever-changing telecoms sector.

"Our challenge now is to continue to significantly improve on our customer experience, creating a culture where we consistently deliver great customer service that differentiates us from our peer group. We still have a great deal of work to do to achieve this, but by climbing the rankings in the Top Brands survey, we have clearly begun our journey towards service excellence," he says.

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TV SERVICE PROVIDERS

DStv has excelled this year, with two bouquets in the top three positions in the Consumer TV Service Providers Category: DStv Compact leapfrogged both eTV and SABC 1 to top the list, while DStv Premium moved from fifth last year to third this year, ahead of eTV and SABC 2.

There are a host of factors that have contributed to the success of the DStv brand, according to Nom-sa Chabeli Mazibuko, general manager, group marketing at DStv, the foremost being DStv's ability to provide best-in-class local and international content.

However, importantly, she says, it has been its ability to develop a portfolio of offerings to suit different South African lifestyles. "We've been able to take a once top-end brand and stretch it down into the lower tiers of the market, all the while retaining the brand's desirability."

"With the rise of the middle class, we broke the mould by creating DStv Compact, which was custom-designed for this market. And, recognising the opportunity at the bottom end of the pyramid, we created DStv Access, to create a gateway into pay TV. We're an aspirational brand that's accessible to all."

DStv Premium is the flagship offering, targeted at the top end of the market, offering the viewer the ability to watch TV any time, anywhere, through innovative value-added services such as DStv Now and Catch Up.

Mazibuko says the DStv brand is inherent in the DNA of the busi-

FROM DIFFERENT POINTS OF VIEW



ness. "It's our raison d'être. It's what provides our distinction in the market, the aspirational symbol that customers want to associate with, and provides social cachet. Beyond our product, it has become social currency and a lifestyle necessity."

The strength of the DStv brand is reflected in the company's growth in the last couple of years, providing DStv services to more than 5.7 million customers across

different market segments in South Africa. However, competition is growing in the market, she notes.

"The television landscape has completely changed. There are many services offering video content on multiple devices. Some of our competitors include StarSat, OpenView HD, Apple TV, Netflix, OnTapTV and YouTube, to name just a few. The terrestrial digital migration will allow even more

DStv has become an aspirational brand that is accessible to all

free-to-air and pay television options for consumers.

"We welcome competition, as we believe it is good for the consumer and our industry. Our focus is to constantly enhance the viewer experience of our customers on DStv. We will continue to bring our customers the latest and greatest in local and international shows, and deliver content through innovative services and cutting-edge technology that lets our customers watch our content on multiple platforms," says Mazibuko.

The DStv Premium bouquet recently developed a cut-through brand-building campaign using Suits star Gabriel Macht as an advocate. These powerful ads reinforce how DStv curates the world's best content and brings it to together in one place, through a series of executions that reinforce that viewers will "Know Best".

"Our DStv Compact campaign

has been anchored around Kum-nand' Ekhaya. Home is the best place to be. This campaign has reinforced DStv Compact as the primary entertainment choice for the home, offering the best local content and unrivalled football viewing," Mazibuko adds.

"We constantly look for opportunities to enter into partnerships to make the DStv accessible, or make it convenient for DStv customers to access other services. For example, we partnered with Telkom to enable customers to easily connect the DStv Explora to the internet, and we recently launched ShowMax onto our DStv Explora," she says.

Mazibuko reveals that a growing trend in the market is to address the busy lifestyles of consumers.

"Particularly in the top end of the market, viewers are seeking to watch content on their terms and in their own time. As such, we're seeing viewers moving away from what we call 'linear viewing' (viewing according to TV channel schedules)."

"To this end we have brought revolutionary technologies to the market, such as the DStv Explora, a decoder that allows customers to watch what they want, when they are ready."

Mazibuko says DStv's biggest challenges are to keep abreast of constant technology changes; piracy; and constantly looking at opportunities to keep services affordable and accessible to different market segments.

ADDIS – over 100 years of continuity a remarkable story of a truly South African family manufacturer

Open your cupboard, pack the school lunches, sweep the floor, scan the shelves in your garage or reach into your cooler box for an ice-cold drink at the beach, and it is inevitable that the instantly recognisable yellow and black Addis logo will catch your eye – a reality that translates to over 90% brand awareness amongst local consumers.

A trusted and much-loved name in South African households for over a century, USABCO is leading the way with its high performance products that merge carefully considered design with superior materials and state-of-the-art manufacturing processes. As a company, Addis is driven to create products that 'not only make your life easier but that we want to use in our own homes': from cleaning and gardening products to homeware, storage, hardware, painting tools and, most recently, furniture.

As a proudly 4th generation family-owned and run business, Addis has always been at the forefront of innovation while adhering to its founding values of consistency, quality and reliability. This strong sense of heritage and understanding of consumer needs coupled with a genuine passion for the people of South Africa and investment in its economy has ensured the brand's survival, growth and expansion into other African and global markets. This despite dramatic technological-, political- and economic changes as well as the removal of high levels of import duties. Thanks to continuous investment in its business and a forward-looking ethos, USABCO's highly-efficient and world-class manufacturing facility is backed by one of the best Enterprise Software Systems available, ensuring excellence in the measurement of productivity, distribution and e-commerce.

This dedication to progress and willingness to adapt is reflected in CEO Errol Stern's belief in the growth and development of the people who make up the USABCO family: a philosophy that has enabled numerous members of his team – from senior management to factory workers – to reach beyond themselves with further education.

Sustainability is a key concern at USABCO and the company is doing its bit for the planet by constantly looking at ways to lessen the impact on the environment both in the manufacturing process and development of its products.

Not all brands are created equal, and Addis seems to have achieved that much sought-after rarity in the business world: a genuine connection of trust, affection and immediate recognition from consumers, suppliers and distributors. USABCO remains committed to creating functional and attractive household products that can be relied on every day, in every application and for every area of the home and living.



Cara Bouwer

CEREALS

BE SMART ABOUT IT

Young brand FutureLife puts a focus on everyday health with its growing range of functional foods

The Top Brands 2016 Cereals category features big names you'd expect at the breakfast table: Bokomo Weet-Bix in top spot, followed by Kellogg's Corn Flakes and Jungle Oats. But it's a young, local brand that is turning heads.

Started eight years ago by Paul Saad, brother of Aspen Pharmacare founder Stephen Saad, Durban-based FutureLife began its existence as a social development project, with the aim of creating a nutritional product for malnourished and disadvantaged people. Today, its functional foods (which deliver beyond their basic nutritional value due to the addition of certain ingredients) span a cereal-style smart food, smart oats, innovative bran flakes, bread, smart drinks and a range of bars.

Coming in at eighth in the category bodes well for the brand, although its success comes as no surprise to David Sweidan, GM: business and marketing. He says FutureLife is about more than just cereals. "We cater for lifestyle needs. We look at everyday health, digestive health and weight management."

Sweidan says, when the brand launched, there was no functional food category. The best category option was cereal, a R4-billion market. "In the early days of FutureLife, we weren't taking market share from the big competitors; we were actually growing the entire cereal market," he says.

"The likes of Kellogg's and Tiger were analysing the data and saying they weren't losing market share. The overall cereal market was growing at the same rate as FutureLife." This enabled the brand to move

rapidly beyond KwaZulu-Natal into a national brand, and, in the process, to build the functional food category in South Africa, says Sweidan.

And they aren't done yet, he believes. "We have to ensure we continue to innovate into different categories," such as FutureLife's newly launched bran flake product. "We've managed to develop, and patent, unique, individually proportioned probiotic sachets that are packed separately with your bran flakes. That, for us, is extremely innovative." Consumers simply sprinkle a sachet of probiotics over their bran flakes.

FutureLife attributes its success to strong consumer buy-in and to keeping its promises. Over the years, a trademark of the brand has been its use of brand ambassadors, big names including the likes of soccer hero Bernard Parker, Survivor SA host Nico Panagio and Mignon du Preez, South African women's cricket team captain.

Swimming sensation Chad le Clos is also a former ambassador, a relationship FutureLife is proud to celebrate. "Chad was using (our products) before the (2012) Olympics," says Sweidan. "We had a fantastic relationship with Chad; we parted ways very mutually, because

he had a vision to take himself international and, as a locally produced product, I don't think we could have supported his vision well enough. So we agreed to let him go over to GNC, a global brand, and we decided to look at a more South African focus for the brand."

They choose soccer, did their homework and teamed up with Kaizer Chiefs striker Parker, whose family already used FutureLife.

"We have a very strong belief that if people don't already use FutureLife, we will never let them be a brand ambassador, because there is no credibility," states Sweidan. "We don't want a brand ambassador who is perceived to have been 'bought'."

He believes this credibility plays out in FutureLife's new brand campaign, which brings together individuals from all walks of life. "We have four brand ambassadors featured: (marathon runner) Irvette van Zyl – she and her husband LJ (400m hurdler) are the first married couple to compete at an Olympics together; then we've got Bernard Parker with his two kids; Matt Bromley, who is a South African surfer; and DJ Milkshake. They are everyday people before they are celebrities and professional sportspeople, and the fact that they choose FutureLife as part of



What's smart about bread?

Not content to be nestled in the top 10 of the Top Brands Cereals category, functional food brand FutureLife may also be gunning for a place in Essential Foods before too long, having launched a fortified smart bread (in white and brown) in 2016.

The move follows a 50% buy-in by Pioneer Foods, owner of the Sasko bread brand, explains David Sweidan, GM: business and marketing at FutureLife South Africa. "This gave us great capabilities on manufacturing, and efficiencies elsewhere in the business, and that has allowed us to focus on what we are good at, which is on product and marketing innovation."

Bread, explains Sweidan, is price-sensitive and "hasn't seen a new brand launch into the category in decades. So launching was exciting and scary, but we've had some phenomenal traction. This comes down to the fact that consumers know the credibility behind the FutureLife brand and the health aspect behind it."

FutureLife Smart Bread touts itself as South Africa's first and only non-GMO, low-GI bread.

their and their family's diets is testimony to the fact that we've built ourselves into a credible brand, and we deliver on what we say we do."

Turning back to cereals, Sweidan believes that, as a young company, FutureLife has an advantage over older brands. "Agility is part of our edge," he says, citing the tightknit team's ability to make quick decisions, "so our route to market is really quick".

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FORTUNER

Most South Africans are touched by Tiger Brands brands multiple times a day. On a cold winter morning, a bowl of Jungle Oats is still hard to beat, perhaps followed by a slice of Albany toast, spread with Black Cat peanut butter. Then there’s Koo, All Gold and Tastic – just the tip of a portfolio of 70 brands or more. And let’s not forget the corporate brand itself, with a market capitalisation at today’s share price of over R75-billion. Here, Lawrence MacDougall, the new CEO of Tiger Brands, talks to Jeremy Sampson.

IN CONVERSATION

ROAR OF THE TIGER

You have just completed your first 100 days at Tiger Brands – any major surprises?
I have long been familiar with Tiger Brands, and of course have spent many more hours studying the company ahead of taking up my new position. So, no real surprises.

However, I have been impressed again by the amazing array of iconic heritage brands owned by the company, and the leading position held by these brands over many categories.

I am struck again by the great opportunities that present themselves to Tiger Brands in expanding these brands into new geographies and/or categories. A challenge we will relish!

How many brands do you have?
We try to differentiate between the core, leading brands that Tiger Brands owns and other smaller brands that have supporting roles in the various categories. There are probably around 30 core brands and a further 40 or so smaller supporting brands, including the brands we own in the rest of Africa.

