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Sunday Times TOP BRANDS 2017

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Introduction

Top brands stay top of mind

The Sunday Times Top Brands survey continues to deliver valuable information about the sentiments of the market

By **Rodney Weidemann**

● When it comes to the term “brand”, the standard definition indicates a “name, term, design, symbol or any other feature that identifies one seller’s goods or services as distinct from those of other sellers”. However, a top brand is so much more.

To be a top brand, your company must be one that lives within the minds and hearts of both existing customers and potential clients. It should engender strong emotions and drive consumer behaviour, and it should be instantly recognisable. Moreover, to be a top brand in today’s world – where there is a seemingly infinite number of choices available to consumers – companies need to strive ever harder to find new and unique ways to connect on an emotional level with customers.

A strong brand builds value for its parent company, something that is critical in today’s globalised world, says Reardon Sanderson,

group general manager: Sales and Marketing at Tiso Blackstar Group.

“One only has to think about how the world has shrunk, thanks to the Internet. The many new markets this has opened up, coupled with the emerging middle class in these new markets, have opened the door for brands to grow their market share, both locally and internationally.”

For this reason, he continues, the *Sunday Times* is firmly committed to research that helps it to understand which are the Top Brands in the country, viewed through both the business and the consumer lens.

“The goal is to better understand why people view certain brands the way they do, and thus enable our customers to better engage the hearts and minds of the vast consumer market out there.”

He believes this makes a survey such as the *Sunday Times* Top Brands vital. Research of this nature enables business decision-makers to better understand what the driving forces within the market are, and why and how certain brands are recognised as being particularly appealing. By understanding this, companies are better able to use their brand’s status to more deeply engage with the market.

“If one looks at the way in which the world is changing – hugely improved connectivity, the massive embrace of social media, and the speed at which consumers can now communicate with a vast online community – the implications for brands can be massive. It is therefore critical for brands to understand how and why they are viewed the way they



Reardon Sanderson, group GM: Sales and Marketing at Tiso Blackstar Group

are, so they too can evolve as the world itself changes.

“When it comes to dealing with challenges of this nature, the data generated from the Top Brands survey supplies organisations with research-based insights that guide them in being proactive, rather than simply reactive, with their brand communications.

“Tiso Blackstar understands the imperative of delivering robust market research across all sectors, for the benefit of its advertisers. Through the *Sunday Times* Top Brands survey, the group delivers valuable information about the changing sentiments and preferences of the market. It also delivers insight into how other businesses view individual brands. Thanks to this, our research allows brands to develop more informed marketing strategies.”

Ultimately, he adds, understanding current brand consciousness is crucial, as it has a strong impact on longer-term brand loyalty among consumers and businesses.

“The *Sunday Times* Top Brands survey also

creates a framework for the comparison of current data against research from past years. This means that, as far as insights go, access to historical data is a huge advantage for advertisers, who can further optimise how they deliver their brand message.”

With Top Brands, the *Sunday Times* assists its advertisers in gauging the resonance of their brands in the minds of both consumers and businesses.

The survey is about understanding which brands are consistently top of mind, and why this is so. It is about exposing which brands are considered the best in the country, not so that those named can gloat, but rather so that they can continue to develop their brand image in order to remain solidly in the hearts and minds of consumers.

“Finally, while the survey showcases those organisations that are already wildly successful brands, it also provides a benchmark for others to study, so they, too, can improve their brands,” concludes Sanderson.

Comment

Finding their purpose

Brands are being forced to rethink their overall reason for being

By **Leigh-Anne Acquisto**

● This year saw brands experience the real impact of consumer activism. In the wake of the Bell Pottinger scandal and the Vodacom disappearing-data debacle, internal perceptions are no longer as accepting or forgiving as they once were.

One of the key shifts this year has been the resurgence of strategic planning, with a real emphasis on return on investment and reporting. This transition comes as a direct result of an ever-weakening economy, a continually shrinking middle market and declining marketing budgets. This cocktail has all but forced companies to rethink their overall reason for being and, as a result, their approach, their marketing and their communication.

Purpose-led strategy

It’s a fact. Brands that do good will do well. That’s because the world, and especially generations X, Y and Z, have intentionally gravitated towards brands that have an overarching global purpose. This has resulted in purpose-

led strategies dominating corporate agendas, as a means of differentiation, delivering a better product in a more sustainable manner, and offering employees a more meaningful work experience.

Additionally, strategies have reinforced the need to include a stronger focus on implementing purposeful design, imbuing each message with both visuals and experience.

The concept of brand loyalty

The truth is that, as much as brands move in a purpose-driven direction, and have even fared well because of it, the concept of brand loyalty has completely shifted. Even those brands that have a loyal following, such as Google, Amazon and Apple, enjoy this loyalty for reasons that are most likely quite different today from what they were in the past.

In today’s consumer landscape, it no longer makes sense to be brand-loyal. Not when we are presented with a vast array of choice, and when, for the most part, these choices offer both quality and longevity. Consequently, consumers now make their decisions to stay with a brand or switch to another based on any number of factors, including convenience, finances, personal recommendations and the “wow-factor”... not because of any form of brand loyalty.

While it seems as though everything has become negotiable, it is becoming increasingly apparent that public image plays a much larger role in the decision-making process. It



Leigh-Anne Acquisto is chairperson of the Brand Council of South Africa.

is therefore unsurprising that customers will flee from a brand that displays “negative” behaviour, to any of the other providers that catch their eye.

Exploring the digital environment

Another key shift that is yet to play out is the activity in the digital space. As marketers and agencies get to grips with the full scope of what the digital environment is capable of, and lay to rest the debate around where the ideas should come from, we start to see some exceptionally engaging and effective work happening across multiple platforms.

One brand that has taken to innovative means to reach and engage with its audience is Absolut Vodka. Discovering that its global

“One Source” intrinsic didn’t resonate with African audiences, it teamed up with South African hip-hop star Khuli Chana, and created a unique African One Source that spoke to the nation. The result was an African musical collaboration that became a celebration of African unity.

Brands looking to differentiate themselves through innovative marketing methods should look to the new year. It is expected, and for some eagerly anticipated, that 2018 will see another key shift in the digital space, with “new” tech stepping up to deliver even better customer understanding and experiential communication.

Addressing transformation

Transformation and gender equality have been two of the most relevant topics for brands, and the marketing and advertising industry as a whole. With the introduction of the MAC Charter, agencies have very clear and measurable guidelines in terms of compliance, and we have already seen signs of improvement in these two areas over the last year-and-a-half.

While these are a clear focus for companies, the real challenge in bringing transformation and gender equality in our industry lies in what we achieve within the workplace. Overcoming and making progress in these two areas will entail dedicated and insightful training, development and mentorship. In this way, companies can ensure that not only will they get the numbers right, but they will also properly equip those people who are set to take the industry forward. Furthermore, these individuals will add exponential value in return.

