

Sunday Times

TOP BRANDS

2012

AVUSA MEDIA SUPPLEMENT

AUGUST 2012





INTRODUCTION

Understanding the brand

The *Sunday Times* continues to help clients to meet their strategic needs

David Jackson

This year marks the 14th occasion that the eagerly awaited Top Brands supplement has been published by the *Sunday Times*.

Says Trevor Ormerod, GM: advertising sales and strategic communications for Avusa Media: "The annual publication of this highly valued and credible research survey reinforces the fact that we take our clients very seriously, and ensures that we are constantly helping them to monitor their brands' performance."

"We do this by researching more than 3 000 consumers across SA, thus providing them with a representative snapshot of the performance of a vast array of brands across various categories. In addition to this base, research is also conducted among business leaders and senior decision-makers across the board."

He adds: "Every marketer needs to know if they are positioning their brand correctly. Is the packaging being noticed, and is the consumer being satisfied? This is what ultimately leads to market-share gain, and if we can help our advertisers by giving them some insight into their successes, then we will have achieved our goal."

Ormerod points out that a number of companies produce awards, but that the *Sunday Times* Top Brands rankings are acknowledged as the most credible in the market, "so much so that a number of client KPAs are linked to their performance in the awards", he says.

"As the *Sunday Times*, our job is to help our clients build brands. It is important for us to acknowledge their success and the role that newsprint played in these successes. In addition, it gives us face time with our clients to discuss their strategies, objectives and building their brand. Ultimately this assists our sales teams to deliver solution-based advertising opportunities."

Ormerod stresses that, for a

brand to be successful, the marketing needs to be successful. "The *Sunday Times* provides clients with a broad national demographic profile and the ultimate Sunday read. We have to ensure that we are helping to position our clients' brands correctly to our various demographic profiles, and Top Brands is one of the tools that we use to do this."

"Brand-building is important to us, as the *Sunday Times* is over 100 years old and great care has had to be taken over the years to ensure that it stayed at the pinnacle of Sunday reading. So we certainly understand the need to constantly evaluate and be judged on our positioning."

He notes that the advertisers who constantly come up tops are marketers that place huge investments behind their brands in the form of research and development, advertising and quality assurance. "They remain ahead of their competitors by consistent brand messaging, innovation and interaction with their consumers," he says.

"Newcomer brands are constantly reviewed in Top Brands as we introduce new categories to ensure that the research – and the *Sunday Times* – is always ahead of trends in the market. An example of this is the introduction of computer tablets/e-readers in the Business-to-Business sector this year."

Ormerod insists that smaller brands definitely get a look-in. "However, the broad-based nature of the research gives the bigger brands better opportunity to be highlighted and recognised, due to their distribution network, footprint and advertising spend."

He says TNS South Africa – which partners with Avusa Media in the publication of the survey – has been involved with top brands for four years. "Their knowledge of the FMCG (fast-moving consumer goods) market and their credibility in South Africa make them an obvious choice," he says.



Trevor Ormerod
Pic: Jeremy Glyn

“If we can help our advertisers by giving them some insight into their successes, we will have achieved our goal”

"Core for us in this exercise is to show our major clients that we care enough to invest in research and to acknowledge them. It helps us to build relationships at a senior level with our clients via the networking opportunity that the annual Top Brands survey provides, and assists us in formulating diagnostic media strategies to better meet the clients' strategic needs."

"Top Brands also serves to inform South Africa about the top achievers and gives our advertisers recognition and credibility among our consumers," he adds.

THE METHODOLOGY

How it works

Only category changes in 2012

The study this year used the same methodology as in 2011, which was itself a slightly refined version of the new approach adopted in 2009. The approach looks at a brand's penetration in the market, while also examining its relative strength among its users and its relative attraction among non-users – the concept of relative advantage.

This was accomplished by asking three questions:

1. Brands used within a defined time period (this period differed for each category);
2. Brands with which people were familiar enough to rate them on a 10-point scale; and
3. The actual rating of all those brands on a 10-point scale.

The index comes from three variables derived from the questions above: the actual usage of a brand in a specified time period, the rating it receives from its users relative to others in the category, and the rating it receives from those non-users aware of it, also relative to competitors in the category. The non-user rating carries only half the weight of the user rating in the final algorithm.

The final index can be thought of as the brand's standing in both the market and in people's heads. This is in line with current thinking that brand equity is a function of both Power in the Mind and Power in the Market, coupled with the view that one must always take the attraction of competitors into account in any assessment of brand equity.

How a brand can win

A brand wins in one of three situations:

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

Why this approach?

Most brands have a good sense of their relative size – publicising this is good for the ego, but not much else. The approach adopted by TNS allows more useful marketing insights to be gained: a brand can assess by how much more – or less – its users rate it

compared with average. This is a heads-up for some, as well as an indication of the relative commitment people have to a brand. Similarly, by looking at the non-user ratings, some idea of a brand's relative "pull" among its non-users is gained. This is a good indication of its relative ability to attract new users. Comparing usership and these two ratings data tells marketers much about their relative power in the mind vs their power in the market.

Consumer sample represents all South African adults

The sample was 3 500 adults aged 18 years and over, and was skewed to metro-dwellers and high-income people to allow some smaller upper-end categories to have a sufficient representation for analysis. However, the final results have been weighted to represent the population according to StatsSA 2011 mid-year population estimates. The study is representative of all adults across the country and is a relatively large sample in consumer research terms. Interviews were conducted in home, face-to-face.

Business sample represents businesses of all sizes

This sample consisted of 400 senior business people (CEOs, CFOs, COOs and the like) from organisations of all sizes. These interviews were conducted via TNS's CATI system.

What changed?

In the consumer section, four categories were added:

- Fat Spreads;
- Sweet Biscuits;
- Savoury Biscuits; and
- Headache Tablets.

In addition, the question relating to the environment was modified to: Which brands or companies are doing the most to look after South Africa's environment or natural resources?

Further, people were asked to give a "most desired company to work for".

In the B2B section, a computer/e-reader category was added and the medical aids category was dropped.

As usual, brand lists were updated.

– Neil Higgs, senior advisor and head of innovation, TNS South Africa

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Linda Doke

OVERALL FAVOURITE BRAND

KOO has done it again – for the second year running, the brand has been voted South Africa's Overall Favourite Brand, pipping even the world's best-loved brand, Coca-Cola, to the post.

The difference between the two champions was marginal – a mere 0.7 index points, but a win is a win. Clearly local is lekker and the homegrown South African brand is doing things right.

Every South African knows the KOO brand. Since the brand's inception in 1940, KOO's baked beans and other much-loved favourites have been complementing the kitchens of South Africans of all income levels.

Now, more than 70 years later and with a product offering of more than 50 different products, spanning baked beans, canned fruit and vegetables, pickles, stews, samp and beans, tomato products, jams and concentrated stocks, it seems the KOO brand is more loved than ever.

Debbie Booth, strategic planning and insights consultant at TNS, says KOO achieved the overall top slot not only because the brand has substantially higher usage than other market players in the tinned-food category of the fast-moving consumer goods (FMCG) sector, but it also has a remarkably positive non-user perception.

"Even people who don't use KOO products have a favourable affiliation towards the brand.

True green and gold

KOO speaks to all South Africans

"KOO is a brand that is never pretentious; it never raises itself above consumers"

This is not often seen, particularly in the FMCG category. I think a lot of the affection South Africans have for KOO is driven by its legacy, its heritage as a truly homegrown, local brand," says Booth.

What is KOO's secret recipe for achieving top honours in South African hearts?

Zin Mabaso, managing executive for the groceries business, a division of Tiger Brands, believes the heart always follows good-quality, delicious food.

"KOO is a brand that partners consumers. It is never pretentious; it never raises itself above consumers. Instead, it remains true to its South African-ness by providing tastes that are not fancy, but delicious. The brand speaks to all South Africans. That is the secret of its success."

That recipe inevitably relies on a consistent effort by Tiger Brands to ensure best quality in



Pic: Jeremy Glyn

every tin, bottle and packet. The company spends a great deal of time and budget on quality testing, never compromising, to ensure the products are properly represented.

KOO is one of very few brands that remain loyal to the South African manufacturing industry from start to finish. Cheap vegetable imports flood the African market, making locally produced foods more costly.

"We work extremely hard to guarantee that our quality lives up to our brand profile. It's not easy, and it's expensive, but we believe it's crucial. We feel strongly that South Africa grows good-quality vegetables, and we'll continue to invest in our locally grown produce rather than use imported goods," says Mabaso.

Keeping ahead of the rest also requires KOO's constant attention.

"We never want the KOO brand to be seen as boring or predictable, so we make every effort to tap into our current users, find new consumers, learn how they think and what they like and need, so we can provide them with meal solutions."