Not many companies own eight brands that account for over R1-billion in turnover each, and a further 10 brands that sell more than R0.5-billion per annum!

Is there scope to prune and refocus the business?
There has already been significant work done in tucking the brand portfolio into a “Master Brand” portfolio under the leading brand names. However, there is always room for further improvement in focus, and to concentrate our marketing spend and efforts behind those brands which we believe hold the strongest growth potential.

Each of our core brands has a distinctive brand blueprint and differentiated brand proposition – aligned to those categories in which they participate. We are extremely fortunate to own this array of powerful brands, and we intend to continue to build these brands within and outside of their current categories.

It always makes good business sense to continually review the brand portfolio, in particular the smaller brands, to ensure that there is role clarity for each of the brands we own, with an aligned marketing and brand support strategy.

In addition, we will focus on achieving brand portfolio clarity across all of the geographic territories in which we participate – including those brands that we have gained ownership of through acquisition in the rest of Africa.

Currently the consumer, generally, is being squeezed financially. How do you adapt to these conditions?
There is wisdom in the saying that “when the going gets tough for consumers, that is the time to invest behind your brands”. There is no doubt that the consumer is going through tough times in South Africa, and this is likely to continue for the foreseeable future. Across the rest of Africa, income per capita is also constrained, making the search for affordable “value” of paramount importance to consumers.

While there are real constraints on disposable income, it is also true that consumers do not buy on price alone – but rather seek to find best value in their purchase decisions. Tiger Brands will continue to focus on its core brands, but seek to ensure that the “value” which these brands offer through their functional differentiation is aligned to price points that represent superior value to consumers.

The need to continually offer the shopper special value “deals”, and to innovate in appropriate pack formats that offer more attractive price points will remain a key part of our strategy to retain consumer loyalty.

You refer to ‘heritage’ brands, but I’ve been told heritage is no guarantee of making a profit. What are your thoughts?
True, but it does make for a great start! Of course, the business imperative is to turn the “brand love” into good business. The need to find growth opportunities for these brands, invest behind the brands with the right marketing support, price appropriately and keep a tight watch on costs is the right recipe for turning brand leadership into profitable growth.

Maintaining relevance to today’s consumers, loyalty and even love for your brands is always a challenge. What is the key?
There is ever-increasing competition from both local and multinational competitors, which makes market share retention or

growth a real challenge. Moreover, we cannot just rely on the brand loyalty from the older consumer – youth make up the predominant share of total population across Africa, and capturing the hearts and minds of the younger consumer is paramount to sustaining the brand leadership of our iconic brands.

Fortunately, youth brand awards do endorse that we are successfully achieving this, but we will continue to commit to this important growth vector, recognising also the important role of digital engagement for the youth market.

From your experience at Cadbury and Mondelez, are you finding anything you can apply to Tiger Brands?
Both Tiger and Mondelez operate within the FMCG industry – as such, there are many similarities in what drives a sound growth business.

The first, of course, is the need for consumer centricity. Placing the consumer at the heart of brand and business strategy is at the foundation of successful business development.

All brand development needs to be built on a deep consumer insight and changing needs. Successful brands depend on this, and successful brands are key assets for any FMCG organisation. KOO, which always performs well in the *Sunday Times* Top Brands Awards, is a good example of a brand which builds its blueprint and brand development on a clear and sound relationship with its consumers.

Being consumer-centric goes hand-in-hand with products that deliver a consistent brand experience and that deliver on their promises, and fundamental to this is a mindset that says we never compromise on our quality. Embedding and enhancing a culture of continuous improvement is very important in this regard.

Many of the business learnings are also similar – driving growth, making clear investment choices, containing costs, and building competitive people resources and competencies will ultimately deliver the business success.

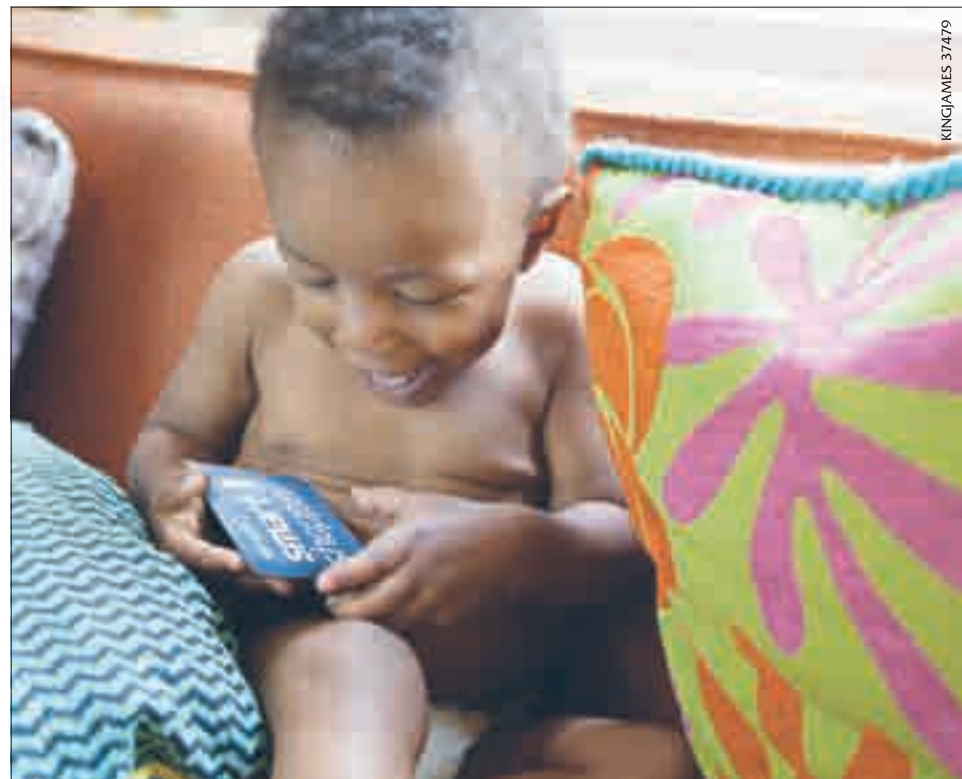
How are you addressing health issues such as obesity, sugar and salt?
As the leading food manufacturer in Africa, Tiger Brands is committed to its contribution towards healthier eating and lifestyles for our consumers. We are supportive of government’s initiatives to drive improvements in health through the control of excess sugar, salt and fats.

Tiger Brands took the lead in 2009 to initiate our Eat Well Live Well programme, which includes the application of the Guideline Daily Amount (GDA) table on all of our food products in South Africa. The Eat Well Live Well programme seeks to educate consumers about healthier eating, and planning family meals based on the GDA table and proper nutritional information.

Moreover, virtually every one of our brand ranges includes a “better for you” offering – for example, Jungle Ultra, Albany Ultima, All Gold Lite, KOO Lite fruit, Oros Light, Tastic Nature’s rice and many more.

Consumer education is another vital component in creating sustainable behaviour change. Educating the consumer about good nutrition is a key driver of citizenship that we have adopted within our CSI programme.

Tiger Brands food products are fully compliant with all regulatory requirements – for example, as of July 1 2016, all Tiger Brands foods meet the sodium reduction regulatory requirements put in place in South Africa.



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How are you responding to the impact of digital technology?

Digital technology is changing lifestyles and consumer behaviours across the world. It is an extremely exciting opportunity for brands to engage directly with consumers, in particular through social media. Tiger Brands is following this marketing trend and we are seeing increasing levels of marketing investment put behind digital communication channels.

Do you have a personal metric with which to monitor your progress in the job?

Ultimately, the performance of the business is measured in the share price. But there are many "lead" indicators which are critical to focus on in ensuring business health and progress.

Some of these would include growth, volume, revenue and market share, improving profitability levels, market investment behind core brands, route to market effectiveness, and, of course, the internal health measures in relation to our people's engagement and positive motivation remain one of the most important factors in driving business success.

Will Brexit impact on Tiger at all?

Many people are watching the financial trends following Brexit. Because Britain and the EU are key trading partners for South Africa and the rest of Africa, the economic impact of Brexit will impact on Tiger Brands indirectly. The impact on the continent's economic growth will, therefore, indirectly impact on our own trading environment.

In addition, we do export product to the EU through our Langeberg & Ashton canning business, and the economic impact of Brexit on this region would have some impact on these exports.

Given your considerable global experience, can we expect less reliance on South Africa in the future?

Tiger has committed to drive growth through expansion in the rest of Africa. While some of our investments have disappointed, others are showing very positive growth.

We have gathered valuable experience through our exports and operating companies in sub-Saharan Africa over the past several years, and continue to pursue our vision of growth in the continent.

Is there a brand you cannot do without?

All of the leading brands in our portfolio are critical assets to our business, and we will continue to build and nurture these brands through innovation and renovation, to sustain their relevance to our loyal consumers.

Tiger Brands' biggest brand is Albany bread, and we continue to support its functional promise of delivery of the freshest bread. Innovation through range expansion – for example, Buns & Rolls, Albany Ultima and Albany D'light, which are some of our more recent innovations – remains one of the core strategies to keep building this brand asset.

What keeps you awake at night, and how many hours of sleep do you average?

I sleep well at night knowing that we have strong brands that resonate with consumers at all income levels, and a strong team that provides stewardship of these brands.

How do you relax?

I try to exercise regularly and spend valuable free time with my family.

On your bedside table, what books would we find?

Chris Froome's book, *The Climb: The Autobiography*.



Lawrence MacDougall,
CEO of Tiger Brands

From this interview you can tell that Lawrence MacDougall, hardly surprisingly, is someone who doesn't give much away. But as CEO of a company that employs over 20 000 people, perhaps a quote from Chris Froome's book will resonate: "In sport you always think the strongest guy should be going for it and getting the best results. The thing is, cycling also has a very important team aspect, which I don't think a lot of people grasp."



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Anton Twigg, NBL's global marketing manager

What is the Reinheitsgebot?

The Reinheitsgebot was a beer purity law enacted in 1516 in Bavaria, in which only malted barley, hops and water were allowed to be used as ingredients in the making of beer. This was to protect consumers from beer that often contained additives that could be toxic, including mushrooms, stinging nettles and henbane.

Furthermore, it was also introduced as a means of preventing price competition with bakers for wheat and rye. By restricting the beer-makers to grains such as barley, the law ensured the availability of affordable bread, since wheat and rye could then be reserved for use by bakers.

"Earlier this year, Namibia Breweries Limited joined the rest of the world in celebrating the 500-year anniversary of this beer tradition. It remains the foundation upon which our brewing philosophy is built, and is one of the key differentiators between Windhoek and its local competitors," says Anton Twigg, NBL's global marketing manager.

FRIENDS, ROMANS... LEND ME YOUR BEERS

Humour and tradition combine to make Windhoek resonate with consumers

Rodney Weidemann

Sometimes, the key to getting your brand to resonate with your chosen customer base is as simple as delivering a consistent message and engagement with those consumers, combined with the brand's recognised quality credentials.

In keeping with its own clear principles around the brewing of beer, Windhoek Lager has kept its marketing message simple, focused, and just a little bit more humorous than usual. The end result is a significant rise in its popularity as a brand in this year's Top Brands survey.

Namibia Breweries Limited (NBL), the producer of Windhoek Lager, chose to focus on a slightly funnier-than-usual advertising campaign, which saw the company highlight what it referred to as the "Beeriodic Table of Ingredients". Playing on the table of elements found in science classrooms

around the world, this advertising campaign highlighted all of the ingredients NBL refuses to use in its beer manufacturing process, including maize, rice, sorghum, and some others best left unnamed.