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Analysis

Moments that matter

Emotions play a vital role in shaping consumer relationships and memories, writes

Caroline Mills of KANTAR TNS



● Consumers are the most important asset for any business, and they experience brands across an ever-growing range of touchpoints every day. By building an understanding of the moments that matter most in people's lives, marketers can unlock powerful new opportunities.

Whether it's big or small, significant or everyday, a moment is a unique combination of contextual factors that can influence your behaviour, including what you think, do and buy.

In a world of changing needs and increasing experimentation, brands must understand not only the needs and wants of their consumers, but how these change at specific moments throughout the day. In today's world, however, consumer relationships are continuously being disrupted, and

never before has consumer loyalty been so hard to achieve.

The rise of digital marketing is shifting the balance of power from companies to consumers. It is now the consumer who dictates the rules. And with unlimited access to information, and a growing choice of products and services, your competitors are only a mouse-click away. But brands that are prepared to adapt to the needs of their consumers, rethinking their relationship and presenting attractive solutions to meet those needs, can find continued growth.

Fleeting moments, lasting memories

So, how can a focus on moments bring value to brands?

Positive emotions in consumer interactions become memories. Those memories drive relationships and relationships drive business outcomes. As marketers, we want to create something memorable – a moment that will continue to resonate with the consumer long after that moment has happened. Focusing on the moments where you can create a memory can help you to reach a new level of connection with your consumer that is proven to deliver both short-term sales impact and long-term brand benefits.

Focus on moments that matter most for your consumer loyalty. Rather than being the sum of all experiences, loyalty to a brand depends on the positive memory of a critical few. Daniel Kahneman, the eminent psychologist noted for his work on judgment and decision-making, puts it this way: "There is a confusion about experience and memory. We actually don't choose between experiences; we choose between memories of experiences."

A successful brand understands consumers' emotional needs, positioning their products to predict and "be there" in the moment, effectively targeting the changing needs of consumers and rethinking the moments their product could be a part of.

Building associations with new moments can create a habit or associate your brand with a different lifestyle choice, and brands that best understand the relationship with their product, using deep insight to seize their unique moment, will cut through the noise.

Moments and touchpoints

People are increasingly taking control of when they want to be engaged and inspired by brands, often choosing touchpoints that aren't traditionally considered brand-building channels.

A new definition of what constitutes a brand-building opportunity needs to be considered, and reach is no longer a differentiator for any media platform. Brand opportunities are defined by the state of mind of the audience, not the fact that the audience is there.

A brand must be able to create unique and influential brand memories, because people don't remember every encounter with a brand. People remember encounters that flood their brains with emotion, and align with their motivations and priorities at the time. Winning brands know how to select the touchpoints that do this most effectively – and they know that the right choice of touchpoint depends on both the brand and the audience.

Memories don't stay fixed, like a video recording of our past experience; they are recalled and reshaped every time another relevant experience comes along. Every encounter will either reinforce or undermine memories formed by previous brand activity, and because brands have increasing opportunities to interact with their audience, it's vital that marketers select their touchpoints carefully.

The key to navigating the connected world successfully lies in identifying and focusing on the touchpoints that have the biggest impact. Touchpoints aren't the same as moments; touchpoints are your opportunity to create moments and elevate them into something more meaningful and engaging.

By focusing on the moments that matter, marketers can still stay in control of brand memories, and exert more consistent influence over their consumers' choices.

Unlocking the power of the moment

Extraordinary growth can be found in seemingly ordinary moments. A deep understanding of people and their experiences in specific contexts is the key to unlocking the moments that can drive extraordinary growth for your brand.

The most successful brands are the ones that are able to align all the moments that really matter to consumers – from communications and conversations to retail touchpoints and product experiences.

Methodology

2017 marks the ninth year of partnership between the *Sunday Times* and KANTAR TNS on the Top Brands survey. The study has applied the same methodology since 2009.

The approach looks at a brand's penetration in the marketplace, 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.
3. The actual rating of all those brands on a 10-point scale.

From this, an index score for each brand is generated from three variables: 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 marketplace and in people's minds. This is in line with the 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 winner occurs 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.
3. It is smaller, but very well loved by its users, and is strongly aspired to by its non-users.

As most brands have a good sense of their relative size, this approach allows more useful marketing insights to be gained. A brand can assess by how much more, or less, its users rate it compared with the average – 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.

The algorithm is not proprietary to either the *Sunday Times* or to KANTAR TNS, but is in the public domain.

The sample

The consumer sample is representative of all South African adults, 18 years and older. The total sample for 2017 was 3 500, with 2 500 interviews in metro areas of South Africa and 1 000 interviews in non-metro areas. The final results have been weighted to represent the population according to StatsSA 2015 mid-year population estimates. Interviews were conducted in home, face-to-face. The business sample consisted of 468 C-level business decision-makers (CEOs, CFOs, COOs) from organisations of all sizes. The business component moved from being conducted via KANTAR TNS's CATI system to online self-complete interviews.

Grand Prix

All respect to the Colonel

KFC's secret-recipe chicken – together with equal parts hard work and creativity – is its secret to success

By Lungelo Shezi

● Had Harland David Sanders – famously known as "Colonel Sanders" – given up at the 1 009th "no" when he tried to sell a recipe for what would become the most popular fried chicken in the world (no one believed anyone would enjoy it), KFC may never have gone anywhere beyond his little kitchen over five decades ago.

That "yes" at try number 1 010 helped to

launch what lovers of KFC in 125 countries now know as the "Finger-lickin' Good" taste.

The tenacity and hard-work ethic that is still part of the brand today – and which is important for those who work on endearing it to consumers – is what has helped to crown it this year's Overall Favourite Brand in the *Sunday Times* Top Brands Awards Consumer Brands category.

KFC also retained its No 1 spot in the Fast-Food Restaurants category from last year, edging out fellow chicken fast-food chain Nando's and pizza chain Debonairs, by over 20% in its index score. KFC has maintained an impressive level of consistency in its performance in the Top Brands Consumer survey over the years, having been at No 1 in the Fast-Food category since 2014.

The thumbs-up from consumers is an endorsement of creativity for the team at Ogilvy & Mather, which is responsible for the KFC brand in South Africa and the rest of the continent.



Fast fact:

● South Africa first got a taste of Colonel Sanders' secret-recipe chicken in 1971 when the very first restaurant opened in Orange Grove, Johannesburg. Today, 863 KFCs satisfy the hunger and cravings of thousands across South Africa.

SoundBite, a music platform that gives upcoming and independent artists the chance to showcase their musical talents and connect with the public.

Artists register on the KFC SoundBite website and upload their fresh tracks. Music fans can then access the website and listen to 30-second "SoundBites" of the uploaded tracks. They also have the power, through likes, shares and downloads, to move their favourite songs up and down the chart. To unlock a full track, listeners need to have a unique code, which they get from a KFC till slip every time they purchase a KFC Streetwise 2 or 3 meal.