Tiger Brands research has shown that the KOO product users simply cannot do without is the South African stalwart: KOO Baked Beans. Next on the list are KOO's vegetable range (creamed sweetcorn, curried veg, peas) and the brand's sliced peaches.

KOO smartly reinforces its reputation for quality and taste with its "partnering with mom" approach. The brand's radio programme, *The Mama Koo Show*, has recently extended into a TV programme of the same name, showcasing everyday South Africans sharing their KOO culinary creations with listeners and viewers across the country.

"Ours is a fine balance between creating new and novel products to meet changing tastes, while still offering the much-loved faithfuls like our baked beans and creamed sweetcorn, which have been in demand for decades. Our greatest challenge is to continue delivering value to our users in the face of huge increases in production costs, raw materials and energy," Mabaso says.

"We're constantly striving for innovative ways to keep the KOO brand alive, delicious and the favourite of all South Africans who love good food."

BEHIND THE BRAND

Moving Mzansi

Draftfcb and FNB's Bernice Samuels prove they're at the top of their game

Alf James

The winner of the *Sunday Times* Top Brands Agency of the Year, Draftfcb, is arguably the most culturally diverse advertising agency in the country, and its ability to develop great insight leads to advertising that's spoken about at the car wash and around the braai, says Jerry Mpufane, managing director of Draftfcb Johannesburg.

"Most of our clients are leaders in their sector and many did not hold that position before they partnered with us," he says.

"Draftfcb enjoys long-term partnerships with clients. This year, we celebrate 52 years with Toyota, 19 years with Vodacom, 36 years with Tiger Brands and 39 years with Adcock Ingr am, among others. Our strength in developing advertising that resonates with the marketplace is our winning formula.

"Draftfcb is famous for making the best loved advertising in the market, and that is what differentiates us from competition. Our 'Ideas That Matter' philosophy means we are focused on advertising that moves Mzansi and drives business results for our clients."

Abey Mokgwatsane, CEO of second-placed Ogilvy South Africa, says the agency's ability to create and renew clients' brands is essential to its success in the market. "We are constantly striving to be the agency of the future through investment in new media such as digital, social



Jerry Mpufane



Bernice Samuels

and mobile, and through thought leadership so that we can help our clients take advantage of the fast pace of change."

This year's Top Brands Marketing Personality of the Year is Bernice Samuels, FNB chief marketing officer. She believes that to be successful in a world overloaded with channels of communication and a general lack of trust with advertising messages, "finding your brand's true emotional core and expressing it through your brand's story is essential".

She says brands are the new institutions of modern society, and thus consumers look to brands which inspire them, as well as guide and demonstrate the values and behaviours that are integral to us as human beings. "On the other hand, a personal brand based on solid relationships in a networked world is fundamental to anyone's success."

Samuels says FNB conducted research on customers' engagements with brands in the financial sector, and while price competitiveness is undoubtedly a key factor in any consumer decision, particularly during challenging economic times, it found that what most consumers want, particularly when it comes to deciding which bank is right for them, is a brand that appeals to them on every level and that actually delivers on the experiences it promises, whether implicitly or explicitly.

Second-placed this year, Enzo Scarcella, managing executive: marketing at Vodacom, notes that the new trends in the market are digital and mobile. "The Internet, and specifically the mobile Internet, is where the world is going. It has the ability to really bridge education divides, connect people and give access to commerce to more than 5 billion people across the globe."

"Today, in rural Africa, we have kids with smartphones who have access to as much knowledge as Bill Clinton had 20 years ago. It is the single biggest, single most scary and single most inspiring trend out there," he says.

TRENDS

Slowly, slowly

A rise in consumer confidence could mean good news for retailers

Andrew Gillingham

Consumers started the year feeling better and more prepared to spend their hard-earned money, but this positive trend may prove difficult to sustain throughout the year, suggests Neil Higgs, senior adviser and head of innovation at TNS South Africa.

"Despite consumer caution about the future, the information we gathered for Top Brands during April/May shows that earlier confidence is continuing. Some of the results in particular categories illustrate that consumers are feeling more positive and that the pressures of the recession are off, at least for the moment," he says.

Electrical goods purchases, for example, were put on the backburner by many consumers when the recession bit. Now more people are buying these goods, and the number of people using this category has increased from 83% to 90%.

Beauty products also reflect this more positive trend, with incidence moving from 30% to 36%. In addition, sports clothing sales tend to fall off during tough economic times, but this category is up from 45% to 50%. Fast food moved from 77% to 82% and cars shifted from 32% to 35%.

"People are not going on a spending spree, but they are confident enough to loosen their purse strings a bit," Higgs says. "As a result, some of the purchases that were deferred during the recession are now being made, and our survey showed small, but noticeable, increases in about three-quarters of the consumer categories. Retailers will not be seeing their stock fly off the shelves, but they will be experiencing a nice improvement in sales."

He adds: "Consumers are very aware that South Africa is more exposed than the rest of Africa to what is happening in Europe. They are also influenced either way by local indicators such as the petrol price, and lower prices at the pump could signal good news for retailers."

Another indicator of a more positive outlook has been consumers showing they are

prepared to be more adventurous in their buying patterns, and they are using more brands than they did during the recession. In tough times people are very careful with their money and they tend to fall back on well-established, tried-and-tested brands.

"The issue is whether this trend will continue; retail sales growth in the second quarter was modest," Higgs says.

At the same time, most iconic brands have been able to at least maintain their places in consumer hearts, and a brand such as Koo tinned foods continues to win South African consumer loyalty.

Rama is another that did very well, taking on its competitors and winning.

"Iconic brands usually maintain their dominance even when consumers are trying out more brands. It is very difficult for others to dislodge the brand giants."

Drinks remained stable, with no increases in categories such as soft drinks, fruit juices and hot beverages, alcoholic coolers and beer. Essential foods, chocolate and tinned foods also remained stable.

According to Higgs, some areas of discretionary spending saw patterns that were largely dependent on the levels of marketing taking place. For example, some of the beer brands, such as Castle Lite, engaged in a lot of promotional activity, and brand positions moved in response to these efforts. Cellphones was another area where brands were able to move forward and push their competitors. In particular, upmarket brands, such as Apple's iPhone, were biting on the heels of their higher-volume peers.

There was also some movement in people's perceptions of petrol station brands. In the wake of BP's disastrous drilling-platform experiences – even though these events took place halfway around the world – local perceptions of the company's brand turned negative last year. However, this year brand BP has been able to win back the support, and Shell may have lost ground due to the fracking debate.

"Winning, iconic brands become such by ensuring that they deliver on their brand promises to their customers," Higgs says.

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GRAND PRIX WINNER

Happiness: all over the world

Coca-Cola remains relevant, 126 years on

Linda Doka

South African consumers have spoken: Coca-Cola has been voted favourite of all soft drinks, has won the Grand Prix awards for community upliftment and for its “green” programme, and is the most desired of all companies in the country to work for. When the name of your brand is said to be the most understood term in the world next to “okay”, you can be pretty confident your marketing strategy has been spot on.

Coke has come a long way from 1886, when the first batch of syrup was produced for The Coca-Cola Company. Originally intended as a medicine, the cost was 5c a glass. Selling only nine glassfuls a day, the taste took a while to catch on. Now 126 years on, Coca-Cola is the epitome of marketing success, with more than 1.4 billion servings sold around the world daily.

According to Debbie Booth, strategic planning and insights consultant at TNS South Africa, relevance is one of the critical aspects of marketing. If a brand does not remain relevant to its market, it dies. Simple. Coca-Cola has the stability and agility to move and adapt within a con-



stantly changing environment, resulting in the brand’s success over the decades.

The Coca-Cola brand is said to be worth an estimated US\$74-billion – that’s more than the value of fellow US giants Budweiser, Pepsi, Starbucks and Red Bull combined.

It has been guessed that if every drop of Coke ever produced were put into the standard-sized 8oz Coke bottle and laid end-to-end, they would reach the moon

“We keep our finger on the pulse of happenings and occasions on a macro level, from entire countries to small neighbourhoods

and back more than 2 000 times.

Astounding. So, how does Coca-Cola get it right? One thing is certain, there is no complacency, and the brand never relies on its legacy as the world’s most-consumed soft drink to continue its market dominance.

But the brand is about far more than that much-loved beverage. Sharon Keith, marketing director for Coca-Cola South Africa, says the brand’s marketing plan is multifaceted.

“Our strategy is fundamentally anchored in understanding consumers and gaining deep insight into their lives, motivations, attitudes, and the things that shape their behaviour and view of the world. Once we can understand their world, we’re able to connect with them in a meaning-

ful way, every day, by providing experiences that form a part of the key occasions in their lives.”

While people differ around the world in terms of political and religious views, cultures, beliefs and ways of approaching things, some things remain constant.

“For example, on many levels teenagers are teenagers the world over – they tend to share passion points in their interest in music, entertainment, the digital space and their love for physical activities. We keep our finger on the pulse of happenings and occasions on a macro level, from entire countries to small neighbourhoods, and we execute our marketing strategies to suit that local market.