Anton Twigg, NBL's global marketing manager, explains that the move to a more lighthearted advertising style came about because the company recognised the idea that beer is something people want to have fun with.

"We typically drink beer to relax, socialise, and generally have a good time. Advertising engagement needs to play into these occasions, and you need to engage the audience with content that resonates with them," he says.

Twigg suggests that the modern, savvy consumer relates more positively to brands that engage in a conversation, or interact in an interesting manner, as opposed to those that undertake a direct product push.

"Some companies might prefer to try and achieve awareness by plastering their brand name onto anything that is not moving, but often this type of advertising lacks any kind of emotional connection with consumers and simply becomes irrelevant noise.

"The trick for anybody wanting to advertise is to break out of the clutter, and create content that is

relevant to the brand and the audience – memorable content that will stick in consumers' minds. If you have a positive association with any brand, you are more likely to buy it in future, and humour is just one of the devices that brands deploy to create positive associations with consumers."

While it is tempting to say that Windhoek's key target demographic is anyone who drinks beer, the reality is that Windhoek is not for everyone, Twigg notes. "It is for people who appreciate quality and choose substance over status. Our Beeriodic Table campaign aimed to make consumers think twice about what goes into their beer. Hopefully it had the desired effect and helped them understand that not all beers are created equally."

Of course, adds Twigg, the company is already working on a new strategy for the future, pointing out that since NBL is a proverbial David up against some pretty big Goliaths, at least in terms of advertising spend, the company needs to get even smarter about how it appeals to consumers.

"This entails building a thorough understanding of our consumers, sharpening our messaging, and making brave investment choices. The consumer landscape is constantly evolving, so we can

never become complacent, and as a brand we constantly challenge ourselves to remain relevant in consumers' lives," he says.

Despite the apparent competition, Twigg also has a high opinion of the increasing number of micro-brewers entering the market.

"I am very excited by the growth in the micro-brewing sector, as I think it's putting the sexy back into the beer landscape. For too long, consumers have been faced with a very bland beer scene, and have thus been looking for greater choice."

He feels the explosion of the micro-brewing industry is starting to provide consumers with this choice, and, even more critically, moving beer into a completely different space, both functionally and emotionally.

"You can no longer label every beer-drinker as a 'lager lout', as craft beer growth is now opening up new consumer segments. Hopefully, in this journey of experimentation, consumers will also start to differentiate good-quality beer from mediocre beer, which will obviously be to the benefit of the Windhoek brand.

"In the end, the cornerstone of our brewing philosophy remains the Reinheitsgebot, something that we will always adhere to, regardless of changes to the beer landscape. I believe that the explosion in craft beer brewers, coupled with our own strength of tradition in how we make our beer, is both preserving and improving the art of beer brewing," he states.

As seen on DStv JHB 3545/01/E



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Linda Duke

FAST-FOOD RESTAURANTS

HOOK, LINE AND SINKER

As Fishaways swims up the rankings, Milky Lane's debut in the top 10 is the stuff of memories

Two brands making considerable headway in the Fast-Food Restaurants category this year are Fishaways and Milky Lane. Both part of the Famous Brands stable, the brands performed well enough to place Fishaways safely in seventh place and Milky Lane in ninth.

With the exception of KFC, which is streets ahead in the ratings every year, the variance between the top 10 brands in this category was nominal, with Nando's, Debonairs, Steers and McDonald's jostling for the top five positions every year.

In at sixth, Chicken Licken held the same position as last year, but it's Fishaways that has made its mark in the rankings, swimming up from 10th last year to catch seventh spot.

As if the fast-food market is not competitive enough, fish-and-chips takeaways have become more popular and common in South Africa – players in this category have to cast their nets wide to hook customers.

Fishaways marketing manager Jacquie Schultz says, in the past year, the brand has focused intently on trying to understand its consumers, to determine exactly what they would like when buying seafood for takeaway.

"Generally, consumers tend to be drawn to burgers and pizzas, rather than fish, in their fast-food choices, so we're constantly seeking ways to make fish more enticing for the consumer," he says.

Creative menu innovations such as the introduction of spicy or zesty spice options for the grilled fish,

and the choice of a swap-out salad in place of the standard chips or rice offering, have given Fishaways customers a wider range from which to choose.

With so many companies playing in the fish restaurant market, Fishaways has had to find its own unique positioning in order to survive.

"We compete not only with the large fish restaurant chains, but the smaller 'mom and pop'-style fish takeaways. From inception in 1999, we positioned ourselves as a quality seafood takeaway brand, instead of the standard 'fill the tummy' fish-and-chips offering. We make a point of offering good-quality product," says Schultz.

Quality eating in the fish market is not only about taste; it's very much about being proactive for the sake of our oceans, as a responsible member of the sustainable seafood industry.

"Fishaways only procures fish from the Southern African Sustainable Seafood Initiative (SASSI) list.

As a responsible seller of seafood, this is very important to us. For this reason, we only use fish which is on the SASSI green list. We provide a choice of quality options to the discerning consumer – those who love their seafood, but who are aware they should be eating only sustainable fish. Our exciting menu offering includes hake, calamari, prawns, paella, hake burgers and wraps, and our consumers can be assured that we will continue to innovate in this category, while offering them the consistent quality and great taste that has made us famous in South Africa," he adds.

Milky Lane's debut in the top 10 of the category is a coup for the brand, and probably testimony to the brand's international facelift.

The makeover has seen a shift from the somewhat dated red and white, to a funkier combination of brown, blue and pink, inspired, claims the brand, by memories of happy childhood days, soft-serve and running after the neighbourhood ice-cream van.



Tantalising word combinations such as "crunchielicious", "dreamy swirls", "sweet and salty mouth explosion" and "towering treat of mini chocolate waffle layers" have been liberally sprinkled throughout the new menu, which is dominated by generous drizzles of chocolate and lashings of nuts to complement the marketing line "Full of Feelgood".

Celeste Montepara, brand manager for Milky Lane South Africa, says the new look is designed to appeal not only to families with kids, but to teenagers.

"Milky Lane is a destination restaurant, a place where families can go to spend quality downtime together and enjoy their favourite

treats. With 13 different waffles, seven types of sundaes (or 'sunnydaes' in Milky Lane lingo), whizzers, milkshakes and pancakes, our offering is designed to suit everyone in the indulgence category's taste profile," she says.

Interestingly, despite the brand's popularity among its users being sufficient to boost it into the top 10, the results show its non-user rating (non-users being those who do not buy or use the product or service, but who are aware of it) has not improved on previous years. Brands at the top of the list have extremely high awareness ratings, such as KFC (100%) and Nando's (95%), showing top-of-mind awareness by users and non-users alike.



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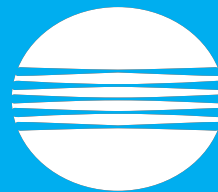
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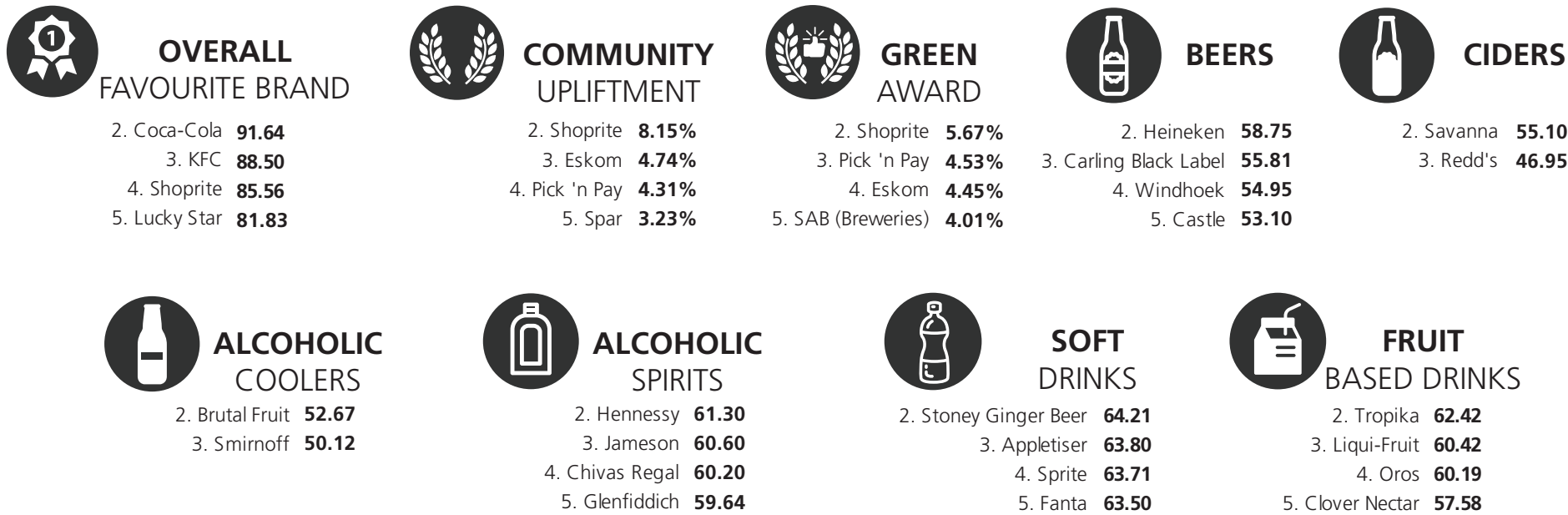
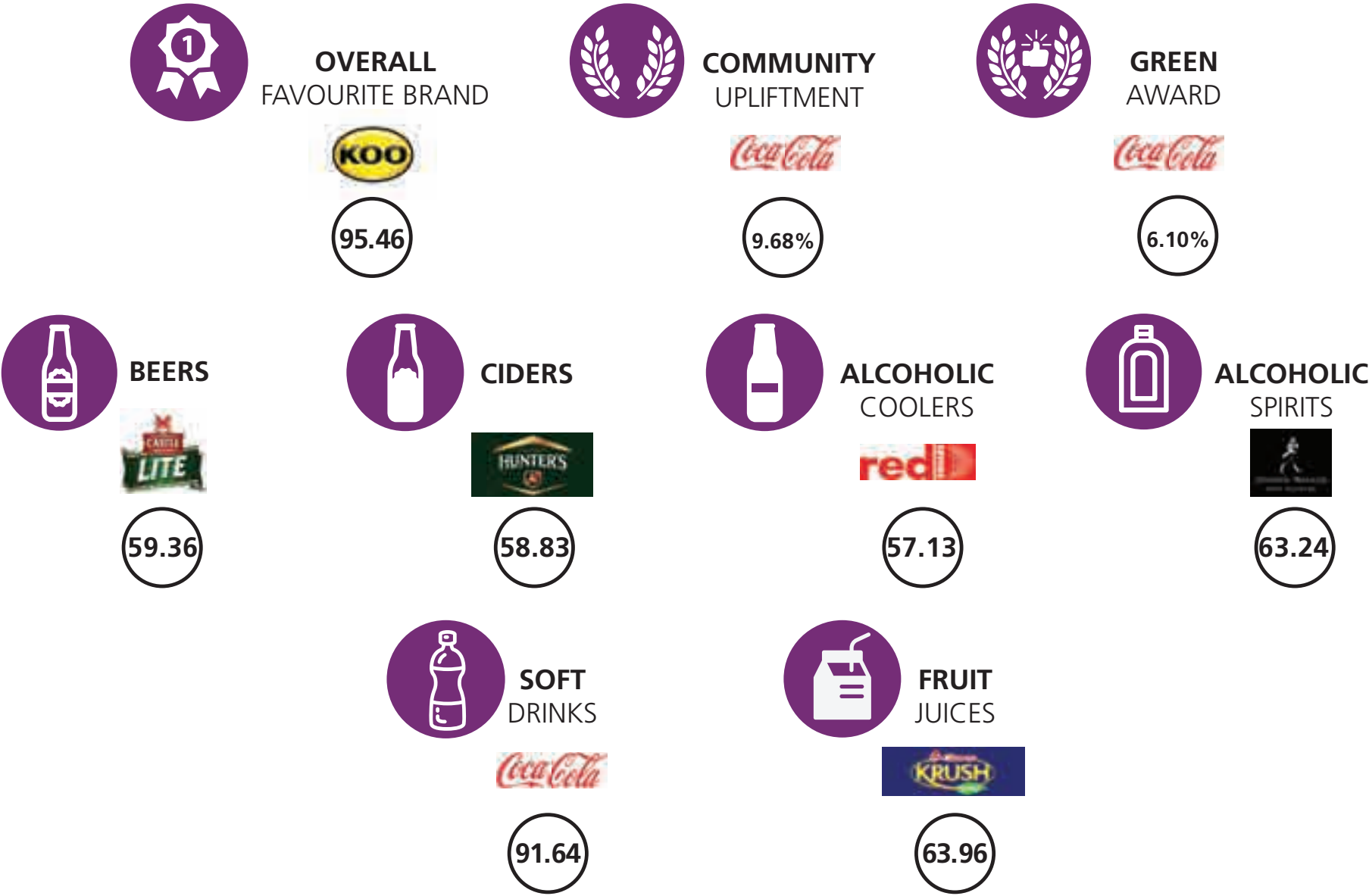
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50