"Despite the amount of effort and experience that goes into every piece of work, success is not inevitable, especially in our present economic environment and in the unpredictable emotional space that lies between brands and products. However, the survey results suggest that all the work has had a collective impact on the brand. Individually, each campaign resonated with their respective market," comments Matthew Barnes, also an executive creative director working on KFC.

"It means that all the extra effort that goes into finding unique insights, interrogating strategies, combining technologies and crafting the work is acknowledged and appreciated by consumers. It's proof that our partnership with Mike Middleton [chief marketing officer at KFC Africa] and his team really works, and that we are incredibly lucky to work with one of the best brands in South Africa. Respect, Colonel Sanders. People still love you," says Mariana O'Kelly, executive creative director at Ogilvy & Mather SA responsible for KFC.

KFC has run a number of successful brand campaigns over the last year, including KFC



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Grand Prix

Red alert

Understanding its 39m customers is Vodacom's game plan

By **Linda Doko**

● Janice H Reinold once said that, in today's modern world, people are either asleep or connected. We spend an inordinate number of our waking hours using our mobile phones, whether to make or take calls, read and send emails, check for messages, snap photos, post on social media, or surf the Net.

To do all of these things, consumers expect, and demand, not only the best connectivity, but the best service offering. And this year, not only has Vodacom been voted the Top Brands best Telecommunications brand for the fourth consecutive year, but it is also the Grand Prix winner in the Business category – a category that features a list of hefty names (among them Apple, Discovery Health, Business Day, British Airways, Samsung and Allan Gray).

According to the company's annual report,

the organisation's goal is to ensure that Vodacom is the brand of choice, reflecting a core purpose of helping people to live a better today and build a better tomorrow. That's easy for an organisation to claim, but Vodacom seems to live its promise not only to lead the way in mobile telecommunication in southern Africa, but to work constantly on social transformation and sustainability.

Veli Mabena, executive head for brand and communications at Vodacom, believes the success of the Vodacom brand is driven by the company's understanding of its customers. The customer-centric approach sees Vodacom devoting much time to determining the perception of the brand in the public's eye, not only among customers, but also non-customers – which inevitably the company sees as potential customers.

"We're constantly researching the market to see how we can be sure we're tapping into customers' passion points, communicating with them in a connected manner, and speaking their language. Equally important is improving the lives of our customers through the benefits we provide as a mobile and technology provider," says Mabena.

Keeping ahead of competitors is twofold,

Mabena explains: continuous investment in technology infrastructure, and the ongoing delivery of innovative products and services.

Understanding customers is key to getting the plan right. Through careful and ongoing market analysis, the company has developed propositions across what it sees as the five segments of the market: Youth, High Value (RED), Mass Aspirers, Emerging Market (Siyakha) and Family. For each of these segments, the company has a broad-spectrum game plan, rich with products and services tailored to that group.

Vodacom is 65% owned by UK mobile phone company Vodafone, and has an approximate market share of 43% of customers in South Africa.

Providing voice, messaging, data and converged services to more than 55 million customers on the African continent, Vodacom is the largest telecoms provider in southern Africa. South African-born, its operations outside the country include networks in the Democratic Republic of Congo, Tanzania, Mozambique and Lesotho, and business services to customers in 40 African countries, including Kenya, Nigeria, Zambia, Angola, Ghana, Côte d'Ivoire and Cameroon.

Arthur Goldstuck, ICT industry commenta-

tor and founder of World Wide Worx, describes Vodacom as a business anomaly, as it is often perceived as the most expensive service provider, yet is forgiven by consumers because of the high quality of its connectivity.

"Vodacom has the most extensive network, and is perceived as having the most reliable performance, so customers are willing to accept that it can justify higher prices. Of course, this remains a strategic edge only until other operators catch up in their roll-out," he says.

Goldstuck adds that Vodacom's latest foray into Africa, with its acquisition of Safaricom, also suggests a nimble organisation than its size would indicate. Vodacom's 34.94% shareholding of the company, which was already 40% owned by Vodafone, gives the company majority control of Kenya's largest mobile network.

Fast facts:

- **Vodacom has more than 39 million customers in South Africa.**
- **In South Africa, Vodacom's 2G network covers 99.9% of the population, 3G about 99.2%, and 4G about 75.6%.**



Telkom store, Menlyn Mall

Telecommunications

Champion of the consumer

Telkom turnaround strategy starts to pay dividends

By **Linda Doko**

● While Telkom has been part of the life of every adult South African, in 2013, having borne the brunt of many consumer frustrations in the past, and with the telecoms sector growing increasingly more competitive as new players entered the market, the organisation found itself being squeezed – what had been its exclusive territory was being encroached upon, and the figures were reflecting customer unease.

Determined to shift consumer perception, the company launched its turnaround strategy, aimed not only at improving performance, but boosting customer-centricity. Sporting the snappy "Tomorrow starts today" slogan, and promising to champion the consumer, the telecoms giant has taken great strides to remodel itself as, in its own words, "cleaner, fresher, brighter" and "at the forefront of change".

And this year's Top Brands survey indicates the campaign is making headway, not only by strengthening the Telkom master-brand, but by reinforcing the growing success of the company's cellular division. While still some way behind long-estab-

lished mobile operators Vodacom and MTN, Telkom has, for the first time, surpassed Cell C in consumers' favourite-brand rankings.

Cambridge Mokanyane, Telkom chief marketing officer, sees the Telkom brand as synonymous with telecommunication in South Africa.

"As a technology company, we sit at the forefront of change, empowering businesses, government and individuals to move confidently into the future. Ultimately, Telkom is seamlessly connecting South Africans to a better life.

"To this end, we have been on a journey to establish a single, strong Telkom brand – one that is not only a challenger brand to the industry, but also a consumer champion for all South Africans," he says.

Mokanyane believes Telkom's customers are loyal to the brand because the company provides more than a service or product; it shows a deep understanding of their daily lives and provides relevant, purpose-driven solutions.

Arthur Goldstuck, Internet and mobile technology commentator, agrees. "Telkom's mobile division is the youngest and the smallest of the mobile operators, which has given it the freedom to be the nimblest. It offers not only the most innovative packages, and a clearer understanding of the mobile user than is seen with the bigger players, but it is also the only operator that has understood the need for reasonable out-of-bundle rates. That is really at the heart of what differentiates Telkom's mobile division from the rest," he says.



The Green Award

Making the change

Large corporates are taking the lead in driving a green agenda

By **Rodney Weidemann**

● There's no doubt about climate change – it's evident in many of the environmental changes we see today. And this has driven a global shift in corporate attitudes towards environmental responsibility, with many organisations implementing strategies designed to minimise environmental impacts.

A holistic strategy

The most effective projects, says Tshidi Ramogase, public affairs and communications director of Coca-Cola Beverages South Africa (CCBSA), are those that form part of a holistic strategy – they are good for the environment and good for the business, and, as a result, make a bigger impact.

"Awareness of environmental impacts has



definitely increased, partly because those impacts are hitting closer to home and partly thanks to electronic mass media. Companies are also realising that the voice of the consumer has become far more powerful, thanks to social media and the ability to mobilise quickly and effectively. This has made a company's reputation even more central to the business, especially in the case of consumer-facing industries like food and beverages. It is no surprise that this has pushed environmental stewardship higher up the agenda," she says.