“Our sponsorship of sports development in South Africa is a good example of this, with Coca-Cola Craven Week for rugby, Copa Coca-Cola for soccer, and Coca-Cola Khaya Majola Week for cricket. These are youth development programmes that use sport as a means of encouraging growth, developing life skills, positively reinforcing the importance of team spirit and working together, while, most importantly, enjoying life,” says Keith.

Community upliftment is another fundamental pillar of the

Coca-Cola brand. The global company’s Live for a Difference programme commits to implementing positive change around the world, to help drive sustainability in communities.

Coca-Cola’s Grand Prix recognition for having done the most to look after SA’s environment or natural resources is achieved on the strength of its visible efforts at working towards lowering the impact it has on the environment, and working towards making the world a better place. Its four areas of focus – sustainable packaging, global water stewardship, energy management and climate protection – each look at ways to grow the business rather than the company’s carbon footprint.

The fourth, and for many brands the most coveted, award secured by Coca-Cola this year was that of most desired company to work for.

“Coca-Cola is a company that truly lives by its values – quality, integrity, the passion to create and delight our consumers, and the courage to shape a better future. Coca-Cola has always been able to help uplift the mood of the nation, and it’s these sorts of things that make the company a really aspirational place to work,” says Keith.

Dear South Africa,

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47275/MortimerHarvey/SA's FAVOURITE Brand

For over 70 years, all across South Africa, moms have chosen KOO to help them create those unforgettable mealtime memories.

From family gatherings to heart-warming moments at home, everyone has a KOO story – we thank you for sharing yours with us. Here's to sharing even more memories with you and your family for years to come.



*SA's Top Brands Survey 2012



ANALYSIS

What every CMO should know

Feedback from the top brand custodians in the land

Jeremy Sampson

How have these recessionary times affected consumer behaviour?

In September 2008, when the economy started to contract, South Africa at first felt little effect, but that has changed. As our major trading partners cut back, so demand slowed. The strong rand might not have helped, but it was the new norm. In addition, the South African consumer's disposable income has been shrinking fast, and continues to shrink due to factors such as high fuel costs and exorbitant electricity price hikes.

Another change is the burgeoning youth market, with the demographics mirroring a fairly typical emerging market: 50% of the population under the age of 23. Unemployment remains very high, with current labour laws disincentivising employers to hire. And while wages remain flat, being a member of a union seems to be a licence to hold the country to ransom.

Potential investors, espe-

cially those in the mining industry, have been unsettled by the lack of leadership, direction and conflicting signals. South Africa can no longer claim any credence in the statement "Gateway to Africa".

Of the 50 or so top companies contacted, around 20% of the incumbents had changed from a year ago. While there are just a few more guys than girls in these top marketing positions, the ages of respondents ranged between 28 and 50, averaging mid-40s.

The brands covered included: Apple, Cadbury, Clover, Edgars, Goldfields, KFC, Kraft, Mango, Mercedes-Benz, Microsoft, OUTsurance, Red Square, Sanlam, Sasol, Siemens, Smart, Stimorol, Tropika and Volkswagen – with some very serious marketing budgets adding up to R2-billion to R3-billion.

Jeremy Sampson is group chairman of Interbrand Sampson, and a visiting professor at the University of Cape Town Graduate School of Business.

Major changes in last 12 months:

A surprisingly wide range of answers:

- A new managing director
- The rise of "citizen journalism"
- Focus on fewer, bigger brands
- Major focus on growing African markets
- Launching a loyalty programme

But then not unexpectedly:

- A shift from traditional advertising to digital
- And a warning:
- Declining consumer confidence

Current main challenges:

Getting profitable growth out of the slow economy:

- Remaining relevant, maintaining market leadership
- Taking our brand global
- Delivering affordable value
- Elevating the role of marketing

What keeps you awake at night?

Neighbours and kids were a problem. Otherwise:

- Discovering new growth opportunities
- Retaining and attracting the best talent
- Staying ahead of the curve

New trends emerging:

Communication is getting more complex:

- I want it NOW!
- Fans are engaging 24/7
- Digital (tools, telematics, social media ...)
- Developing neuro-marketing
- Youth are more competent and confident than ever

Most passionate about:

Very short, fairly simple answers:

- Building a strong brand
- Adding value to commodity-type products
- Giving young graduates an opportunity
- Developing young talent, especially women

How is digital changing your life?

Many CMOs/companies are still coming to grips with its full complexities and implications:

- Not yet
- An impactful and cost-effective way to market
- Business requirement to be "always on"
- Still finding our way around it
- Dramatically!

How are you responding to "green"?

- Introduction of latest technologies
- Internal comms campaign on energy efficiencies
- We are green
- Not a green company and will not be for a long time
- It is not an option anymore; it is an imperative
- Vaguely conscientised
- We are not really responding at this stage

How do you see yourself in the next 12 months?

Cautious, but optimistic:

- Tough trading conditions due to economic situation
 - A continued battle for share of the consumer's wallet
- But then:
- With a firework of stunning new products
 - Fast and furious; the consumer will dictate



INSURANCE

A matter of trust

Brand strength ensures market success for Old Mutual and Momentum

Alf James

As Old Mutual strengthened its hold on the top spot in the Long-Term Insurance (Consumer) sector this year, the category saw Outsurance emerge as a player in the top 10 and Discovery drop down.

Hollard climbed from fifth place last year to top the Short-Term Insurance (Consumer) category, which had Outsurance slipping into second, followed by Sanlam and Standard Bank – two big improvers, not having placed in the top 10 last year.

Momentum was the big winner in the Long-Term Insurance (Business) category, with Sanlam and Alexander Forbes climbing, and Old Mutual, Liberty and Discovery falling back. Outsurance leads the pack in the Short-Term Insurance (Business) category this year.

Although the insurance sector comprises four categories and many companies, one thing on which virtually all players agree is the importance of brand strength to success in the market.

According to Danie van den Bergh of Momentum, although brand-building has not, in the past, been a major focus for Momentum, a strong corporate identity does help the organisation take advantage of the new opportunities open to it.

"More than this, the company views its relationships with financial intermediaries as key to its success; so, while its financial advisor partners have always supported it, it needs to return that support – and what better way to do this than through the backing of an enduring brand?" Van den Bergh says.

"The development of our repositioning strategy commenced with research around existing brand equity, as well as the influence of factors such as the consumer environment and legislation, and the implications they have for treating clients fairly, which informed the company's view of what the brand should stand for. This, in turn, helped to shape its new client value proposition, which is, simply, to affect and enhance the financial well-

ness of families, individuals and businesses. This made it an imperative to focus on building a much stronger Momentum brand in the consumer space."

Belinda Faulkner, brand executive for Metropolitan, says the longevity of the Metropolitan brand remains one of the company's most enduring strengths. "Retaining the trust and association with the brand remains a key focus."

"Metropolitan is in the business of selling a customer value proposition based on trust. When selling an intangible product or service without immediate gratification, the success hinges on customers subscribing to the values of a brand," she says.

"As a company, we have invested heavily in unpacking how customers connect with our brand. To this end, we've refined our brand positioning and will be relaunching the brand through an internal and external campaign soon."

Adds JF Rademan, group chief executive officer of Avbob: "Over the years, we have made a concerted effort to establish our brand through consistent advertising and marketing campaigns. However, the best way of making our brand a hallmark of quality is by delivering superior-quality products and services on an ongoing basis."

"Our brand promise is 'We're here for you', and being there for clients requires total commitment to their satisfaction. Without it, our efforts to develop the brand are futile," Rademan says.

The strength of Santam's brand, which is firmly rooted in the trust that has been built over 94 years, plays an important role in its success, notes Yegs Ramiah, executive head for people and brand at Santam. The company placed second in the Short-Term Insurance (Business) category.

"This is why we've recently invested in refreshing the well-known yellow umbrella, coupled with the message of 'Insurance good and proper'."

She says Santam continuously measures brand performance and perceptions to ensure that the brand resonates well with consumers and that the company owns the distinct assets associated with it.