SHADES
of Brand

YOUR TOP
BRANDS



Consumer Categories



ESSENTIAL FOODS



81.78



TINNED FOODS



95.46



MILK



81.00



CHILLED PROCESSED MEATS



74.56



FROZEN CHICKEN



73.48



GROCERY STORES



85.56



FAST-FOOD RESTAURANTS



88.50



SIT DOWN RESTAURANTS



68.53



CEREALS



76.91



CHOCOLATES



70.12



ESSENTIAL FOODS

2. Albany **71.74**
3. White Star **70.46**
4. Sasko **65.75**
5. Fatti's & Monni's **63.57**



TINNED FOODS

2. Lucky Star **81.83**
3. All Gold **70.29**
4. Bull Brand **60.53**
5. Enterprise **53.49**



MILK

2. Parmalat **67.99**
3. Ultra Mel **63.72**
4. Everfresh **54.28**
5. Dairybelle **52.33**



CHILLED PROCESSED MEATS

2. Rainbow Simply Chicken **67.77**
3. Eskort **66.20**
4. Renown **50.74**
5. Retailer Brands **50.27**



FROZEN CHICKEN

2. Goldi **65.10**
3. I & J **57.52**
4. Country Fair **53.88**
5. Supreme **53.31**



GROCERY STORES

2. Pick n Pay **76.14**
3. Spar **71.65**
4. Checkers **63.56**
5. Woolworths **62.98**



FAST-FOOD RESTAURANTS

2. Nando's **65.28**
3. Debonair's Pizza **62.07**
4. Steers **61.75**
5. McDonald's **60.65**



SIT DOWN RESTAURANTS

2. Wimpy **63.96**
3. Mugg & Bean **52.60**
4. News Cafe **52.26**
5. Ocean Basket **49.99**



CEREALS

2. Kellogg's Corn Flakes **76.68**
3. Jungle Otas **67.73**
4. Kellogg's All Bran **60.97**
5. Bokomo Corn Flakes **51.12**



CHOCOLATES

2. Lunch Bar **68.41**
3. Kit-Kat **62.09**
4. Ferrero Rocher **61.07**
5. Bar-One **60.49**

TNS

50

SHADES
of Brand

YOUR TOP
BRANDS



RETAIL
BANKS



69.00



SHORT-TERM
INSURANCE



55.02



LONG-TERM
INSURANCE



61.98



UNSECURED
LOANS



58.53



LARGE KITCHEN
APPLIANCES



75.53



ELECTRONIC
GOODS

SAMSUNG

81.39



CARS



64.67



PETROL
STATIONS



61.53



LOYALTY
PROGRAMMES



66.63



RETAIL
BANKS

2. FNB **62.55**
3. Standard Bank **61.17**
4. Nedbank **60.14**
5. ABSA **58.76**



SHORT-TERM
INSURANCE

2. Hollard **54.81**
3. Standard Bank **53.64**
4. OUTsurance **53.46**
5. First For Women **53.41**



LONG-TERM
INSURANCE

2. Sanlam **55.29**
3. Hollard **55.14**
4. Metropolitan Life **54.33**
5. AVBOB **53.26**



UNSECURED
LOANS

2. Capfin (PEP stores) **57.67**
3. African Bank **36.53**



LARGE KITCHEN
APPLIANCES

2. Samsung **69.86**
3. LG **65.50**
4. Kelvinator **57.77**
5. KIC **53.36**



ELECTRONIC
GOODS

2. LG **72.35**
3. Sony **68.20**
4. Sansui **56.14**
5. Pioneer **55.34**



CARS

2. Mercedes Benz **64.10**
3. BMW **63.38**
4. Volkswagen **62.58**
5. Audi **60.19**



PETROL
STATIONS

2. Shell **55.66**
3. BP **54.69**
4. Sasol **54.01**
5. Total **53.32**



LOYALTY
PROGRAMMES

2. Clicks Club **60.31**
3. Vodacom Rewards **59.61**
4. Thank U! **57.96**
5. eBucks **53.02**



Consumer Categories



CELLPHONES

SAMSUNG

73.91



TELECOMS PROVIDERS



76.93



TV SERVICE PROVIDERS



79.94



DOMESTIC AIRLINES



61.42



DAILY NEWSPAPERS



65.73



WEEKLY NEWSPAPERS



62.84



BEAUTY AND COSMETICS



71.33



CELLPHONES

- 2. Nokia **73.15**
- 3. Apple iPhone **60.57**
- 4. Blackberry **57.60**
- 5. LG **46.82**



TELECOMS PROVIDERS

- 2. MTN **74.01**
- 3. Telkom **51.14**
- 4. Cell C **49.79**
- 5. Telkom Mobile **47.32**



TV SERVICE PROVIDERS

- 2. SABC 1 **77.10**
- 3. DStv - Premium **75.91**
- 4. eTV **73.76**
- 5. SABC 2 **72.62**



DOMESTIC AIRLINES

- 2. British Airways **56.01**
- 3. Mango **47.23**
- 4. Kulula **36.95**



DAILY NEWSPAPERS

- 2. Sowetan **62.24**
- 3. Isolezwe **56.96**
- 4. The Star **56.83**
- 5. The Herald **56.22**



WEEKLY NEWSPAPERS

- 2. Soccer Laduma **60.61**
- 3. City Press **59.88**
- 4. Sunday World **59.09**
- 5. Saturday Star **56.75**



BEAUTY AND COSMETICS

- 2. Ponds **61.27**
- 3. Yardley **59.24**
- 4. Avon **58.94**
- 5. Revlon **58.92**

TNS

50

SHADES
of Brand

YOUR TOP
BRANDS



OVERALL
FAVOURITE BRAND



109.57



COMMUNITY
UPLIFTMENT



6.33%



GREEN
AWARD



15.14%



BUSINESS
NEWSPAPERS



92.11



DOMESTIC
AIRLINES



88.10



WHISKEY, BRANDY
AND VODKA



81.11



CAR
HIRE



81.33



CARS



77.81



OVERALL
FAVOURITE BRAND

2. Discovery Health **95.26**
3. Business Day **92.11**
4. Apple iPhone **90.92**
5. British Airways **88.10**



COMMUNITY
UPLIFTMENT

2. Sasol **5.70%**
3. SAB (Breweries) **4.43%**
4. Ned Bank **4.43%**
5. Sappi **3.80%**



GREEN
AWARD

2. Woolworths **5.18%**
3. Sappi **2.19%**
4. Sasol **1.39%**
5. Old Mutual **1.00%**



BUSINESS
NEWSPAPERS

2. Sunday Times - Business Times **83.32**
3. Mail & Guardian - Business **67.65**
4. The Times - Business **65.86**
5. Business Report **57.76**



DOMESTIC
AIRLINES

2. Kulula **80.74**
3. Mango **66.74**
4. South African Airways **66.64**
5. Safair **41.44**



WHISKEY, BRANDY
AND VODKA

2. Jameson **79.55**
3. Glenfiddich **79.28**
4. Glenmorangie **72.19**
5. Chivas Regal **67.70**



CAR
HIRE

2. Europcar/Imperial **71.32**
3. Budget **62.49**
4. Hertz **50.76**
5. Tempest **40.98**



CARS

2. Toyota **72.59**
3. BMW **68.66**
4. Audi **67.89**
5. Volkswagen **64.80**



Business Categories



SHORT-TERM INSURANCE



69.26



LONG-TERM INSURANCE



70.49



INVESTMENT COMPANIES



82.58



MEDICAL AID COMPANIES



95.26



CORPORATE BANKS



78.98



CELLPHONES



90.92



TELECOMS PROVIDERS



109.57



SHORT-TERM INSURANCE

2. OUTsurance **66.52**
3. Mutual and Federal **62.60**
4. Hollard **60.52**
5. Alexander Forbes **55.68**



LONG-TERM INSURANCE

2. Discovery Life **67.95**
3. Liberty **66.14**
4. Alexander Forbes **63.59**
5. Sanlam **63.20**



INVESTMENT COMPANIES

2. Investec **74.61**
3. Old Mutual **65.74**
4. Coronation **64.20**
5. Rand Merchant Bank **62.92**



MEDICAL AID COMPANIES

2. Momentum/Metropolitan **54.13**
3. Fedhealth **51.07**
4. Bonitas **49.27**



CORPORATE BANKS

2. Investec **72.45**
3. Nedbank **64.99**
4. Standard Bank **64.81**
5. Rand Merchant Bank **59.51**



CELLPHONES

2. Samsung **86.17**
3. Sony **57.44**
4. Blackberry **43.86**
5. Huawei **41.91**



TELECOMS PROVIDERS

2. MTN **74.30**
3. CELL C **68.48**
4. Telkom **66.57**
5. Telkom Business **57.21**



RETAIL BANKS

MONEY IN THE BANK

Capitec shows no signs of slowing down in its drive to make banking simple

Rodney Weidemann

In the modern world, despite the ease with which people connect with one another through social networks, and the promise offered by digital networks, people's lives seem to be getting more complicated and cluttered.

The abundance of information and overload of products to choose from have increased the desire of the man-in-the-street to obtain a banking solution that is simple to understand, easy to access and completely transparent.

Francois Viviers, executive for marketing and corporate affairs at Capitec Bank, points out that there really is no reason why banking should cost people more time or money. In fact, he says, the opposite holds true, as it should save you time and money, so that you can spend it on the things that really matter the most to you.

"It is this realisation that resonates most effectively with our clients and is what has helped to propel Capitec Bank on its current trajectory," he says.

"Our focus during the 15 years of Capitec's journey has consistently been on building a brand that represents our fundamentals of sim-

plicity, affordability, easy access and personalised service. We have ensured that these fundamentals are entrenched in the way we designed our banking offering, in the way we determine the pricing, in how we engage with our clients, and in the way we communicate through our marketing. It is this consistent approach that has helped us to build an authentic brand to which people of all ages can relate."