"In addition, the business case for environmental responsibility is becoming more clear-cut. In South Africa, we have recent experience of both water and energy shortages,

Staying sustainable

Telkom has recently completed a photovoltaic (PV) solar park project, which is located at the Telkom head office in Centurion (left). "This new plant is a 3MW peak PV plant and generates in excess of 19MWh per day in favourable conditions, and reduces our reliance on the municipal grid supply. Telkom is also looking into other options that can add value to its business, and is investigating other initiatives to further reduce energy consumption, and, therefore, emissions and costs," says Praven Naidoo of Gyro Group, Telkom's property development and management company.

which not only threaten operations, but also have cost implications. Saving on both becomes critical to remaining competitive."

remote areas, to enable them to work off the grid," Chetty says.

Best impact

According to Andre Nel, general manager for sustainability at Pick n Pay, companies tend to focus on the areas where they can make the best impact, and which reflect the concerns and aspirations of their customers.

"This is why, for example, Pick n Pay made seafood sustainability a priority some years ago. We felt this was an urgent priority and was an area where a major retailer could take a leadership position on behalf of customers to achieve real and lasting change."

"While much of our current focus is on waste, climate change and energy-use reduction, we also make a meaningful contribution to educating disadvantaged South African children on conservation, through our Kids in Parks programme," he says.



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Robyn Putter Brand Agency Award

Living in the moment

Innovation is the key to Ogilvy & Mather's success in an always-on world

By Alf James

● While Ogilvy & Mather, winner of the Robyn Putter Brand Agency Award, has always believed in the power of brands, brands are not “ends in themselves”; they are tools that need to help businesses to grow profitably, says Alistair Mokoena, managing director of Ogilvy Johannesburg.

“Understanding this, we strive to help clients build brands in three time horizons. Firstly, we look to build long-term value by underlining the brand purpose. Secondly, we look to meet annual objectives by building communication that helps brands sell more successfully, meeting quarterly sales targets, and finally, we look to make brands matter in the immediate sense, making them part of culture.

“Our view is that brands need to matter at each of these time horizons, and that good communication strategies help build businesses by making brands relevant in the long, medium and very short term,” Mokoena adds.



Luca Gallarelli



Alistair Mokoena

The measure of brand strength relative to time is also emphasised by Luca Gallarelli, managing director of Ogilvy Cape Town.

He acknowledges that the current economic climate places a greater emphasis on delivering short-term results, but points out that it is well documented and researched that brands that sustain their awareness and relevance through tough times emerge stronger and more salient.

“The current climate and its impact on mindsets is pronounced, but strong brands are no doubt the best insurance for these times. Brands that have relevance and continue to

provide value, and, increasingly, utility will survive and thrive,” says Gallarelli.

He claims that innovation has been fundamental to Ogilvy & Mather's success and overcoming the tests of time.

“Embracing new and emerging platforms and technologies is something we promote. Current examples of this can be found in our Innovation Lab, a space where we allow staff and clients to play with emerging technology in a very real and tangible way.

“Another example is the role that data, analytics, and the understanding and interpretation of both, play in our business. This has been an area of significant investment over the course of the last few years.

“The belief in innovation is hard-coded into our DNA as an agency, and expressed by a philosophy we call Divine Discontent. What this provokes is a sense that what was successful yesterday is no guarantee of success tomorrow; innovation and the idea of trying new things sit at the core of this philosophy.”

Mokoena says a fast-developing trend in the marketplace is the demand for brands to connect at every moment of the day, at every part of a consumer's journey.

“Building brands, today, is about understanding a new and more complicated path to purchase, and taking advantage of the ability to target more effectively using data. Having said that, many of the core principles of brand-building remain relevant; connecting with deep insight and relevance is still funda-

mental to what we do. Creativity is still the best short-cut to success.”

Gallarelli contends that in an “always-on” world, brands live in the moment, and consumers are empowered to compare and research their choices in real time.

“Today, in the culture of the ‘social feed’, brands have 1.7 seconds to connect before they are relegated by the ‘thumb swipe’. Relevant creativity is the difference between brands that connect in this environment and those that disappear down the feed.

“It is important, though, to see the social media platforms as powerful tools for selling, not just harvesting ‘likes’, building fans and driving engagement. Social media is maturing quickly and can be used to achieve much more.”

Gallarelli names VW's OllBeats and KFC's Shakin Shakin as two of Ogilvy & Mather's most successful campaigns in the last year.

“VW OllBeats is an example of marketing at the speed of culture. Here we produced a campaign with innovation and technology at its heart, which was hugely substantial in its impact in pushing new vehicle sales. So much so that it delivered a return on investment of 10:1. Accolades garnered include gold pixels at the IAB Bookmark Awards and a fistful of silvers at the Loeries.”

“The KFC Shakin Shakin was a mobile-heavy campaign that demonstrated our ability to engage a youth audience with mobile-first content – all the while driving consumers in-store with an integrated point-of-sale mobile vouchers innovation.

“We can't claim sales, but we can claim the high percentage of people who redeemed vouchers. We can also claim the gold at the Loeries,” says Gallarelli.

Social Investment Award

Reduce, reuse, recover

Coca-Cola commits to stepping up its social and environmental efforts

By Puseletso Mompei

● Coca-Cola has once again walked away with the Top Brands Social Investment Award in the Consumer survey.

Despite its high profile making it the target of detractors who criticise the impact of its global operations on wellbeing and the environment, the company has been clear about the steps it is taking to prevent damage to the environment in the production of its products – a major goal being to be water-neutral, which means every drop of water used by the company will be replenished, by 2020.

According to Maserame Mouyeme, Southern and East Africa Business Unit public affairs and communications director, Coca-Cola has made sizable investments in water access and watershed projects locally. These include the Replenish Africa Initiative (RAIN), which was launched to respond to the challenge on the continent of clean and safe drinking water.

RAIN is an umbrella programme under which all of the company's water programmes in Africa are implemented.

RAIN has reached more than 50 schools and benefited more than 200 000 children in South Africa, Mouyeme says, successfully reducing the exposure of students to water-borne diseases and increasing school attendance, especially among young girls through improved sanitation facilities. It is now in the process of launching over 100 water programmes across Africa, including water access, productive use of water, watershed protection, as well as sanitation and hygiene education programmes.

In addition, waste management is an integral part of Coca-Cola's business, and in 2004 the PET Recycling Company (PETCO) was formed. The initiative was established with the specific objective of promoting and improving the waste management and recycling of post-consumer polyethylene terephthalate (PET) beverage bottles on behalf of all stakeholders in the PET industry in South Africa.

Mouyeme explains that PETCO has matured and gained international recognition as an industry-funded and managed best-practice example of voluntary extended producer responsibility. “This partnership is often held up as an example of a low-cost, sustainable



Pic: iStock

Programme encourages recycling, while providing them with a revenue source, and ensuring we can reuse packaging in a sustainable way. Our vision is for our packaging to no longer be seen as waste, but as a valuable resource for future use.”