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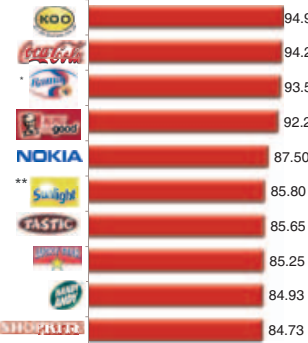


ALL OF THE TOP BRANDS IN THE LAND



GRAND PRIX: OVERALL FAVOURITE BRAND – CONSUMER

[n=3000] (%)



*New category: Fat Spreads
** Sunlight Laundry

GRAND PRIX: COMMUNITY UPLIFTMENT CONSUMER METRO

[n=3000] (%)



GRAND PRIX: DONE MOST FOR THE ENVIRONMENT – CONSUMER METRO

[n=3000] (%)



*wording changed from "green brand"

GRAND PRIX: MOST DESIRED COMPANY TO WORK FOR – CONSUMER METRO

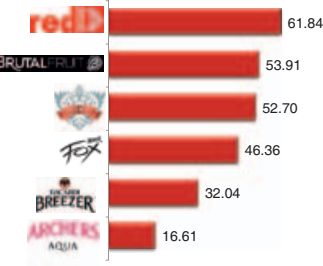
[n=3000] (%)



*new category

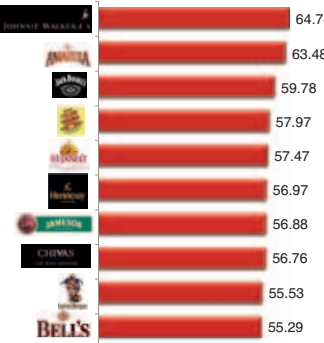
ALCOHOLIC COOLERS CONSUMER NATIONAL

[n=3500] (11% use category) Index score



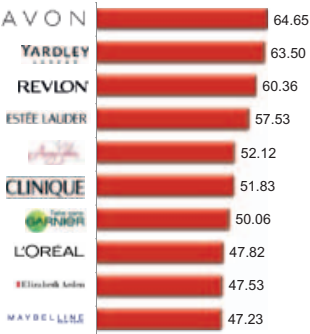
ALCOHOLIC SPIRITS CONSUMER NATIONAL

[n=3500] (30% use category) Index score



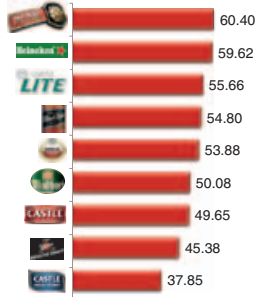
BEAUTY AND COSMETICS CONSUMER NATIONAL

[n=3500] (36% use category) Index score



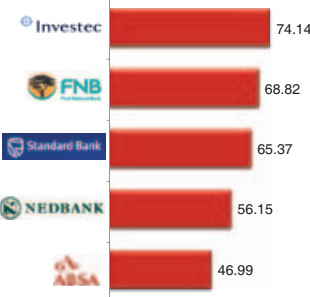
BEER CONSUMER NATIONAL

[n=3500] (34% use category) Index score



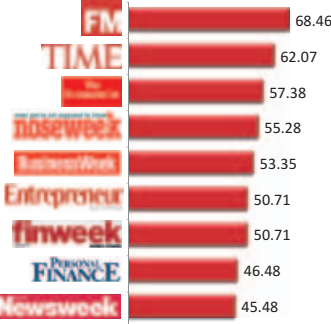
BUSINESS BANKS BUSINESS

[n=400] (100% use category) Index score



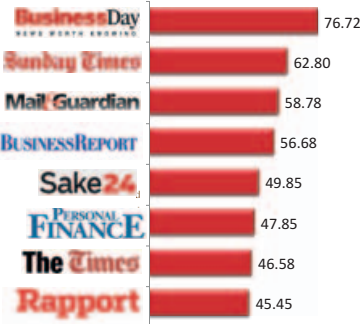
BUSINESS PRINT MEDIA (MAGAZINES) BUSINESS

[n=400] (73% use category) Index score



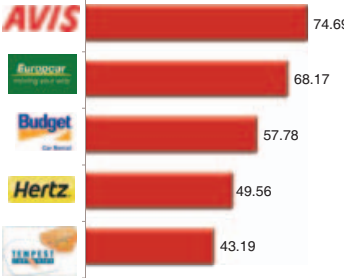
BUSINESS PRINT MEDIA (NEWSPAPERS) BUSINESS

[n=400] (90% use category) Index score



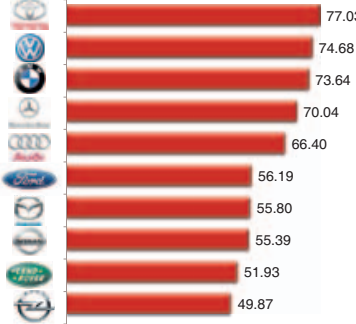
CAR HIRE BUSINESS

[n=400] (87% use category) Index score



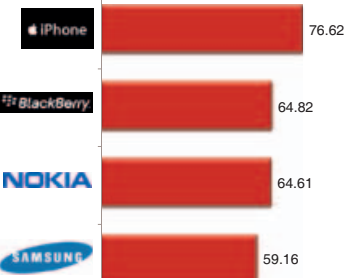
CARS CONSUMER METRO

[n=3000] (35% use category) Index score



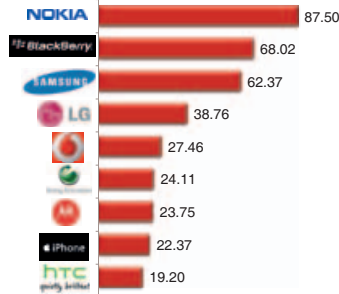
CELLPHONES BUSINESS

[n=400] (100% use category) Index score



CELLPHONES CONSUMER NATIONAL

[n=3500] (89% use category) Index score



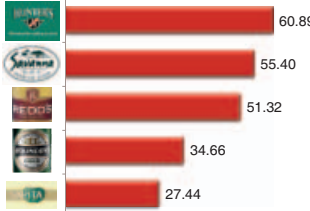
CHOCOLATES CONSUMER NATIONAL

[n=3500] (70% use category) Index score



CIDER CONSUMER NATIONAL

[n=3500] (16% use category) Index score



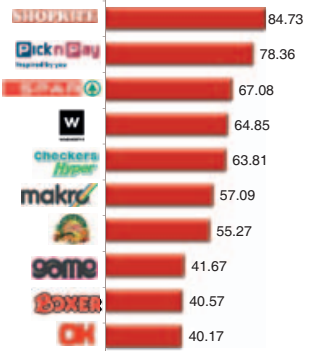
COMPUTER TABLETS/E-READERS BUSINESS

[n=400] (59% use category) Index score



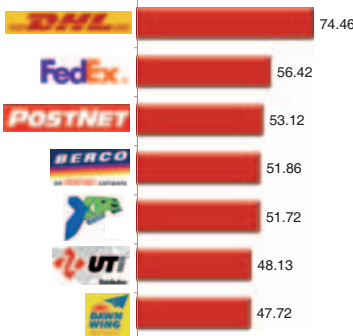
CONVENIENCE & GROCERY STORES CONSUMER NATIONAL