He explains that Capitec is all about simplicity. This is the opposite of the traditional approach to banking, which segments the mar-

Moving on app

In 2015, Capitec launched its mobile banking app to wide acclaim, with the bank's customer base taking to it in droves. According to Francois Viviers, executive for marketing and corporate affairs, more than 1.5 million clients have already registered for the application, using it daily to make payments, buy airtime or electricity, manage their accounts and much more, from anywhere in the world. "Obviously, we are aware that we cannot rest on our laurels with this app, and so we are continuously updating it with new features. We are also in the process of testing our new credit card offering, and once the testing phase is complete, this is another exciting service we will be bringing to market," he adds.

ket and offers different solutions to different target markets. This, in turn, results in a complicated list of accounts to choose from, with different fees, not to mention terms and conditions that apply.

"At Capitec, we don't believe that a wealthy client should pay higher fees, or that a student should get a lower level of service, just because they fall into a different market segment. For this reason, we created a single banking solution that offers the best value for money and that serves the needs of the majority of South Africans," states Viviers.

"We also offer a free service that assists customers to switch their debit orders and their salaries to Capitec Bank, eliminating most of the difficulty and stress involved in such a switch."

He believes the biggest reason for Capitec's consistent upward trajectory in the Top Brands awards is because its people do not see themselves as bankers.

"We feel that we are in the business of helping people to manage their financial lives better. By putting ourselves in the customer's shoes and combining this approach with regular feedback from our clients via social media, branches and our call centre, we have been able to pioneer new initiatives which are truly in their best interest.

"For example, most of our branches are open until 6pm on weekdays, and over 270 of our mall branches are open seven days a week. Moreover, we really have pioneered paperless banking, and

make use of fingerprint and photo biometrics to identify our clients, providing the kind of security that ensures their money and information are kept safe," he continues.

Capitec Bank has a strong movement of clients that are passionate about the brand, adds Viviers, pointing out that this group of "Capitec people" like to talk about it, share their experiences with their friends and family, and even challenge peers on social media to switch to Capitec Bank.

"It is this unique group that we have to thank for ensuring that the brand is rated so well, even among people who are not banking with us yet. We don't believe that a strong brand is built through clever advertising or promotional campaigns alone."

He suggests that, despite the brand being highly rated, Capitec has committed itself to working hard on improving its banking offer, thereby helping its clients to bank better and therefore live better. At the same time, it plans to stay true to its brand fundamentals, which have helped the business to be so successful up until now.

"We are always excited about the Sunday Times Top Brands awards. Doing well in these awards acknowledges that we are on the right track in building a brand that really adds value to our customers' lives. This also serves as a reminder that we should never stop pioneering, for the sake of a simpler, more affordable value proposition that puts our clients in control of their banking," he concludes.



DOMESTIC AIRLINES

CUSTOMERS AT THE CONTROLS

In an African aviation industry that is becoming more competitive, the sky's no limit for British Airways



Alf James

The British Airways brand is flying high in southern Africa, having placed first in the Domestic Airlines Business category and second in the Domestic Airlines Consumer category of the *Sunday Times* Top Brands survey.

According to Shaun Pozyn, head of marketing for kulula.com and British Airways in southern Africa, the British Airways brand is important to the airline's success on two fronts. "Firstly, customers book with us because they expect the products, service and experience, in the air and on the ground, plus the schedule and network that an internationally recognised full-service airline offers.

"British Airways (operated by

Comair) has been successful because we strive to exceed customer expectations. In addition to that, we include some of our own touches, such as the catering, as well as the SLOW Lounges.

"The second aspect is that we keep up with international trends and developments. An example is the BA app, which puts a huge amount of information and control at customers' fingertips, from which gate to board at, to the ability to change a flight on eligible bookings," says Pozyn.

As a full-service carrier, British Airways differentiates itself by providing the sort of service that enables business customers to maximise their time, whether this be on the ground, in the SLOW lounges, when boarding through priority

gates, or in the air in its Club (business class) or Traveller (economy class) cabin, he adds.

"The business market is changing, which resulted in the launch of On Business, as well as continuously enhancing the Executive Club, which is British Airways' global frequent flyer programme," says Pozyn.

However, he contends that one of the most important reasons for British Airways' success locally is its customer focus, which ensures the airline provides a friendly and hassle-free travel experience, enabling customers to arrive at their destination feeling relaxed and refreshed.

"This includes providing customers with numerous choices tailored to suit their specific needs,

Innovations and rewards

Shaun Pozyn, head of marketing for kulula.com and British Airways in southern Africa, outlines some of the factors that have contributed to British Airways' local success:

- Its network – Within southern Africa, British Airways operates over 400 flights per week, to the major airports hubs. The route network is further extended through British Airways PLC's global network, as well as through the oneworld alliance.
- Its global frequent flyer programme – As an Executive Club member, customers receive numerous benefits and services based on their tier status, as well as the ability to earn Avios (frequent flyer points) that can be used towards flights and upgrades.
- On Business – Accumulated rewards can be used to book redemption flights, upgrade cabins or take advantage of special offers targeted specifically at members.
- New technology and innovations – This includes upgrading to new Boeing Next Generation 737-800 aircraft, thus ensuring a more efficient fleet, and the BA App that provides customers with information and control.

such as the option of two cabins, Club (business class) and Traveller (Economy class), internationally recognised, award-winning lounges, known as the SLOW Lounges, and a dedicated check-in, to name a few.

"In addition, the local British Airways flights are operated by Co-

mair, a South African aviation and travel company, which operates scheduled and non-scheduled airline services within South Africa, sub-Saharan Africa and the Indian Ocean Islands, as its main business," he explains.

"Managed and owned by South Africans through its listing on the JSE, we have been operating successfully within South Africa since 1946, and are the only known airline to have achieved operating profits for 70 consecutive years.

"Within the Comair stable are a number of airline and travel-related brands, which include British Airways (operated by Comair), kulula.com, the SLOW lounges, Comair Travel, Comair Training Centre and Food Directions, which is Comair's very own airline catering company."

Pozyn says that, owing to volatile exchange rates and rising fuel prices, British Airways is constantly innovating and improving on operating efficiency.

"We've adopted a similar approach to successful airlines worldwide, of acquiring and operating larger, more fuel-efficient aircraft, as well as implementing new-generation technology platforms, delivering efficiency and commercial opportunities."

The African aviation industry is becoming more competitive, which is good for Africa and good for consumers, he adds.

"As connectivity and infrastructure within Africa improves, air travel will become easier and more affordable. This should encourage international demand from business travellers seeking opportunities in Africa. It will also encourage African enterprises to expand on the continent and also to international markets, making it more convenient for tourism and people wanting to visit friends and relatives."

Puseletso Mompei

BEAUTY AND COSMETICS

A RELATIONSHIP BASED ON TRUST

South African consumers – both male and female – count on Nivea to take care of their skincare needs

Nivea Crème – or the “little blue tin”, as it is fondly called – was born in 1911, and became available in South Africa in the 1950s, a history that is probably why the cream is often associated with positive childhood memories and skincare rituals. With a rich heritage backed by 125 years of skin research and development in the more than 200 countries where it is marketed, Nivea is consistently one of the best-known skincare brands.

Clinching top spot in this year’s Beauty and Cosmetics category, Nivea came in ahead of second-placed Ponds, with Yardley in third, established brands in their own right, yet has also managed to stay fresh and relevant in the face of new entrants, such as Avon and Garnier, which came in fourth and sixth respectively.

According to Kerstin Bird, marketing director of Beiersdorf South Africa, under which the brand falls, Nivea stays relevant across various demographics by taking pains to understand what consumers want. “We consistently spend time with consumers in their own homes and shopping environments, and conduct research studies to gain an in-depth understanding of their needs and preferences when it comes to skincare products.”

Nivea Perfect & Radiant is an example of a skincare range which was developed exclusively for African consumers, which is not available in other countries. The range specifically targets pigmentation and oily skin, both problems with which local consumers struggle.



Bird believes Nivea is a brand that people trust to take care of their skincare needs, while still remaining affordable and accessible. It boasts an integrated research team who are passionate about both the brand and consumers. “All of our research is designed to en-

sure that our consumers remain at the heart of everything we do in our business,” she says.

One of the aspects that distinguishes Nivea from the other top-rated brands is its successful promotion of male grooming products. Worth an estimated US\$21-billion,

this once-peripheral market is staggeringly valuable. Ingeniously Nivea was ahead of the curve, and for over 30 years Nivea MEN has been caring for men’s skin with a range that features complexion-clearing and oil-zapping facial cleansers and moisturisers, shaving products that prevent razor burn, razor bumps and irritation, as well as deodorants and shower products.

Recently, Nivea MEN joined forces with prestigious Spanish football club Real Madrid for its marketing campaigns in South Africa. “Real Madrid and Nivea MEN have a lot in common. At the heart of this partnership is our shared passion for teamwork, and the desire to overcome competition and win,” explains Bird.

“In South Africa, football is a great passion and has a fanatical following, and it is an ideal platform for us to build a stronger engagement with South African men. This year we’ll be able to establish a closer connection with our consumers, giving them greater access to enjoy and experience their foot-

ball idols and the iconic Real Madrid team.”

In addition to Real Madrid merchandise and memorabilia that will be given away to fans, Nivea will also send 100 local consumers to Spain to experience Real Madrid’s magic in person, and watch the team practise and play, says Bird.

Nivea understands the changing demands of consumers, especially pertaining to safety of ingredients, and environmental impact. It is well documented through research that consumers will remain loyal to brands that conduct their business in a sustainable and equitable manner.

Product safety has always been of paramount importance to Beiersdorf, and is at the forefront of many initiatives relating to product development. As far back as 1980, Beiersdorf ceased using ozone-depleting CFCs in spray cans, and pledges to continue to reduce its overall carbon footprint, as part of its sustainability business practice.

In addition, Beiersdorf has a well-functioning corporate social investment programme, assisting the communities that have supported the brand over many years to live a self-supporting and sustainable lifestyle. Its long-term global sustainability strategy, “We Care”, aims to strengthen families worldwide. It focuses on the all-important values of closeness, trust and responsibility.

Keeping visible is important; the company has a highly interactive website, and is equally engaging on social media, interacting with consumers on a one-to-one basis.



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GET A KICK OUT OF IT

It's Stoney Ginger Beer's authenticity, and its blast of ginger flavour, that stirs up the South African in people

Linda Doke

There's nothing quite like the fizzy burn of ginger beer, produced by the natural fermentation of ginger spice, yeast and sugar.

There are many ginger beers out there, some more powerful than others. But, according to South African consumers of soft drinks, there's only one with the "kwetsa" to be the best, and that's Stoney Ginger Beer. Kwetsa – the kick of ginger that catches the back of your throat – is the zing people associate with the Stoney brand.

Dubbed "the pioneer of all ginger beer beverages", Stoney Ginger Beer is not only intense in its ginger flavour, but it's 100% South African-born and bred – and proudly so. Brewed and distributed by The Coca-Cola Company, Stoney was developed in 1952 by a Coca-Cola bottling partner, and

was linked to the heritage of a traditional homemade ginger beer. A few years later, the brand expanded into sub-Saharan Africa. In East Africa, for example, it is called Stoney Tangawizi.

With its catchline "Stronger than the strongest thirst", which has now evolved into "Yiba strong", Stoney is the leading ginger beer brand in South Africa and is sold in a number of countries in Africa.

Proving its power, Stoney has fizzed its way from fifth position in 2015 to second spot in the Top Brands survey this year, breaking the longstanding trifecta of Coca-Cola, Fanta and Sprite. Coca-Cola has maintained its market dominance, while Fanta has slipped into fifth place, behind Appletiser and Sprite.