Furthermore, Mouyeme says: “To achieve our water stewardship goals, we are focusing our efforts on improving water-use efficiency: treating all wastewater from our manufacturing processes, and replenishing a portion of the water used in our finished beverages back to communities and nature through the support of healthy watersheds and community water programmes.”

Fast facts:

THE COCA-COLA FOUNDATION

Coca-Cola's social investment strategic framework is anchored on three pillars: women, water and wellbeing.

- It has reduced its water use ratio by 28%.
- 5by20 is Coca-Cola's global commitment to the economic empowerment of women, with a goal to empower five million women entrepreneurs across the company's value chain by 2020.
- Coca-Cola recovers almost 60% of non-returnable packaging in South Africa, and recycles the bottles, cans and glass into new products, including new beverage containers.

New Category: Energy Drinks

Finding its wings

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Red Bull hits the sweet spot

By James van den Heever

● The Energy Drinks category can be traced back to the 1980s and the smart drinks that emerged in response to the always-on workstyles enabled by the digital revolution. The proliferation of new devices and growing Internet connectivity created a new market for alternatives to the traditional products used to promote alertness and enhanced mental performance: coffee and sugar-heavy soft drinks.

Another driver was the rave scene, with its all-night, high-energy dancing ethos. As in the new world of work, keeping on the go for longer was all.

In parallel, the realisation that precise nutritional planning had a big role to play in enhancing athletic performance also prepared consumers to accept precisely formulated drinks for this purpose. So today, the category falls broadly into two sub-categories.

On the one hand, classic energy drinks such as Red Bull, Power Play and Monster typically contain caffeine, vitamin B and other ingredients (such as amino acids or herbal extracts). On the other, there are the sports drinks, typically containing



Red Bull's motorsport sponsorship: Brad Binder, Australian MotoGP

only nutritional supplements, pitched more at general athletes.

Red Bull, the category leader, falls squarely into the former. The brand was launched in 1987 by Dietrich Mateschitz, inspired, the company website says, by “functional drinks from the Far East”.

Based on its formula, which contains caffeine, taurine (an amino acid), B-group vitamins, sugars and Alpine water, Red Bull claims to “vitalise” body and mind – hence the whimsical and highly effective “Red Bull gives you wings” campaign. Its advertising is underpinned by an innovative portfolio of below-the-line sponsorships, among them motorsport in various forms, music, dance, breakdancing, gaming, festivals and DJ championships – all activities that require almost superhuman endurance and alertness... which the brand promises to deliver.

Ranked No 2, Powerade falls into the sports drink sub-category.

Launched in 1993 in preparation for the Summer Olympics in Atlanta, it came to South Africa two years later. Part of the Coca-Cola stable, Powerade is clearly targeted at athletes of all sports and at all levels, with the overall positioning of helping individuals to compete with themselves.

In support of its image, Powerade is closely associated with major mainstream sporting events such as the Cape Town Cycle Tour and Two Oceans Marathon locally, and Super Rugby and the Proteas internationally. It is also the hydration sponsor of global events such as the FIFA World Cup and the Olympics.

Part of the strategy, says brand manager Sapna Naran, is to ensure that Powerade is physically present “at the point of sweat”. She also emphasises that the brand uses “ingredients that have been tested and approved as safe by reputable authorities across the globe, including the South African authorities.”



Technology

For the people, by the people

Samsung aims to help individuals realise the potential for technology to make a difference in their lives

By **Rodney Weidemann**

● Despite Samsung's much-publicised challenges with the Galaxy Note 7, the company nonetheless took top honours in the Cellphones category, as well as Electronic Goods. In addition, it garnered second place in Large Kitchen Appliances in the Consumer survey. It is testimony to both the brand and its customers' loyalty to it that the organisation continues to place so highly within Top Brands.

If anything, says Justin Hume, chief marketing officer of Samsung South Africa, the experience with the Note 7 reminded Samsung consumers that their cutting-edge partner in innovative electronic solutions is also an honest and transparent corporate citizen.

"We asserted this sentiment with our consumers by taking prompt ownership of the situation, and then demonstrating Samsung's reliability to enriching consumers' lives by communicating how we adhere to the highest international safety standards and regulations.

"This includes a multilayer safety measures protocol at the product planning stage, as well as an eight-point battery safety check, which encompasses a durability test, visual inspection, X-ray test, charge/discharge test, TVOC test, disassembling test, accelerated usage test and an OCV test."

As a result, he adds, consumers saw the incident as limited to the Note 7, and were reminded that Samsung devices are designed to elevate the mind and transform the way they



Pic: iStock

interact with their smartphones. "Our mandate is simple," continues Hume. "We inspire the world and create the future with innovative technologies, products and designs that enrich people's lives and contribute to social prosperity.

"A highlight of this mandate in action is when we wowed visitors at Decorex Johannesburg with the regional launch of the acclaimed The Frame TV, which won a Best of Innovation award at the Consumer Electronics Show (CES) 2017.

"In regular TV mode, this device is a majestic and bold 4K UHD TV, but when it is turned off, it enters Art Mode, becoming an elegant picture frame for stunning gallery-quality art, or to showcase great family moments through digital photographs."

Samsung's pulse lies in its greatest strength, which is its people, he suggests. People are at the core of Samsung's every invention, decision and campaign. Samsung recognises that advancing people and having them as the cornerstone of all that it does needs to extend into the world in which we live.

"By default, that is our customers. As a result, Samsung's innovative technologies are for our people and by our people. This means that social, business and environmental responsibilities are not afterthoughts to us, but are an organic way of being. This is because they embody and preserve our greatest asset, which is people.

"Our culture of innovation is now reaching beyond products, to help people everywhere realise the potential for technology to make a difference in their lives and the lives of others. The 'Launching People' campaign, for example, identifies and invests in the potential of inspiring individuals across the globe. Together with Samsung's support and access to advanced technology, this potential can now be actualised."

Hume indicates that Samsung believes technology begins to have meaning only when it is put into the hands of human beings, so it can collide with their own potential, enabling amazing things to happen. This, he says, is how Samsung continues to grow its market share across a wide range of sectors.

"Operationally, we have also reorganised and re-energised ourselves, to foster stronger interdivisional collaborations for the benefit of our customers. Broadband access is set to become cheaper and more accessible in South Africa; thus we are seeing the adoption of Internet of Things (IoT) technologies increase locally.

"This has created an opportunity for Samsung to lead the way in delivering smart home and commercial solutions – be these phones, electronic goods or large home appliances – through our own IoT technologies and renowned Samsung Eco-System of products. South Africans can thus look forward to a truly interconnected future."

Making dreams come true

Digital and social media platforms are key to Samsung's direct engagement with consumers, and, says Justin Hume, chief marketing officer of Samsung South Africa, the company goes out to market continuously to get feedback from them.