[n=3500] (95% use category) Index score



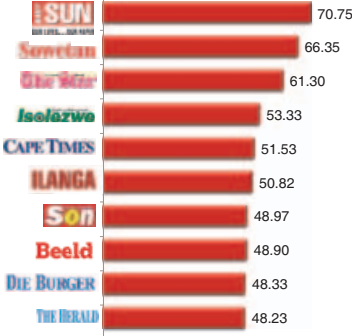
COURIER COMPANIES BUSINESS

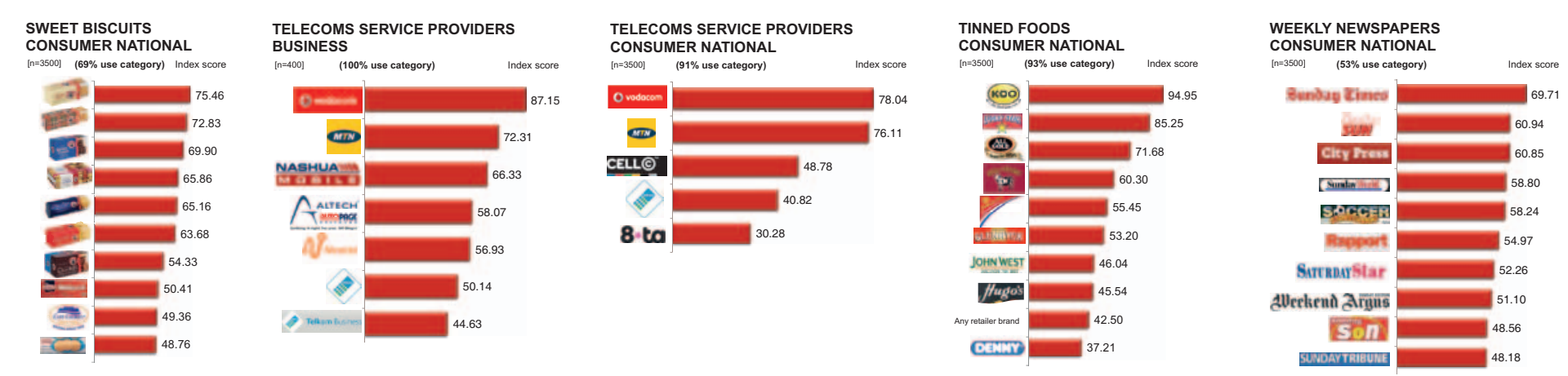
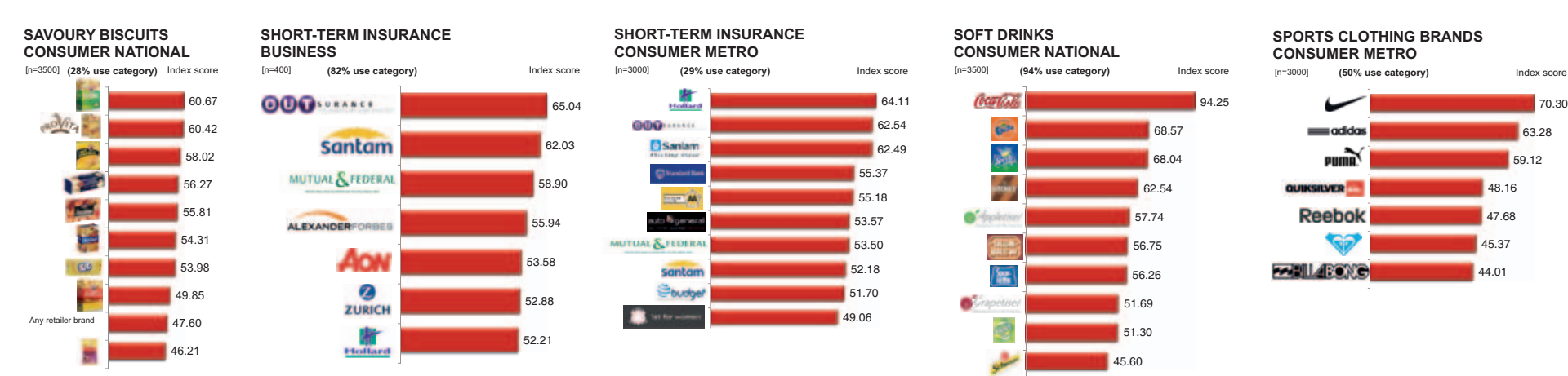
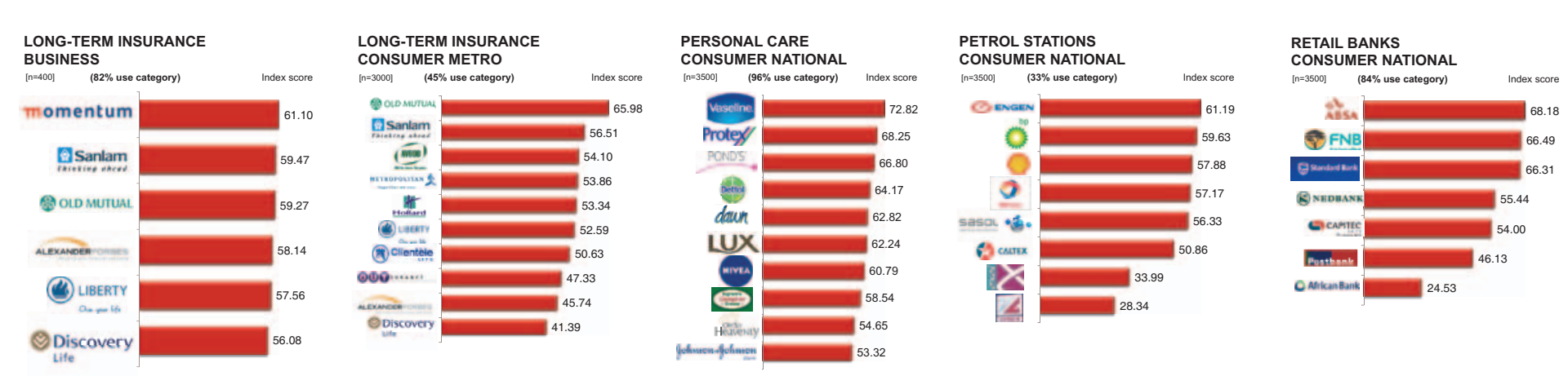
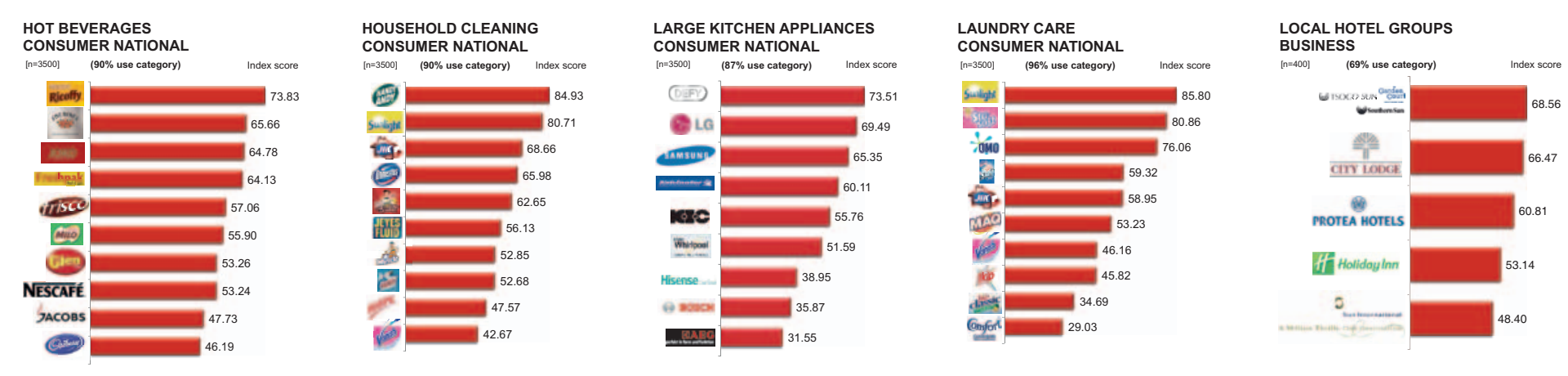
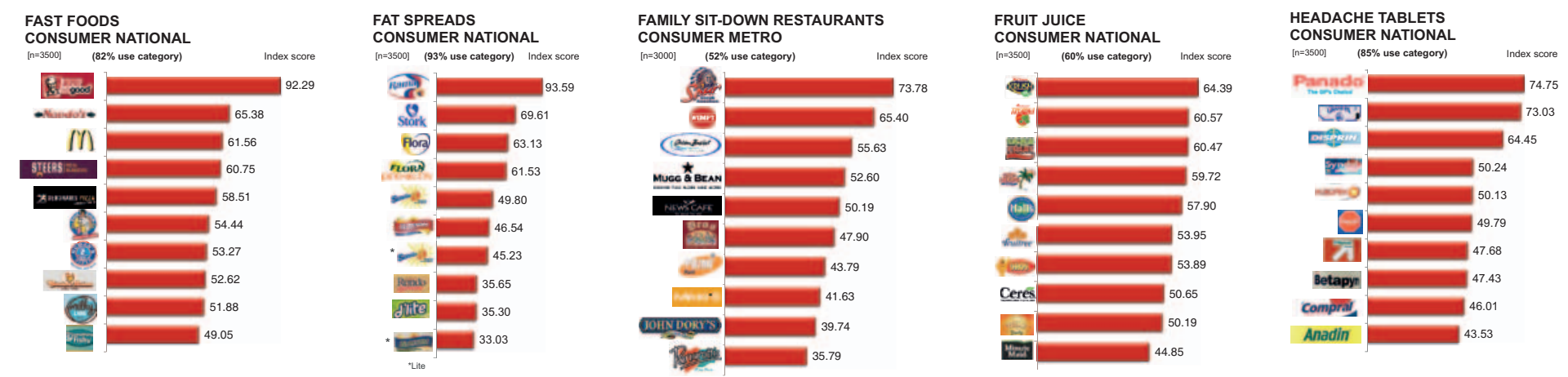
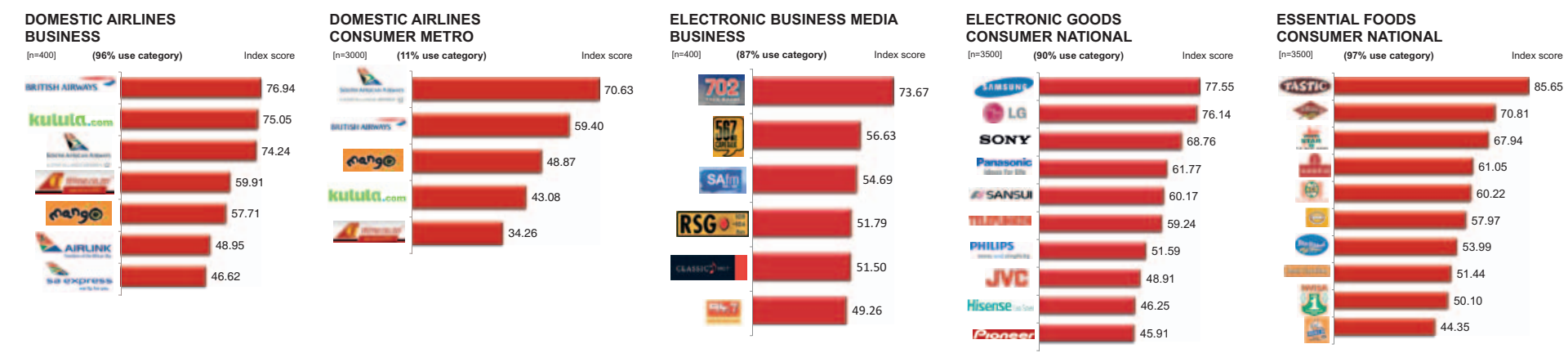
[n=400] (85% use category) Index score



DAILY NEWSPAPERS CONSUMER NATIONAL

[n=3500] (71% use category) Index score







BEAUTY AND COSMETICS

Power to the people

Avon confirms the rise of direct selling as a significant player

Linda Doke

The tables have finally turned on traditional retail in the beauty and cosmetics category: direct-selling giant Avon has beaten its mega international cosmetic counterparts for the first time to scoop top spot.