But what is it that makes Stoney Ginger Beer more popular than others?



Sharon Keith, marketing director for Coca-Cola Southern and East Africa, says Stoney is a proudly South African brand with strong, authentic credentials and a solid heritage, as ginger spice has strong cultural roots in South Africa.

"Stoney Ginger Beer is set apart from other soft drinks by its ginger kick, making it special because it's so completely different. We believe it's the

authenticity and heritage of the brand, together with the blast of ginger flavour, which we call the 'kwetsa', that stirs up the South African in people," says Keith.

With so many soft drinks to compete with, the brand has had to establish a strong identity to be able to carve its own niche in the market. But those working on the brand are confident its direction is solid.

"We know South Africans have a wide array of beverage brands to choose from, and that they select their brand in the moment, depending on their mood, the occasions they are enjoying and the people they are with. Usually, those are brands they know, trust and love – Stoney is one of those brands that just 'hits the spot'," states Keith.

"The quality of our products is of the utmost importance to The Coca-Cola Company. We work hard to ensure the Stoney Beer

that reaches each consumer is of the best possible quality, and that it maintains the refreshing blast of ginger flavours our consumers want and expect."

According to Keith, the company prioritises the importance of keeping relevant to consumers. "We make sure that we speak to our consumers regularly, whether it be through sampling, social media, formal research, or going into the places where they buy and enjoy our product. We also strive to find out our consumers' motivations, and to look for ways to play in the refreshment roles in their lives."

"Importantly, we design our marketing plans around the insights we gather from our consumers. This not only enables us to remain relevant, but always to deliver a consistently quality product our consumers want and expect."

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Alf James

LONG-TERM INSURANCE

Old Mutual placed first in both the Business and Consumer Long-Term Insurance categories of the *Sunday Times* Top Brands survey.

"We're proud of being the market leader in South Africa, with six million customers, and excited about our expansion into East and West Africa," says Karen Thomas, head of brand at Old Mutual Emerging Markets.

"We are now operating in no fewer than 14 countries, and through key partnerships (Ecobank) and acquisitions (Faulu and UAP), we believe we're well positioned to become a

LIFE AND TIMES...

170 years old, Old Mutual continues to commit to research, innovation and improvement

financial services champion in Africa.

"We plan to continue building on our long heritage of providing sound financial advice and services to our customers, and contributing to

creating a more positive future for all. For more than 170 years, we've been striving to live up to our customer promise – giving them peace of mind in times of need, helping them reach their

dreams and goals, and partnering with them to plan and secure their family's positive future wellbeing."

According to Thomas, last year Old Mutual paid out 99% of life cover claims and 96% of all claims lodged with Greenlight. "In fact, we paid out more than R8-billion in total in claims – plus R8.8-billion in pension payments," she adds.

Thomas says Old Mutual recognises that the success of its brand depends on the company continuously evolving and adapting to the dynamics that shape customers' lives.

"To honour their trust and confidence in us, we know we must continue to offer real value and relevant financial services. This is something that requires deep commitment and ongoing research, innovation and improvement.

"Every year, for example, we conduct a survey that tracks the savings habits and needs of metro working South Africans. Called the Old Mutual Savings and Investment Monitor, it helps us to keep our finger on the pulse of South African lifestyles. It guides and inspires not only our product and service development, but also our financial education and financial inclusion efforts," she notes.

"I believe the strength of our brand and reputation stems from our customer-centric approach, our values and responsible business philosophy, and our good governance. Our customers and their communities really are at the heart of everything we do, and that's the underlying message of all our marketing initiatives."

The financial services company has set out to build strong ties with key communities through its support of marathons and other endurance sports (Old Mutual Two Oceans, Old Mutual Om die Dam, the Comrades, Old Mutual Soweto Marathon, Old Mutual JoBerg2c and Old Mutual Wild Series, among others). "These give us a great opportunity to demonstrate the power of planning, commitment and perseverance, which are essential qualities when it comes to managing your personal finances properly," says Thomas.

A marketing campaign Old Mutual ran recently showcased the company's purpose, which is to help customers to thrive, while investing their savings and investments in funds that will make a difference and create a positive future for them, their families and the world at large. This in turn will ensure sustainable returns for shareholders too.

"Our funds under management are now R1 025-billion, and the advert depicted the investments we make in areas that support economic transformation, such as education, enterprise development and green initiatives.

"For example, we have close to R60-billion invested in infrastructure, private equity and impact funds, of which R30-billion is directed to renewable energy. We're keen to help spread the message that progressive companies think long-term and embed environmental and social issues in their strategies."

Challenges for the company are those experienced by all companies operating in emerging markets at this time: economic volatility and uncertainty, customers under pressure, and cybercrime, she notes.

However, one of the ways in which it is addressing the financial constraints and over-indebtedness of customers (and customers-to-be) is to increase their financial literacy through financial education. By providing this alongside services and products, Old Mutual is helping customers to make informed decisions for their short and long-term financial wellbeing.

Last year more than 230 000 people benefited from the company's financial education programmes.

"In South Africa, to address some of the big economic issues, our executives are collaborating with other business leaders, government and labour to strengthen the economy, and help unlock long-term growth and lasting stability for all," says Thomas.

"Importantly, our employees are motivated by being part of an organisation that does great things, and it helps us to attract talented people with a passion for excellence to work for us.

"Last year we were named the Top Employer in Financial Services and Insurance in South Africa for the fifth year in a row. We also moved up to second place in the overall ranking across all industries. Plus, we were certified a Top Employer in Botswana, Ghana, Kenya, Malawi, Namibia, Nigeria, Swaziland and Zimbabwe," she adds.

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Cara Bouwer

CHOCOLATES

THE PSYCHOLOGY OF HAVING A BREAK

KitKat is 81 years old – and going stronger than ever



When it comes to chocolate, South Africans prize Cadbury and Cadbury Lunch Bar above all, with these two brands holding steady at one and two for 2016. But, jumping from fifth in 2015 to third spot this year is an evergreen that clearly still has what it takes: KitKat.

With KitKat celebrating its 81st anniversary this year, the brand is going all out to confirm its place in the chocolate pecking order, launching two new products – Popchocs and Chunky Duo – in February. Add to this the fact that mother brand Nestlé is celebrating its South African centenary in 2016, and the buzz is hardly surprising.

Zanele Mthethwa, business executive manager for confectionery at Nestlé, is quick to reinforce the longevity of the brand, which first hit the shelves back in 1935, in York, England (back then it was sold under the Rowntree banner). “More than 17 billion KitKat fingers are eaten across the globe each year,” she says. “KitKat is sold in more countries than any other confectionery brand. Its perfect balance of delicious chocolate and light, crispy wafer continues to offer consumers an ideal treat.”

Reflecting on the brand’s well-being message of “Have a break, have a KitKat”, Mthethwa says this “has never been more relevant than in today’s busy times” (the word “break” first appeared in KitKat advertising back in 1937).

She adds that KitKat’s success is hinged on a firm appreciation for

its history, as well as its ability to move quickly in a changing business environment. Locally, the brand has worked hard to differentiate the way it speaks to South Africans, rather than cutting and pasting European or American approaches. “We develop and create all our marketing activities based on human truth, to detect and make the best use of our consumer insights – a deep understanding of the motivations, attitudes, beliefs and/or feelings that are South African – to ensure we communicate in a relative and unique way to our South African consumers,” explains Mthethwa.

While traditional platforms are still relevant – “we are currently running two television adverts which illustrate the KitKat Break, and we also have national outdoor

executions, in-store media and point-of-sale campaigns” – the brand is increasingly looking to engage with consumers digitally and drive discussions online. Digital, Mthethwa says, is most aligned “to where our consumers are currently consuming their information, and are the most relevant ways for KitKat to engage with our consumers”.

Born in an era when television was a pipe-dream, let alone the Internet and social media, it’s vital to keep the KitKat brand fresh and relevant by engaging on the platforms of today, as well as those of old, Mthethwa believes. “KitKat understands the need for having a strong digital presence as social media continues to grow stronger and stronger,” she says.

“More and more people are tak-

ing breaks differently, and we have to tailor our communication accordingly. Nowadays consumers are going online when they want to unwind, and we aim to build a strong relationship and conversation with our consumers through the digital platforms. It’s about bringing the brand to life, co-creating content and experiences based on the brand, and consolidating KitKat’s ownership of breaks by adding value to our consumers’ digital breaks.”

Tailoring innovations that are consumer-centric remain at the forefront of the brand’s success, she stresses. “KitKat’s recent innovations, Popchocs and Chunky Duo, were launched to deliver against articulated, unarticulated and unimagined needs, so that we put a smile on our consumers’ faces.”

What’s with the UTZ logo?

The KitKat range will now feature the logos of the Nestlé Cocoa Plan and UTZ. These tell consumers that Nestlé is using fair and sustainable practices in the sourcing of cocoa for the KitKat range.

The UTZ standard, believes the non-profit organisation’s executive director, Han de Groot, is a credible and transparent sign of trust in which both individuals and companies can have confidence. “At every step of the supply chain, UTZ makes its processes and standards available to the public, posting all relevant documents in our resource library for our stakeholders to read and share. These standards and processes are backed up through our adherence to the ISEAL Code of Good Practice,” he says.

UTZ-certified stands for sustainable farming and better opportunities for farmers, their families and our planet, explains Zanele Mthethwa, business executive manager for confectionery at Nestlé. “Through the UTZ programme, farmers grow better crops, generate more income and create better opportunities, while safeguarding the environment and securing the Earth’s natural resources, now and in the future.”



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ROBYN PUTTER BRAND AGENCY AWARD

THE VALUE OF GREAT WORK

A talented team and longstanding clients are FCB Africa's recipe for success

Alf James

The winner of the Robyn Putter Brand Agency Award for 2016 is FCB Africa. This is the fourth time in the last five years that the agency has garnered the award, and the third year in succession.

Further recognitions for the agency in the last year have come in the form of three Cannes Lions, 17 Loerie Awards (including gold), one Show Gold Pencil, a Bronze Apex, seven Pendering Awards (including gold), and three of the top 10 Most Liked Ads on Millward Brown AdTrack.

Furthermore, despite the challenge of a tough economy, FCB Africa's revenue has grown 10% year-on-year, which includes a number of new business wins, the largest of which was South African Tourism.

While there are always many contributing factors to success, Brett Morris, group CEO of FCB Africa, says the agency's accomplishments are due to great talent and great clients. "We're lucky enough to have lots of talented people and clients who appreciate the value of great work," he says.

Morris believes the longevity of FCB Africa's client partnerships is a definite factor in the sustainability of its success. "We have relationships that have spanned decades, and a lot of people in the business who have journeyed with those brands for many years, who understand the DNA of both the company and our clients' brands.

"The true measure of a relationship is how it holds up when times are tough, not only when times are good. We've been able to respond and reinvent the agency when we've had to, in order to see us through thick and thin with our clients.

"Longevity of the relationships between an advertising agency and its clients is critical. It's very difficult, if not impossible, to achieve sustainable business results and build powerful brand assets if you have a short-term view.

"We're lucky to work with clients who have a long-term view of success and are prepared to invest in building on a partnership," says Morris.

Another contributing factor to FCB's brand-building success is the agency's capacity for origination and invention.

"Innovation is very important, and is becoming more important as time goes on. There was a time when agencies and clients had to adapt very little; you only had to deal with one or two big changes every five years.