"In addition, Samsung always looks at how its technology can enable consumers' dreams, and the company thus invests a sizable portion of its global profits into R&D, to make these dreams a reality. This gives us a competitive edge, because we are able to innovate today to create a better tomorrow, based on a deep understanding of what people need and want.

"It also means that we are able to capitalise the production, use and sale of our own technologies and components – such as the semiconductor and chipset – instead of outsourcing this functionality. By investing in manufacturing plants, like the Samsung plant within the Dube Trade Port in KwaZulu-Natal, we are able to change nuances across most of our product offerings for optimal use within that specific region," he says.



Pic: iStock

Cellphones

Made in China

Huawei commits to quality, experience and innovation

By **Lungelo Shezi**

● Having a massive brand fail nightmare hit your company, one so serious it even threatens the lives of your consumers, is one sure-fire way to sink your brand's image.

But the exploding Note 7 saga doesn't seem to have made a dent in Samsung's image in South Africa, where the Korean electronics brand has again been named the No 1 cellphone brand in the country by consumers in the *Sunday Times* Top Brands survey in 2017, retaining its spot with an increased index score.

Coming in at No 2 this year is Nokia, a brand whose death many in and out of the mobile electronics industry had predicted. The Apple iPhone fell into third place.

But the real winner in the Cellphones category this year is Huawei, which climbed three spots, from seventh in 2016 to fourth this year.

A decade ago, Huawei wasn't much of a feature in the local mobile industry, because that arm of the business was still in its global build-up phase.

Today, however, it is the biggest cellphone brand in the most populated country in the world, and its home – China, and it continues to grow there and around the world, giving its more established and popular competitors a serious run for their money.

"As Huawei, our aim has always been to become a global and local premium smartphone brand known as a leader in telecommunications," says marketing director for Huawei Consumer Business Group South Africa, Claire Wujun.

The company has built its global network off the back of 20 years of expertise in the telecoms industry, producing various products and services, including fixed and mobile Internet solutions and superior Internet software technologies.

It has four regional headquarters, 20 representative offices, two research and development centres, and six training centres across Africa.

In the third quarter of 2016, Huawei was the second most profitable smartphone brand in the world, after Apple, recording \$200-mil-



Say it: 'wha-way'

- Huawei's products and services are available in more than 170 countries, and are used by a third of the world's population.
- The company shipped over 139 million cellphone units across the globe last year, with 21 million being shipped in China alone, and plans on topping that figure by the end of 2017.

from the past year are its increased market share, connecting with a new consumer base through music concerts it hosted with four of the biggest commercial radio stations in the country, the opening of brand-new service stores to cater for the after-service needs of its customers, and the opening of five experience stores which sell all of Huawei's consumer products.

The brand also saw an increase in sales of its mid to high-range devices, such as the Nova and P series, and over the past two-and-half years, Huawei shipped over a million "Lite" series units into South Africa. "This year, P10 sales have tripled compared to our P9 sales last year," Wujun says.

Huawei plans to build on its local successes and enlarge its territory in the South African telecoms space, and, of course, one day become the country's most profitable and popular mobile phone brand across consumers of various ages and income backgrounds.

lion in profits. In South Africa, according to latest figures, it is currently in third position in terms of market share.

"Huawei devices have resonated with our audiences because of our clear commitment to quality, experience and innovation," Wujun says.

"The key is understanding our local market and the needs of local customers, and providing for their requirements. This has been amplified by the types of devices we have brought into the country. Our P and M series have been at the forefront of this growth, as we have established equity in both series, and created the awareness and demand," Wujun explains.

Among Huawei South Africa's highlights



Legal Support Worker, Aerospace Engineer, Author, Dental Hygienist, Biological Scientist, Surveying Technician, Geographer, Law Clerk, Office Clerk, Designer, Decorator, Punching Machine Setter, Dentist, Design Draughtsman, Financial Analyst, Brazier, Waste Treatment Plant Operator, Fire Inspector, Epidemiologist, Transportation Worker, Urban Planner, Boiler Operator, Biologist, Weapons Specialist, Court Clerk, Film Laboratory Technician, Air Crew Manager, Boat Builder and Shipwright, Crew Captain, Motorboat Mechanic, Landscaper, Heating Equipment Operator, Administrative Services Manager, Aviation Inspector, Healthcare Practitioner, Heating and Air Conditioning Mechanic, Surveying and Mapping Technician, Equal Opportunity Representative, Environmental Scientist, Fast Food Cook, Nutritionist, Maintenance Supervisor, Fashion Model, Graphic Designer, Funeral Attendant, Butcher, Maintenance Equipment Operator, Mail Machine Operator, Automotive Specialty Technician, Avionics Technician, Surveyor, Valve Repairer, Moulder, Radiologist, Technologist, Dancer, Event Planner, Account Manager, Healthcare Support Worker, Credit Analyst, Moulding and Casting Worker, Health Technologist, Domestic Worker, Environmental Science Technician, Piano Tuner, Wildlife Biologist, Auxiliary Equipment Operator, Entertainment Attendant, Adjustment Clerk, Public Relations Manager, Radar Technician, Regulator Repairer, Crushing Grinding Machine Operator, Brake Machine Setter, Survey Researcher, Pump Operator, Courier, Fabric Mender, Engineering Manager, Database Manager, Watch Repairer, Detective, Metal Pourer and Caster, Tree Trimmer, Psychiatric Technician, Xhosa Translator, Civil Drafter, Bicycle Repairer, Dental Assistant, Auditor, Internist, Choreographer, Environmental Engineer, Petrol Attendant, Market Research Analyst, Radio and Television Announcer, Advertising Sales Agent, Mystery Shopper, Botanist, Health Educator, Financial Examiner, Motion Picture Projectionist, Payroll Administrator, Motorboat Operator, Marine Cargo Inspector, Metal-Refining Furnace Operator, Court Reporter, Government Service Executive, Gaming Supervisor, Underground Mining Welder, Engineering Technician, Fraud Investigator, Manufacturing Sales Representative, Farm Equipment Mechanic, Primary School Teacher, Executive Secretary, First-Line Supervisor, Landscaping Manager, Lawn Service Supervisor, Groundskeeper, Financial Specialist, Public Relations Specialist, Purchasing Agent, Bartender, Woodworking Machine Operator, Accountant, Audiologist, Purchasing Manager, Meter Mechanic, Bookkeeper, Jewellery Model, Mould Maker, Afrikaans Copywriter, Marine Architect, Business Director, Gaming Service Worker, Fish Game Warden, Financial Services Sales Agent, Supervisor of Police, Office Machine and Cash Register Servicer, Hand Presser, Landscape Architect, Military Officer, Photographer, Exhibit Designer, Benefits Specialist, Extraction Worker, Gauger, Bench Jeweller, Nursing Instructor, Surgical Technologist, Makeup Artist, Radiation Technician, Cleaning Supervisor, Jeweller, Dog Walker, Taxi Driver, Art Director, Extruding Machine Operator, Vending Machine Servicer, Custom Tailor, Firefighter, Transportation Equipment Painter, Baker, Funeral Director, Interviewer, Keyboard Instrument Repairer and Tuner, Travel Guide, Fibre Product Cutting Machine Operator, Laboratory Animal Caretaker, Veterinary Assistant, South African Olympian, Veterinary Technician, Obstetrician, Glass Blower, Maintenance and Repair Worker, Environmental Compliance Inspector, Fence Erector, Landscape Artist, Cricket Player, Fabric Presser, Crane and Tower Operator, Brick Mason, Explosives Expert, Typesetting Machine Operator, Geological Sample Test Technician, Hairdresser, Cosmetologist, Head Nurse, Actuary, Craft Artist, Boilermaker, Claims Examiner, Psychiatrist, Biochemist, Radio Operator, Phlebotomist, Usher, Farm Labour Contractor, Able Seaman, Health Services Manager, Automotive Technician, Rugby Player, Database Administrator, User Experience Researcher, Claims Adjuster, Meteorologist, Gaming Dealer, Marine Engineer, Production Manager, Geological Engineer, Public Health Social Worker, Etcher and Engraver, Credit Authoriser, Gaming Manager, Civil Engineer, Geologist, Public Transportation Inspector, Administrative Support Supervisor, Brazing Machine Operator, Gas Appliance Repairer, Video Editor, Automotive Body Repairer, Automotive Mechanic, Lathe Operator, Freight and Material Mover, Veterinarian, Advertising Manager, Promotions Manager, Graduate Teaching Assistant, Biomedical Engineer, Strategist, Swimmer, Layout Worker, Bindery Machine Operator, Bookbinder, Customer Service Supervisor, Deburring Machine Operator, Grounds Maintenance Worker, Machine Tool Operator, Automatic Teller Machine Servicer, Psychologist, Oil Service Unit Operator, Offset Lithographic Press Operator, Fibreglass Laminator and Fabricator, Microbiologist, Mixing and Blending Machine Operator, Butler, Librarian, Mining Machine Operator, Mail Clerk, Lawyer, Corporate Social Investment Specialist, Independent Manufactured Building Installer, Motorcycle Mechanic, Biological Technician, Umpire, Garment Cutter, Civil Engineering Technician, Referee, Laundry Worker, General Practitioner, Millwright, Fire Investigator, Administrative Law Judge, Entertainer and Performer, Financial Adviser, Travel Agent, Irradiated Fuel Handler, Radio Mechanic, Typesetter, Motor Vehicle Operator, English Language Teacher, Gas Distribution Plant Operator, Furniture Finisher, Audio and Video Equipment Manager, Account Collector, Blogger, Technician, Webmaster, Office Machine Operator, City Planning Assistant, Gaming Surveillance Officer, Freight Inspector, Consultant, Polisher, Rail Car Repairer, Gas Compressor Operator, Receptionist, Barber, Glazier, Audiovisual Collections Specialist, Biophysicist, Marine Oiler, Machine Feeder, Curator, Truck Driver, Hand Sewer, Atmospheric and Space Scientist, Data 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Be Outstanding