Two direct-selling companies sit securely in this year's top 10 – Avon comfortably in fifth position – both nipping at the heels of the large cosmetic houses that have ruled the beauty roost for decades.

Debbie Booth, strategic planning and insights consultant at TNS, says this is a first for non-traditional retail, confirming the rise of direct selling as a significant player in this sector.

"The trend is showing that brands networked in a social environment are doing very well compared with those in a retail environment. This is a definite shift in this category to tighter competition, with Avon climbing steadily over the past couple of years," she says.

Avon Justine's PR, internal communications and corporate affairs manager, Vicky Saunders, attributes Avon's growing success to three key pillars: the first

When buying products from a direct-selling representative, you're directly helping her to put food on the table, put her children through school, and to empower herself

is, inevitably, great products researched and developed in the Avon laboratory in New York; the second is the earning opportunity individuals personally have through the direct-selling model, the strength of which highlights relationship-building; and the third is Avon's reputation as the world's largest supporter of women's causes.

"What differentiates direct-selling companies from the formal retail sector is that we give people across the world – in Avon's case, particularly women – the ability to earn their own income. When buying products from a direct-selling representative, you're directly helping her

to put food on the table, put her children through school, and to empower herself," says Saunders.

Avon's various philanthropic efforts across the globe, its support of breast-cancer awareness programmes and its stance against violence against women are not the only factors that elevate the brand. Avon also holds brand "activations" or drives in malls, taxi ranks and universities to demonstrate product and spread direct-selling opportunities within communities.

And most strategically, the brand has brought some big-name celebrities on board, including Black Eyed Peas singer Fergie promoting her own Avon fragrance range, and Hollywood actress Reese Witherspoon as Avon's global ambassador and honorary chairperson of the Avon Foundation for Women.

Booth says the beauty and cosmetics category has seen a substantial 6% increase in usage from 2011. This positive show of growth in the sector means consumers are now spending more on themselves, which could be an indication of post-recessionary spending.

The results showed that the more affordable brands are per-



Pic: Jeremy Glyn

forming better than in previous years, with Garnier a new entry to the top 10.

"Garnier is aimed at a slightly lower income bracket than many of its competitors, so it is doing well to reach critical mass and relevance at the top sector of the market. By offering more accessible prices, the brand is bridging the gap between quality and affordability," she says.

Yardley remains strong in the category, still in second position (last year to Estée Lauder), and

by a marginal index of just 1.15 points.

Fahima Saban, marketing manager at Indigo Brands, licence holder for Yardley in sub-Saharan Africa, says the brand's strength is rooted in its heritage, and has been renowned for decades for its classic fragrances and colour cosmetics.

"The Yardley brand has always been about world-class beauty products at fantastic prices. We see ourselves as an affordable luxury."

GROCERY AND CONVENIENCE STORES

19 million loyal shoppers can't be wrong

Shoprite delivers on its low-price promise

Andrew Gillingham

While South African consumers may be relaxing a little and showing a willingness to spend more, it is no time for retailers to become complacent.

Neil Schreuder, marketing director of Shoprite, says the retailer's low-price focus remains single-minded and relentless, regardless of the impact that the recession, or the aftermath of the recession, has had on the consumer. He points out that the success of this approach is illustrated by the fact that Shoprite now has more than 19 million loyal in-

dividual shoppers that it serves, by far the most of any supermarket brand in South Africa.

"Our brand has been built on the premise of 'lower prices you can trust, always', both before and since the economic recession. We will continue to aggressively advertise our commitment to low prices on the basic items that people buy across the board," Schreuder says.

"The South African retail environment is fairly mature, and has indeed become extremely competitive over the past few years. Walmart's entry is just another addition to this dynamic and will not necessarily revolu-

tionise the marketing landscape. We have dealt with strong competition since Shoprite's inception over 40 years ago, and have outlasted, and indeed acquired, many competitors that were much larger than Shoprite."

He adds: "With an early move into centralised distribution, we have ensured that we can deliver products to our consumers with military-like efficiency. The room for competitors to manoeuvre in cutting costs and offer even lower prices is limited."

Shoprite also invests a lot of effort into genuine community involvement, which the retailer considers imperative to remain

relevant and for the brand to outlast the competition.

Neil Higgs, senior adviser and head of innovation at TNS South Africa, says the Grocery and Convenience Store category remains stable. "As things stand, there is no chance of another brand taking first place from Shoprite, as the brand is well ahead of its nearest competitors. Pick n Pay continues to do well, and Spar remains a favoured brand."

"Woolworths' improvement in consumer rankings was a dominant story last year. However, this year it appears that the brand may have lost its way a bit, as well as being hit by some negative public relations publicity."

During the recession, most of the wholesaler brands, of which

Makro is the largest, showed an improvement in their Top Brands rankings. Makro has continued to build on this success, moving ahead of its rival, Fruit & Veg City, by two points this year.

Bronwen Rohland, marketing director of Pick n Pay, says that with 60 million customer transactions a month, the retailer has 60 million chances to make sure that every interaction with its customers helps to uphold its brand values. The retailer is also an innovator, and its Smart Shopper cards are having a significant impact on the market.

"After just one year, we have 5.3 million members who are using their Smart Shopper cards to make tangible savings," Rohland says.

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A run for your money

Investec proves the sceptics wrong, while Absa's penetration sets it apart

David Jackson

A stand-out feature once again in the Business Banks category in this year's Top Brands survey has been the robust performance of relative newcomer Investec Bank, which romped away with the top category honours.

It was followed by FNB, Standard Bank and Nedbank in second, third and fourth place respectively. In the Retail Banks category, however, Absa took prime spot, ahead of runner-up FNB, which moved up one place from last year. Capitec (in fifth place this year, down one place from 2011) has grown its footprint, but its user scores are down.

Neil Higgs, senior advisor and head of innovation for TNS South Africa, says Absa's win in the Retail Banks category was, once again, due to its high penetration. However, FNB's rise came about as a result of much-better-than-average scores among non-users – probably as a result of the “Steve” campaign, which received an award in this year's Apex competition. Standard Bank was a very close third, however.

In the Business Banks category, Investec popped into the rankings for the first time last year. “Despite some initial scepticism in 2011 about their longer-term prospects, Investec Bank has stayed at the top, by quite a healthy margin – with relatively low usership, but extremely good ratings,” Higgs says.

“For a bank to get a rating of 8.5 in the corporate category, as Investec has done, is almost unheard of. Among non-users it received a rating of 7.1, compared with the average for the category of 6.5, which is very good. The bank's footprint is relatively tiny, but clearly what it is offering has considerable appeal.”

S'bu Mangele, executive director of branding company Switch, argues that while many consumers might credit FNB with starting the retail bank conversation around “what I get if I bank with you”, it was Capitec that initiated far more critical thinking about banking among consumers.

“While Capitec continues to do well, it will always appeal to a specific market sector – potentially limiting its broader appeal and ability to really compete for

the established, bank-savvy consumer's business.”

Mangele notes that banks are now being forced to have far more intelligent conversations with increasingly critical and vocal consumers. As a result of the global economic downturn, consumers are aware that there is a certain

“Banks are now being forced to have far more intelligent conversations with increasingly critical and vocal consumers”

amount of risk associated with banks, he says.

“Many consumers still don't know exactly whether the real benefit of banking is ‘safe-keeping’ or growth. As such, the ‘put your money under the mattress’ conversation continues to happen.” He points out that the retail banking fraternity is actively engaged in a branding war, with many consumers still believing

that all banks are the same.

“FNB has arguably been the only bank brave enough to challenge this belief through its ‘Steve’ campaign. Although the brand definitely shook up the market, FNB hasn't managed to position itself as being fundamentally different from its competitors. Rather, it's given consumers the confidence they need to ask different banks what they offer – and make an informed decision as a result.