"Now big changes are happening every five months. It doesn't mean you need to start from scratch every five months, but it does mean you need to be more agile and have a legitimate learning culture."

Morris says the current tough market conditions have impacted on the brand-building environment, as well as the importance of brand strength, awareness, and loyalty in such an environment.

"While tough market conditions obviously impact every aspect of a business, brand-building can be particularly susceptible. Strong brands tend to stay the course and spend proportionally on brand-building, rather than cut drastically, even in difficult times, which has been shown to have exponential impact and create an even stronger platform for brands beyond a recession."

Morris describes the Toyota Hilux launch, Coca-Cola summer campaign, Savanna relaunch and KOO campaign as the agency's most successful campaigns in the last year.

He says trends in the market are not something FCB Africa generally focuses on.

"We focus on creating great content across all brand touch-points. It's important to understand consumer sentiment and be able to leverage popular culture 'trends', but, by their very nature, as soon as they reach critical mass, trends are no longer trends; they are mainstream."

However, increased competition in the market is one trend Morris admits to. "The environment is very competitive, which is why we work very closely with our clients, to respond to both their changing business needs, as well as changing consumer needs."

Morris says FCB Africa's biggest chal-

lenge in the market is to leverage creative storytelling with programmatic media, at scale. He contends that while increased communication mobility, access to the internet and social media have fragmented the media landscape, there has been undue focus on the channel, rather than the message.

"Agencies need to generate relevant and engaging content on *every* channel. For us the focus is on the content. The channel is merely the enabler, so we definitely need depth of understanding in digital media, but no amount of depth will make up for a piece of content that is not relevant and engaging," says Morris.



Brett Morris,
group CEO of FCB Africa

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Linda Doke

Cognac is a variety of brandy named after the town of Cognac, in France. It is produced in the wine-growing region surrounding the town from which it takes its name, in the French provinces of Charente and Charente-Maritime.

Distinguished, discerning, sophisticated, ambitious, successful – all of these words reflect aspiration and style and, according to lovers of high-end cognac, are synonymous with the most established luxury cognac house in the world, Hennessy.

It's not surprising, then, that the Hennessy brand rates so highly in the Alcoholic Spirits category. Second only to Johnnie Walker, which dominates the category year on year, the Hennessy brand has leapt from last year's sixth position, and is confident that its success is owing to its consistent marketing of the 250-year-old brand.

Since its founding in 1765, when Irishman Richard Hennessy was said to be so taken with the town of Cognac that he set up a trading firm in the region, the brand has become the most established cognac house in the world. The company expanded rapidly under Richard's son, James, who gave it the name it bears today, Jas Hennessy & Co.

Steeped in a rich history of "refinement and savoir-faire", Hennessy is currently the global leader in cognac and the largest producer of the spirit. The brand sells more than 50 million bottles a year, making up 46% of cognac sales around the world.

A part of the international LVMH (Louis Vuitton Moët Hennessy) group of luxury market products, and marketed by RGBC in South Africa, Hennessy constantly monitors its consumer base.

"In every country we have a presence in, we focus on understanding our consumer base to best maximise our marketing strategy, all the while remaining true to the



IN A 250-YEAR-OLD TRADITION

brand's age-old heritage," says Michael Ellingworth, brand manager of Hennessy Cognac in South Africa.

In 2013 the company launched the "Never Stop. Never Settle" campaign, which, judging by sales, resonated well with South African consumers.

"The campaign personifies the search for success, and the importance of pushing the limits of personal potential in the constant pursuit of goals. Aspiration is at the heart of Hennessy – the constant search for improvement towards perfection."

Hennessy Cognac pulls out all the stops in its constant quest for perfection

The history of Hennessy in this country is a little sketchy. The company has managed to trace records of a small shipment of the product to South Africa dating back as far

ALCOHOLIC SPIRITS

to bear the name cognac, a controlled designation of origin, its production methods must meet specific legal requirements, including being made from a certain type of grape, Ugni Blanc. The wine must be twice-distilled in copper still pots, and aged for at least two years in French oak barrels from the provinces of Limousin or Tronçais.

In 1865, Maurice Hennessy, great-grandson of founder Richard Hennessy, introduced a system for classifying cognacs using one, two or three stars. Since then, the trusted classification system has been adopted by the entire industry, informing consumers as to the exact minimum age, category and quality of the spirit they are purchasing. The star grading has since evolved into the VS, VSOP and XO industry grading used today around the world.

Quality is everything where heritage is concerned. Every morning at 11am, at the company's headquarters in Cognac, seven blending experts, known as the Hennessy Comité de Dégustation, led by seventh-generation Hennessy master blender Yann Filloux, come together to taste, smell, discuss and decide which eaux-de-vie (the very light, colourless fruit brandy before it is aged into cognac in oak barrels) will be used to create the next blend.

Ellingworth explains that with a range of six Hennessy cognacs available in South Africa, starting at around R400 for Hennessy VS, prices escalate as the value of the spirit increases, from Hennessy VSOP, Hennessy XO and Paradis Imperial, to the finest of the range, Richard Hennessy. The price tag for this cognac, which is a blend of 200 eaux-de-vie – matured to the fullest, with the youngest at 45 years and the oldest at 200 – is around R45 000 in South Africa. Everything about the name oozes elegance; even the bottle it comes in is a hand-crafted crystal decanter that takes 40 hours to create.



Linda van der Nest, executive, Apple marketing, at iStore South Africa

CELLPHONES

IT'S RIPE FOR THE PICKING

Apple's ease of use gets the business vote

Alf James

Apple's iPhone leapfrogged Samsung to lead the pack in the highly competitive Business Cellphone category, while Samsung leads the Consumer Cellphone class, followed by Nokia, with iPhone in third place, up from fourth in 2015.

There has been a massive move to mobile, which has been evolving over the last few years, according to Linda van der Nest, executive, Apple marketing, at iStore South Africa. "With the growth in demand for mobile devices, iStore tries to make sure that they are able to offer an iPhone for everybody in the market, at an affordable price.

"We have also seen a growing demand for the iPad Pro with the Apple pencil and Smart keyboard, which addresses the needs of the mobile workforce, enabling work to be done anywhere, any time, any place. The fact that WiFi is also more widely available has made it possible for people to work remotely, which has boosted the growth in demand for mobile devices," says Van der Nest.

She contends that the design and ease of use of Apple products are what makes the brand so appealing.

"The ease of use of Apple's products is what draws such a wide user

base and following. We see Apple products being used by customers who range in age from three to 70. Innovation is another drawcard. The one thing you know about an Apple product is that it always consists of the latest technology, with innovation at the core of everything Apple does.

"Being one of the most innovative technology companies in the world and always ahead of the curve, rather than keeping up with the pace of change, enables iStore to be at the cutting edge of technological progress."

Van der Nest explains that Apple's focus on innovation provides iStore with a continuous flow of new products.

"iStore will always aim to provide an environment where we encourage customers to play and engage with products. This ethos is what drives iStore's strategy, whether it relates to developing new and exciting products like the iStore Card, to give customers the most affordable way to own Apple products, or services like iCare Plus, which provides an extended warranty and damage protection for your iPhone or iPad."

There are 21 iStores in South Africa and three in the rest of Africa. "Within these stores, there are people who are absolute Apple

experts. It's a home for all Apple fans, and even for people who just want to find out more about the products. iStores are all about breaking down the barriers between the brand and the consumer," she says.

Van der Nest reports that iStore's iPhoneography campaign has been a highly successful brand-building exercise in South Africa. iPhoneography encourages any South African with an iPhone to enter the amazing photographs they take daily – using their iPhone – into the competition. Together with the competition, iStore also hosts workshops and events to help people to get the most out of their iPhones.

She says this year iStore will be embarking on broadening iPhoneography further, to where Apple users in South Africa can share even more forms of work they make using their Apple products.

"iStore also recently launched a brand-new finance offering, called iStore Card. Together with allowing customers to buy their favourite Apple products over 12 or 24-month payment plans, with preferential interest rates, iStore Card ownership also provides customers with a set of unique benefits," says Van der Nest. "These include access to exclusive monthly competitions, first-to-know when it comes to Apple product launches, and access to exclusive special offers," she adds.

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SHORT-TERM INSURANCE

A PARTNERSHIP APPROACH

Santam sets about delivering 'insurance good and proper'

Alf James

The strength and awareness of the Santam brand is evident in its topping of both the consumer and business Short-Term Insurance categories.

The brand is integral to everything Santam does and cannot be separated from any of its business activities, says Mokaedi Dilotsotlhe, Santam executive, brand.

"Our brand provides a solid platform to engage in conversations that are relevant to all South Africans; managing their risks and protecting what they value. In that way we are able to demonstrate the value of insurance, even during the tough economic times we're currently experiencing.

"Work around the brand also allows us to measure client satisfaction. In effect, as a client diagnostic tool, sentiment around the brand allows us to constantly look for ways to better deliver the appropriate products and services to consumers," he adds.

The Santam Group, which is made up of distinct business units



Mokaedi Dilotsotlhe,
Santam executive, brand

Stock Exchange. We have over 5 000 employees and our network of 2 700 intermediaries is trusted by consumers to help them manage their risks. In 2015 we paid R14-billion in claims, helping South Africans recover from losses," says Dilotsotlhe.

He says Santam's brand promise encapsulates both what the company does and how it does it.

"Therefore, everything we do is geared towards delivering insurance good and proper. Our approach is an integrated one: as much as formalised brand and marketing activity create awareness and consideration for the brand, our people, processes and systems are all geared towards delivery and fulfilment.

"Besides traditional and digital marketing campaigns to target audiences across personal, commercial and specialist market segments, we also invest heavily to build the brand among our employees and business partners. They are, after all, the ones bringing it to life."

Dilotsotlhe explains that Santam rewards loyalty and good risk behaviour with benefits that are intrinsic to the insurance offering, for example:

- A waiver of the excess on vehicle claims if the insured is 55 years or older.
- Advice to clients on how to manage their risks, and recommendation of Santam-approved

suppliers for safety purchases.

- Every year, over December and January, Santam automatically increases policyholders' household contents cover by 10%, at no additional charge, because risk increases over this period and people tend to amend their policies only when they get back from leave.
- The use of proprietary tools developed from extensive data to ensure that clients remain properly covered.
- Santam's cash-back option pays clients 20% of the first year's premiums after two claims-free years.
- Certain services are par for the course and are offered by most insurers, such as roadside assistance and home assistance. Santam also offers a free 24/7 SOS line for claims and emergencies.

Sanlam has strong strategic alliances within the Sanlam Group and with select organisations in other industries, enabling it to deliver more competitive propositions to more clients via more channels, Dilotsothe notes.

“From a brand perspective, we collaborate with organisations and brands that share our core philosophies. Some of our most recent collaborations are with Launch Lab, a network of African university campus-based business incubators that supports mainly technology and innovation businesses.

“Through the partnership, Santam is inviting all South Africans to submit their safety ideas, with the aim of turning them into one-of-a-kind safety solutions. The winning concepts will go through an incubation process, and further stand the chance of being turned into viable businesses.

"Santam has also developed a partnership approach, working with local municipalities to reduce flood and fire risk to communities, by providing fire-fighting equipment and training, as well as information to deal with disasters more effectively when they do happen."

However, even with a strong brand, Santam faces the same challenges as other insurers. Low economic growth means consumers feel the pressure resulting from unemployment, rising electricity costs and higher interest rates.

The weaker rand inflates claims costs. Weather-related incidents due to climate change introduce new risks. The industry is also facing a number of regulatory changes to adapt to.