Sunday Times
TOPBRANDS

Profile: Spur

A taste for life



Spur founder and executive chairman
Allen Ambor

This year Spur celebrates its 50th birthday. We find out from founder and executive chairman Allen Ambor how Spur continues to remain relevant in a competitive market.

By Adele Shevel

Why did you start Spur?

I wanted to be self-employed. I'd been frustrated working for other people, who would not give me a chance to show that I was competent and wanted to work hard, so I decided to open a steakhouse. It took me two-and-a-half years to find premises, one-and-a-half years for it to be built, and on October 24 1967 we opened the doors of the Golden Spur Steak Ranch in Dean Street, Newlands.

How has Spur transformed over the years?

From a single restaurant in 1967, we have grown into a multinational brand with representation in Africa, Australia, New Zealand and the Middle East. I opened our first business to offer excellent value for money to the whole family; this was a point of difference in the sixties, as children were generally not welcome in restaurants.

Today, we are immensely proud to have hundreds of franchisees within the Spur Steak Ranches brand, serving communities around the world. We have also originated numerous other home-grown brands in South Africa; the company today is a franchisor, as well as a supplier of sauces and various other materials, such as serviettes, packaging and restaurant décor, which is the wholesale and manufacturing side of the business.

What have been your main highlights and lowlights over the years?

When I founded the company, I didn't ever think it would grow to the size it has today, and it was quite by chance that it became a franchisor. Speaking of lowlights, I was personally disappointed by people who had promised to franchise me. I felt let down because there was no support in finding premises, or manufacturing my décor, and no personnel support services in helping to open my store. Because I was left to do everything myself, together with my initial partners, I learned out of necessity what I had to know to



one day become a franchisor.

The company today is a much larger animal, with six operational brands (Spur Steak Ranches; Panarottis Pizza Pasta; John Dory's Fish, Grill & Sushi; Captain DoRegos; The Hussar Grill; and RocoMamas), two fledgling brands (Casa Bella, an upmarket Italian brand, and Monterey, an upmarket seafood brand), and, of course, the wholesale division.

The chief highlights have been opening the first store, followed by our first franchise in Bellville (1971) and the manufacture of the *Guinness Book of Records* burger in 1984, where we created a world record 2270kg hamburger – it was two stories tall and fed 15 000 people, all for charity.

Starting initiatives such as the Masidlale football training and leagues for underprivileged children are others.

Another was the start of the company's growth, which I remember vividly. A friend from school, Raymond Padowitz, walked into the restaurant on a busy Saturday night with his friend, Paul Kursan, and we shook hands right there that I would franchise him – in the middle of Golden Spur on a busy Saturday night.

What have been the biggest challenges?

These are always about people, and seeking to give the customer exactly what the brand promises, in a consistent manner. We have area managers, regional managers, directors and brand heads visiting restaurants regularly and checking on all aspects of business operations.

How have you kept the group relevant for 50 years?

I think what's very important is that we listen to our customers. We've got two sets of customers, the most important being the ones who patronise our stores, and the second – who are also important – our franchisees at the rock-face, running the restaurants and giving us feedback. We have a good relationship with them, and are never too proud to listen and learn.

What are your future plans for the group?

We are consolidating at the moment, because of the constrained state of the economy, but we will grow the group in a sensible and not-too-aggressive manner. We rather talk about what we've done, and not make grandiose promises that might not be kept.

Are there any special events or promotions to celebrate the special birthday?



Local news article, 1967

Spur Steak Ranches celebrates its 50th birthday on October 24. We opened at 11h30 on a Tuesday in 1967, and it just so happens that October 24 is also a Tuesday. To celebrate, we will be giving joy to children in need by treating groups of kids from 12 children's charities to birthday parties at Spur. You can follow all the action at www.50yearsofspur.co.za, as well as our social media pages.