“On the flip side of this,” says Mangele, “Investec has retained its market share by differentiating itself as a private bank and remaining ‘exclusive’. It is, however, adapting its positioning as a bank for wealthy clients, so as to attract clients who have the potential to become wealthy. As a result, it has removed select barriers to entry so that aspirant individuals can gain access to the brand.

“Investec is additionally keeping its finger on the pulse of this new market by targeting potential prospects (such as articulated clerks and other qualified professionals) at student level. By exposing them to the associated benefits of private banking, as well as offering

loans to newly qualified health professionals, such as dentists, the bank is making itself the ‘obvious’ choice for these individuals,” Mangele says.

Adds Sean McCoy, chairman of the recently established Brand Council of South Africa (BCSA): “It is well acknowledged that brands and branding have a critical role to play across the economic, social and cultural landscape of any country – and SA is no different.

“At an economic level, this is deeply reflected across a multitude of categories in this year's Top Brands survey. Socially, brand is a catalyst for change, and impacts on cities and nation-branding.

“Culturally, we see the impact of brand at both club and national sports levels, driving deep-seated passion and following among fans, and generating a healthy level of income for professional sports people. Brand is intertwined with the arts, fashion, entertainment and, in many instances, the preservation of history – for example, the role of the Robben Island brand as an iconic expression of a national past and inspiring future.”



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FAST FOODS

The Colonel knows best

International legend KFC is also a uniquely South African brand

David Jackson

Already an enduring fast-food legend in SA – mirroring international experience – KFC again scooped the pool in the Top Brands Fast Foods category this year, coming in ahead of Nando's and MacDonald's.

A notable aspect, though, was the growing profile of Chicken Licken, which served notice that it is set to become a serious competitor in the Fast Foods chicken segment. But for now, KFC enjoys market dominance.

Says Dave Timm, chief marketing officer for KFC South Africa: "We are very proud of the KFC brand in South Africa and appreciate the very loyal consumer following we have. As a company, this inspires us to do more and to be even better."

He adds: "KFC is an iconic global brand, built around Colonel Sanders' secret recipe. KFC also benefits from decades of world-class marketing that has firmly entrenched the brand in the hearts and minds of all South Africans.

"We value all feedback from our consumers, whether at our stores or in research groups. It's important to stay in touch, con-

nect emotionally with our consumers, move with the times, and remain relevant and contemporary in order to meet changing consumer needs."

More importantly, Timm argues, brands need to play a positive role in society as a whole. "In South Africa we have a proud history of employment creation, and are actively involved in communities through our Add Hope (providing hunger relief) and Mini-Cricket programmes, encouraging active and balanced lifestyles."

He points out that KFC's brand image and slogan are consistent around the world. "However, at the same time, we are a uniquely South African brand. It's important to appeal to the local market and meet local needs, and over time we've developed many locally relevant products. Some have even been exported to KFCs in other countries."

S'bu Mangele, executive director of the Switch branding company, notes: "KFC remains an exceptionally strong brand in South Africa. This may have a lot to do with the brand's remaining true to its original offering (of deep-fried chicken), despite the global trend towards healthier fast-food options.

“Over time we’ve developed many locally relevant products; some have even been exported to KFCs in other countries

"Because it is an American brand, KFC did, however, have to respond to the international market's demands by introducing a healthier, grilled-chicken option a while ago. This was soon discontinued due to unfavourable local market response – something arguably made possible by the continued push towards white meat as a healthier alternative to red meat."

KFC is not having it entirely its own way in the fast-foods chicken market, however, Mangele points out. "With KFC's positioning still exceptionally strong in the family space, we're starting to see upstart brand Chicken Licken successfully encroach on this market."

He says that by adopting a strategy of "local is lekker", and incorporating distinct humour



Pic: Jeremy Glyn

and a no-nonsense attitude into its marketing, the brand has managed to stretch upwards and reposition itself to appeal to a far broader audience.

"It has done this slowly but surely, engaging new consumers through quirky advertising campaigns that challenge cultural stereotypes, or make use of scenarios or characters they can relate to. As such, it's no longer a 'taxi rank brand', but rather one that now sports upmarket drive-throughs and outlets in the northern suburbs of Johannesburg, for example, where con-

sumers are happy to be seen.

"With the brand looking to continue its strategic approach of crossing cultural and perceptual barriers, it is likely to grow market share steadily."

On KFC's drive to diversify its appeal beyond families alone, he adds: "KFC has additionally extended its offering to include everything from salads to wraps to milkshakes. This has helped it to cater for more health-conscious consumers, as well as allowing it to create a market for individuals who are looking for a quick and convenient meal or snack."

DDB SA 36585/E

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NEW CATEGORIES

What's your cup of tea?

Winners both: Pyotts adds its weight to a strong Bakers brand

David Jackson

Pyootts, a household name on South African supermarket shelves, is taking on a new persona – under the umbrella of its award-winning stablemate, Bakers. The Bakers and Pyotts brands have been around since 1851, and generations of consumers have established these iconic brands as market leaders in the sweet and savoury biscuit categories.

Bakers dominated the Sweet Biscuits section – one of a number of new consumer categories in this year's *Sunday Times* Top Brands survey – with Pyotts taking honours in the Savoury Biscuits category.

But change has been in the air in the biscuit world.

Explains Jeswin Leckram, marketing director of the AVI Group: "Over the years, many of the sub-brands under these umbrellas have grown into strong brands themselves, to the extent that the Pyotts brand is now becoming redundant. We have already transitioned to a Bakers Masterbrand strategy, with the Bakersman endorsement being rolled out on all packaging.

"This presents a strong, unified on-shelf presence, leveraging



Pic: Jeremy Glyn

the brand strength in total biscuits under the Bakers umbrella and the 'Best Baked by Bakers' positioning on all our advertising and point-of-sale elements."

Salticrux led the way in the new Savoury Biscuits category, followed by Provita and Mini Cheddars, while Tennis and Eet-Sum-Mor took first and second spots respectively in the Sweet

Biscuits category.

S'bu Mangele, executive director of branding company Switch, says: "With savoury biscuits being positioned as a healthier snack, it makes sound strategic sense for Bakers and Pyotts to be in one stable. Bakers' strong heritage focus, coupled with Pyotts' extensive market share, should gain the group a calculated

foothold in an increasingly competitive category."

Fat Spreads

Among other new categories this year, Rama margarine took first spot in the Fat Spreads category. Remarkably, Rama also came third in the Grand Prix category for Overall Favourite Brand.

Says Mangele: "Consistent marketing has enabled Rama to become synonymous with margarine. Rama was the first spread to recognise the need for immediate usability when the product was taken out of the fridge. By catering for the very real needs of consumers in this way, the brand has helped the category as a whole to become associated with immediate consumption.

"This association stands in contrast to that of butter, which is still largely preferred for cooking and baking."

He adds: "While the choice between butter and margarine remains a very personal one, Unilever's consistent efforts to tip the scales in margarine's favour must also be noted. By being the first to respond to consumers' migration towards increased health awareness through its Flora range (notably by creating products with 0% polyunsaturates),

the company has secured a firm hold on this market."

Headache Tablets

The new category of Headache Tablets was won by Panado, with Grand-Pa in second place.

Observes Mangele: "Both Grand-Pa and Panado are working to maintain their consumer appeal by engaging with different markets. While Grand-Pa has gained cult status through mass-market positioning as a product that can be consumed (and works) immediately, Panado has maintained its premium positioning by aligning itself with promises such as 'the safe choice for pregnant mothers'."

Computer Tablets/e-Readers

The new category of Computer Tablets/e-Readers was won by iPad, ahead of Samsung Galaxy.

Mangele notes: "While Apple is pushing the power of its brand, using this to drive sales, Samsung is positioning itself as the category leader in terms of constant innovation. With many of these devices looking increasingly similar – and consumers becoming more and more technosavvy – Samsung might not have very long to wait before it sees the benefits of this strategy."

THE AGENCY P26612



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Hollow Bar | IBR Roofing | Laboratory Services | Laser Cutting | Laser Cut Tubing | Lipped Channels
Open Sections | Palisade Fencing | Pipe Fittings | Plasma Cutting | Plates | Plate Bending & Rolling
Pre-coated Sheets | Pressure Vessel Steels | Profile Sections | Purlins | Rails | Reinforcing
Roofing Solutions | Sheets | Slitting | Special Steels | Stainless Steels | Structural Steels
Technical Consultancy | Tool Steels | Tubing | Valves & Actuators
Wear Resistant Steels | Zincalume Roof Sheets



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Sunday Times
TOP BRANDS
2012

CARS

Back to its roots

Toyota brings back the fun of driving

Andreas Sieren

Here to make you smile: this is the pay-off line of the TV commercial for the new Toyota Etios, an entry-level car for the aspiring middle class with a limited budget.