From a consumer perspective, Dilotsotlhe says Santam's challenge is to change the notion that insurance is something to be dealt with as quickly as possible, and then forgotten about.

"We want to lead the way in changing the way people look at insurance: from something trivial and dispensable to something of real, enduring substance and value. It is, after all, one's livelihood that depends on it," he says.

ESSENTIAL FOODS



QUINTESSENTIALLY SOUTH AFRICAN

Tastic and Lucky Star stand the test of time

Puseletso Mompei

When one thinks of quintessential South African brands, those that families pass down from generation to generation, names such as Tastic and Lucky Star come to mind.

In the Essential Foods category of this year's Top Brands survey, Tastic has maintained its position from 2015 to beat out rivals such as Albany, White Star, Sasko and Fattis & Monis.

According to Julia Sedibe, senior brand manager, Tastic's ability to consistently give the market what it needs has translated into loyal consumers and the intrinsic trust they have towards the brand. "We constantly review and understand our consumers through research, to appreciate their changing preference or lifestyle needs," she says.

Sedibe explains that while Tastic has been in the market for over 50 years, it never compromises.

“Even though market dynamics change, we maintain consumer centricity in every-

thing we do, and provide consistent-quality rice at an affordable price. This is what keeps our consumers coming back to Tastic."

Over the years, the Tastic brand offering has evolved from its initial staple offering (Parboiled Rice) to expressive foodie segments such as Tastic Rice's of the World range, Tastic Ready to Eat, Tastic Flavoured Rice and the Nature's range. "We offer consumers an opportunity to express themselves and travel the world through cooking," Sedibe says.

In the Tinned Foods category, Lucky Star took second place, ahead of brands such as All Gold and Bull Brand, which the brand attributes to people's desire to eat healthy food that provides them with the energy they need, but which is easy and pleasing on the tongue.

While brands with a long-established heritage face the risk of becoming irrelevant, Lucky Star strives to connect with the youth, and has an edgy new campaign on "super" food.

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Sunday Times
TOP BRANDS



DEFY

WITH SPRINKLES ON TOP

James van den Heever

The once-staid insurance industry is in the throes of massive disruption, driven by changing consumer habits. The smartphone revolution and its attendant apps are habituating today's consumers to a highly personalised, instant and easy transaction style. It's a world in which traditional service providers – banks, insurers and others – are increasingly at risk of disintermediation, as new and agile players come into their markets.

Insurance companies globally are battling to navigate these choppy waters, but it's something Hollard seems to be managing with aplomb. Showing gains in both the long and short-term sectors this year, Hollard is now second in the Top Brands rankings for Short-Term Insurance (from ninth), and third in Long-Term (up from sixth).

Speaking to Heidi Brauer, marketing director of Hollard, it's clear that one of the key success factors in Hollard's remarkable growth story is the authenticity of its brand. Brauer credits the relaunch of the brand that was undertaken some two years ago with some of its subsequent success.

"Prior to that, we hadn't been doing much communication, except in the lower-end funeral-cover market, so we were known really only by those clients and our broking partners," she says. "Obviously we needed to change that. Most people still don't realise how big we have become, and how many market sectors we serve."

The pivot of the rebranding exercise was to realign the brand persona with the essence of Hollard. This is one that can be traced back to its early days – it was founded in the 1960s by Robert Enthoven and is still family-owned. A big part of the original business was truck insurance; hail damage was a major source of claims, so Hollard financed shade-cloth shelters under which the trucks could park, thus reducing the possibility of hail damage. That quirky inventiveness, a willingness to come up with a practical solution, continues to define the Hollard brand, Brauer says.

Another notable brand characteristic is that Hollard takes what it does seriously, but never takes itself too seriously. Brauer is frank, saying that until she joined the company, she had had no real conception of what an important role insurance plays in people's lives, particularly in an increasingly uncertain world.

The annual Daredevil Run, which sees men in Speedos run through major urban centres to promote male reproductive health, is a good example of how the company tackles serious issues with tongue firmly in cheek. Another is the humorous fortune-teller ad, which tackles the subject of death from left field.

No surprise, then, that Hollard elected to retain its signature purple colour in the re-design. Rarely used in the financial services industry, it promotes quick brand recognition, but it also speaks to the company's quirkiness and inventiveness.

One of the most critical areas in insurance is distribution – how the product gets to end-customers. Many industry commentators predict that traditional insurers risk becoming mere suppliers of product, losing the customer relationship to distribution partners increasingly from outside the industry.

Hollard's view is somewhat different. "Hollard people often talk about 'win, win, win', meaning that the customer benefits, the partner benefits and so do we," Brauer explains. "We tend to take a low-ego approach."

She cites the company's trendsetting relationship with Kaizer Chiefs. Hollard is a sponsor of the iconic team and also underwrites funeral cover that is marketed under the Chiefs name to its fan base, with both brands gaining from the association. The approach echoes the company's pioneering and long-standing partnership with Edcon.

Brauer's office on the Hollard campus in Parktown is labelled "Brand Mama"; the jokiness conceals a truth, she says. The brand has been able to gain so much traction in only two years because it is so consistent with the reality of the company – it's no agency-inspired bolt-on. She has recruited brand champions from across the whole company, and insists that everybody involved, including agencies, understands the

Hollard looks to the unique to make marketing magic

brand, and what will serve it, as well as she does.

This internal logic means that Hollard's advertising can punch above its weight. "Everything is a commodity these days; you have

to look for the uniqueness – the sprinkles – that make the vanilla special," she says. The literal symbol of this commitment to finding marketing magic is evident in the canisters of sprinkles she gives to each new marketing

employee, and which are displayed on their desks.

"We don't have big marketing budgets, so we have to make an impact with what we can do," she says.

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CARS

TAKE THE HIGH ROAD

Quality, reliability and innovation are part of Toyota's DNA

Alf James

Toyota overtook Mercedes-Benz to lead the Consumer Cars category of the *Sunday Times* Top Brands survey. In the Business Cars category, Toyota passed BMW to take second place, behind Mercedes-Benz.

"The Toyota brand is key to every sale that we make," says Kerry Roodt, general manager of marketing communications at Toyota South Africa. "We build brand at every opportunity through our products and experiences. Any Toyota interaction is a brand-building exercise, and we need to deliver to the highest standards."

She adds: "Our corporate communications focus very strongly on our environmental strategy, 'Toyota in Harmony with Nature'. Toyota has led the 'green car' initiatives in South Africa since the introduction of Prius, and continues to build on this, offering hybrid vehicles in many of our ranges."

According to Roodt, the quality and reliability are an essential part of the brand. "It's all about trust; we cannot forget that responsibility. At Toyota we constantly look at methods of improving our products and processes, in order to deliver 'ever better cars' and mobility solutions. Quality is the foundation of all our products; it's part of the Toyota DNA."

Innovation is also vital, she says. "Our commitment to innovation is reflected in our pioneering approach to more environmentally friendly technologies, such as petrol-electric hybrids, plug-in hybrids and hydrogen fuel cell vehicles."

"We also pride ourselves on being innovative and market leaders in all parts of our operations, such as marketing, customer service and production."

Roodt says one of the biggest trends in the market is the way customers interact with the brand.

"We are now in a digital age, where many customers expect a personalised brand experience delivered to them on a digital platform. Hence, in addition to maintaining our traditional communication platforms, we are very active in the digital space, to ensure we remain relevant to our current and new customers."

"We have an extensive dealer network which is passionate about outstanding customer experiences. It's a collective effort throughout the business, from manufacturing to sales and service, with a customer-first philosophy."

She mentions that Toyota has increased market share every year since 2011, from 19.1% to a 2016 year-to-date of 21%. This share growth has enabled the vehicle manufacturer to extend its record of being the No 1-selling vehicle in South Africa for 36 consecutive years.

"We are particularly proud of the fact that this statistic means the South African public have chosen our product repeatedly and continue to do so," she says.

With competition increasing, particularly in the more affordable segments of the market, Roodt adds: "This is a positive for the customer, to which Toyota is contributing by continually introducing high-quality, value-for-money vehicles that meet the needs of the South African customer."

"It is equally important to understand the changing needs of your customer, especially offering value-added services in a digital space, such as the My Toyota app, which allows our customers to book a service online, manage their ownership experience and much more. It is important to stay relevant," she says.

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Lungelo Shezi

LOYALTY PROGRAMMES

REAL REWARDS

Loyalty programmes are starting to make a difference in the lives of consumers

A decade ago, consumer loyalty reward programmes were limited to a handful of brands, and were really enjoyed by only the select few who spent the most. Today, however, these programmes feature across a wider range of services and products, across different industries, and reward almost anyone with buying power.

Now, with so many brands competing for our loyalty, with the promise of rewards that add value to our purchasing experience, it's important for a brand to offer something outstanding to really capture the attention of consumers. This is what's worked for Pick n Pay's Smart Shopper, Clicks' Clubcard and Vodacom's loyalty programme, which have secured the first, second and third spots respectively in the Loyalty Programmes category of the *Sunday Times* Top Brands Awards 2016.

"Looking at the state of the economy, people are really stressed. Previously, rewards programmes were a nice-to-have and there were no real benefits. But now they're starting to really help people; the benefits are more tangible and they've become more useful," says trends analyst at Flux Trends, Dion Chang.

"Others, like Nedbank's Greenbacks rewards, have simplified and become seamless, cutting out long processes to redeem loyalty points," he adds.

Although Pick n Pay and Clicks managed to hold onto their spots from 2015, there's been a shake-up among the other eight spots this year. Vodacom climbed into third

spot, dropping Edgars's Thank U! Card into fourth.

However, this year's biggest bragging rights belong to FNB, which has three separate loyalty programmes featured. Interestingly enough, FNB has a mobile-based loyalty programme, beating out network operators.

"This is a prime example that a business's greatest threat may be outside their industry," Chang says. "A lot of companies are focused only on their industry, but they should be looking across other industries, because it's very possible that a player from outside may be able to do something better than you do."

From an analyst's point of view, Chang says he sees brands are being forced to become value-driven rather than sales-driven, meaning everything about them has to evolve and move with the times, including their consumer benefits.



"If brands are smart, they need to move from just offering rewards that are more of a luxury, and start looking at how they can ease life's burdens for consumers – for example, by offering a discount on prepaid electricity or data, which is so expensive in South Africa." This means we should expect to see

more hybrid solution-based systems, he adds.

Although South Africans are spoiled for choice in terms of the different programmes they can sign up for, not all have major appeal to consumers and end up falling short of making a great enough impact to ensure they stay relevant. What

can such brands learn from the top 10 in the category in the Top Brands Awards?

According to Chang, brands should stay very clear of altering a simple process or further complicating an already complicated one, to avoid alienating consumers and creating too many hurdles for them to jump over to reap their rewards.

"In essence, you're dabbling with people's sense of security, and if they don't feel like it is easy to get something tangible, you're going to lose them. You've got to speak to consumer needs very closely and offer a great user experience," he suggests.

Brands need to align their programme with their purpose, something many have yet to figure out, Chang concludes.

For the Smart Shopper:

- Pick n Pay's Smart Shopper points programme launched in early 2011, offering customers one point for every rand spent at the chain's stores.
- Smart Shopper went mobile in October 2013, with the launch of an app that gave customers the option to use their cell-phones to do all of the things they usually do at an in-store Smart Shopper kiosk.
- By May 2014, Smart Shopper had more than eight million members and was recording 20 swipes per second at Pick n Pay tills.

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First Row: Suits S6, Thursdays at 20h30 (M-Net); Grey's Anatomy S13, Mondays at 19h30, starts 26 Sept (M-Net)

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