Toyota president Akio Toyoda has taken the car manufacturer back to its roots by introducing new cars that are fun to drive, coining the phrase *waku doki* – “to create excitement and to get the heart racing”.

Launched in South Africa in May, the Etios – a name derived from the Greek word *ethos*, meaning spirit, character and ideals – replaces the popular Tazz. Promoted as “a vehicle that has it all”, the car has personality, the company notes.

Says Toyota South Africa Motors sales and marketing senior VP Calvyn Hamman: “The Etios was conceived after some of the most extensive market research ever conducted in South Africa by a motor company.”

“As a result, we were able to strike the best balance between initial purchase price, running cost, performance and specification, all of which are essential to a quality, affordable, value-for-money vehicle. After all, the Tazz left us with very big shoes to fill.”

It is therefore no surprise that Toyota South Africa has regained top position in the Top Brands consumer Car category this year.

Where last year the luxury brands dominated over the more populist cars, Toyota’s achievement this year offers an indication that there has been an increase in the average person buying cars.

Also joining the Toyota fleet is the 86, a sports collaboration between Toyota and Subaru, the latter distributing it as the Subaru BRZ.

Toyota chief Toyoda is very excited about the new 86. “Car-lovers are going to enjoy this car,” he said during the launch of the car in Japan late last year.

With its name inspired by the old Toyota models Levin and Trueno, both popular sports and hatch-back cars in the 1980s, the Toyota 86 was conceived as a classic sports car, appealing to someone who enjoys driving for the sake of driving.

The emphasis for Toyota in Africa has been the tradition of the brand; the focus was on strength, reliability and toughness. Now the company is turning to the driver, and the sheer joy of driving. As the marketing campaign for the new Toyota 86 has it: “Go play.”

ESSENTIAL FOODS

Cooking perfectly since the 1950s

Tastic is synonymous with rice; White Star proves to be super maize meal

Alf James

The first four places in the Essential Foods category are the same as last year, which shows both how stable this category is and how strong the leading brands are. Tastic is Top Brand again with an index score of 85.65, followed by Albany Bakeries at 70.81, White Star maize meal at 67.94 and Sasko breads at 61.05.

The mover among the top 10 places was Ace maize meal, climbing into fifth place. Spekko rice also gained two places from 2011. Nyala in 10th place was the newcomer, with an index score of 44.35.

“Tastic is the gold standard in the rice market,” says Brenda Koornneef, business executive: group marketing and corporate strategy at Tiger Brands. “In our view, the campaign line ‘It’s not just rice. It’s Tastic’ sums up the reason for the brand’s success. Ever since its launch in the 1950s, when Tastic was the first branded parboiled rice on the South African market, the brand has been viewed by consumers as the rice that ‘cooks perfectly every time’.”

Although several other branded offerings have entered the market, Tastic has managed to retain its leading position. “The Tastic name is recognised in spontaneous recall by consumers as being synonymous with rice. The brand has one of the highest measured brand equity scores in the world for its brand identity,” Koornneef says.

She attributes the sustainability of Tastic’s growth in the market to a consistent brand positioning and mes-

sage to the market, and a single-minded adherence to superior-quality functionality.

“We have also innovated significantly over the years, adding to the Tastic range – flavoured rices, rices of the world, quick-cook rices, health rices, rice sauces, cook-in sauces and more. Tastic is now available in several countries across Africa.”

Koornneef adds that Albany breads, which is also part of the Tiger Brands stable and placed second, was the first branded bread in the market after deregulation.

“It was introduced on a superior, functionally differentiated platform of

‘It’s not just rice. It’s Tastic’ is the reason for the brand’s success

‘fresher for longer’, and immediately established a leading brand position. Ever since, we have continued to enhance the product functionality, and have consistently introduced new variant innovation.”

Pioneer’s White Star Super Maize Meal, which was placed at No 3 overall, was named South Africa’s top maize meal brand in the Essential Foods category at the 2010, 2011 and 2012 Top Brands awards.

According to White Star marketing manager, Mokhele Makhothi, before the maize meal was launched into the fiercely competitive maize meal market 1999, extensive research was conducted to develop a product that met all consumer requirements. It was also the first maize meal brand to be fortified with Vitamin A – long be-

fore legislation demanded it. It swiftly became one of South Africa’s top super maize meal brands and challenged the other giants, which had over 60 years of history in the market.

He attributes the success and rapid growth of the product to its superior quality, unique packaging and innovative brand communication. “From its launch, White Star had to differentiate itself from other super maize meal varieties and has, over the past 13 years, been interacting with consumers in unique and exciting ways,” he says.

“One of the ways in which we have done this is by showing consumers the many different ways there are to prepare White Star. Through our celebrity cook-offs and *shisa nyamas*, being featured on television cooking shows and hosting demonstrations at top food events like the Good Food and Wine Show, we have taught them how to turn White Star into a meal that suits their lifestyle – anything from a traditional pap dish to a gourmet meal and even dessert.”

Jonita Cuff, marketing manager: Rice at Sasko Grain, notes that Spekko market share volumes have tripled over the last five years, with the brand now truly recognised as the No 2 rice brand.

“Building strong brand equity in a product category where one brand has dominated the market for many years is essential. Consumer buying behaviour needs to be interrupted and a compelling reason to change has to be offered. To this end, the unique packaging, use of orange colour and innovative consumer touch points developed by Spekko Rice delivered just that,” Cuff says.

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INTERVIEW

Hear it roar

With household names such as Jungle Oats, Black Cat, Tastic, All Gold and Koo, Tiger Brands is a dominant food supplier, now expanding into home and personal care, and also spreading its wings in Africa. Jeremy Sampson speaks to **BRENDA KOORNNEEF**, business executive: group marketing and corporate strategy at Tiger Brands.

How many brands are you responsible for?

Tiger Brands is the proud owner of more than 40 brands, of which around 20 are what we call "core" brands. It is the Tiger Brands objective to always own the No 1 or 2 leading brand in every sector in which we participate. We are proud to say that we achieve this objective in the majority of categories in which we participate, with iconic heritage brands that have stood the test of time.

Most people think of Tiger Brands for food, but that has changed of late.

The Tiger portfolio consists mainly of food products, but we have a growing portfolio of home

and personal-care products, as well as a baby wellbeing portfolio.

South African companies are pushing up into Africa and Tiger Brands is one of those leading the charge.

Tiger Brands is the largest FM-CG company in Africa – over the past number of years, we have been focusing on expanding our footprint across the rest of Africa. This has been achieved through expanding our core brands into Africa, and we currently market a selected range of our core brands in more than 28 countries. But more than this, we have implemented a focused strategy of establishing an operational presence in selected regions through acquisitions or joint ventures with companies in selected African countries. To date, the Tiger Brands companies include HacoTigerBrands in Kenya, Chococam in Cameroun, EATBI in Ethiopia, Deli Foods and UAC in Nigeria, and our latest investment being finalised is Dangote Flour Mills in Nigeria. In addition, last year we acquired the Davita company, a South African company with a strong distribution network across Africa, which further enhanced our capabilities across the continent.

Is marketing to other African countries very different from marketing in South Africa?

Marketing in different countries rests on the same best-practice methods and approaches, the most important of which is to understand consumer and shopper behaviours and attitudes. The brand expressions, however, and the route to market are very different in each country, and we have to ensure that we are sensitive to the preferences and habits of the consumers in each country.

What are the main metrics you use to measure return on marketing investment?

In terms of ROMI, ultimately the proof of the pudding is in the profit returns of the company on the investments made. Tiger Brands has an outstanding track record of financial performance, and we are happy that our marketing efforts make a strong contribution to this. Specifically in terms of marketing investment, we look at:

- Media effectiveness;
- Sales performance against media and shopper spend;
- Market share performance; and
- Brand health – including awareness, trial, loyalty and advocacy.



How is the explosion of digital affecting Tiger Brands?

To me, digital is about social media. While there is obviously a need for Internet or mobile communication, the name of the game is consumer engagement and interaction. This is what the growing social-media platform allows marketers to do today.

Green and sustainability: how are you addressing these?

Concern for the environment is a high priority for Tiger Brands. We have committed to a focused programme on energy, water and effluent management, together with the necessary targets for reduction of our carbon footprint. Effective utilisation of packaging materials and a close watch on the ingredients in our food products, in order to promote healthy eating, are keen areas of focus.

What keeps you awake at night?

I have a passion for consumer insight. I am constantly thinking about how our brands are aligned to real consumer understanding, and how we can better satisfy changing consumer needs. I firmly believe that this is Tiger Brands' best strategy to maintain and enhance our market shares and top-line sales in this current, difficult economic environment.

The other issue that keeps me preoccupied at the moment is how we can assist our consumers within their current constrained economic situation. It is imperative to make sure that consumers get real value from every brand purchase that they make.



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