In mid-September we relaunched our iconic Wooden Menu Boards, which include some of our favourite items from yesteryear; the Whizz Burger, Knickerbocker Sundae and Cheddammelt will bring back happy memories, all at celebratory prices. There will be fun activities and giveaways, for the entire day of October 24, and Spur will also offer an exciting surprise menu. There's a website for all the info as it breaks, and you can play your part in feeding and educating hungry children at <https://fulltummyfund.co.za/donate/>.

What are you currently most involved with?

My job today is chiefly on the creative side of the business, although it includes strategy, liaising with executives, helping to create TV and radio ads, dealing with marketing staff, advertising agencies, and making sure the marketing content is appropriate and appealing to a particular brand and market.

What are you most proud of with regard to building the Spur brand?

We have trained and employed so many people nationwide over 50 years. When we have conferences, people come up to me from the restaurants around the country and ask to be photographed with me, telling me how grate-

ful they are that they have a job and thank me for starting Spur. Of course, I alone did not start Spur... a lot of people have been involved over the years, and Spur's success has been due to its people. Many people have committed years of their lives and are very valuable.

I take great pride in the fact we are central to serving the family market in South Africa.

What do you think Spur's recipe for success has been?

It started off with the fact that, in Cape Town 50 years ago, there were no restaurants where children were welcome, and we turned the whole thing on its head. We made sure families and children knew they were welcome. We sent children birthday cards through the post and invited them to have a meal at Spur on their special day and that was the start of the Spur Birthday Club.

Has there been a person who has had a tremendous impact on you as a leader?

My father has had a tremendous impact on me as a leader. He always made copious notes in a very small diary and followed up on everything manically. By sitting at the dining room table discussing his business adventures with my mother – he was a carpet and upholstery materials salesman around South Africa – he taught me how to operate a business.

What do you think sets Spur apart from other restaurant brands?

Spur is unique in many ways. Basically, it's the fact that we manufacture our own sauces and have our own taste that distinguishes us from competitors. Our BBQ Sauce and Salad & French Fry Dressing (our Spur pink sauce) are legendary, as are our Chicken Wing Durky Sauce and Grill Bastings. In addition, we like to feel that our service excellence is very important to the customer experience, and all credit is due to our wonderful, friendly, energetic staff. This, of course, involves a gigantic amount of continuous training, which is another major contributor to our success.

We take great pride in our food and only offer Grade A steak, all of which is aged for 21 days; our burgers are also 100% beef. Our décor and logo are also unique and set us apart. It's a family brand.

What is your birthday wish for Spur?

That the Spur family which we have built can influence South Africa to make all of South Africa's people more of a family, to cut down divisions and let all South Africans know that we are interdependent on one another. We need to continually express openness and a feeling of togetherness, respect and love among South African people, in order to build our nation.

I feel that myself when I walk around town. Anybody I look at and smile at always returns my smile and gives me a greeting, so I know we are there!

If you had one piece of advice for young entrepreneurs, what would it be?

One needs to have a dream and one needs to work hard to realise it. I only got the premises for Golden Spur on my sixth trip in a little Mini, backwards and forwards from Johannesburg to Cape Town. I don't know what I would have done if I hadn't got those premises! I would have been a very unhappy chap, instead of being the fulfilled person I am today. Even though I've worked my socks off for a long, long time, I've been fortunate to have been joined by a lot of very capable people.

So... young entrepreneurs, put your heads down, and when you think you want to give up, don't! Go to sleep, wake up early the next morning and go for it again, and just keep doing so. Make sure the people who work with you or for you buy into your vision.

What's your all-time favourite Spur meal?

A medium-rare T-bone with a well-baked baked potato, a salad and a starter portion of Spur buffalo wings with Durky sauce.

It may come as a surprise to learn that financial services group Discovery is only 25 years old. With the group from day one, chief executive Adrian Gore – together with his team, some of whom have been with him since inception – has built an organisation that today has a market capitalisation of around R93.1-billion. Here, he talks to Jeremy Sampson

In Conversation

Discovering opportunities – on four continents

You founded Discovery in 1992 and have been CEO since 1999. Could you ever think of doing something different?

No... we always knew we wanted to build something with purpose. When we started Discovery in 1992, the country was in a state of political turmoil. We saw an opportunity to create a business that could positively impact the healthcare system – by making people healthier.

If anything, at this point it feels more like the start of a journey, and our core purpose of improving people's health is more relevant than ever. We keep setting ourselves ambitious targets, and we are working hard and pushing forward on all fronts to achieve them. It is an incredibly exciting time.

The new, very impressive headquarters in Sandton is nearly complete. What signal do you want it to send out and what do you hope it will achieve for Discovery?

Currently we are in five buildings, so the move into a single space is important not only for efficiencies, but to create a cohesive culture.

We've worked very closely with the developers to ensure we achieve a green five-star rating, both aesthetically and functionally. We wanted something that would repre-



All our energy at the moment is focused on our 2018 Ambition – to be the best insurer in the world and a powerful force for social good

sent the entrepreneurial nature of Discovery – it needed to have gravitas, but not be ostentatious. We wanted a simple elegance, and a genuinely sustainable building, not just a greenwash. The process involved a review of buildings in Sydney and Melbourne to ensure we could improve our already fairly healthy footprint, with a current waste recycle rate of 80%.

Importantly, and consistent with our values as a proudly South African organisation, the new building is a reflection of our confidence in the country and our desire to invest. It is also not about "having arrived"; it's about driving for results and purpose. Our leadership team of 1 000 have made personal pledges of how they'll contribute to our 2018 Ambition to be the best insurer in the world, and these are symbolically being installed into the new building. Uniting the teams through the move is a catalyst for achieving those goals.

The Discovery brand is now multifaceted. How will it continue to evolve?

The nature of the business model and the resulting pace of innovation have enabled us to build a brand that is hopefully inspiring, and instils hope and positivity. Our business model – coined Vitality Shared-Value Insurance – benefits members, insurers and society alike; there are



Discovery chief executive Adrian Gore

and our customers know that they have security in our products. At the same time, I would argue Discovery's core purpose of making people healthier and our Shared-Value Insurance model create a unique "why" and "how" that is different. Combining financial solidity with these guiding frameworks creates a distinctive combination that gives our customers great comfort.

They say you learn more from your mistakes than your successes. What has been your biggest failure or disappointment?

I've made many mistakes along the way, and I've done my best to learn from them. Although I'm not sure I agree, as research by MIT shows that we, in fact, learn more from our successes than our failures.

The books on your Kindle, or bedside table? I tend to read everything and anything I can get my hands on, which often includes catching up on academic papers.

At the moment, I am reading a fascinating book by Prof Marshal van Alstyne, on the subject of Platform Revolution, about how networked markets are transforming the economy.

A final question: what could you not do without?

Family – and my iPhone.

Jeremy Sampson is executive director of Brand Finance Africa.

Mandy Allen

A trusted and much loved name in South African households for over a century, Addis continues to lead the way through functionality and design whether opening your cupboard, packing school or work lunches, keeping your house clean and tidy, or reaching into your cooler box for an ice cold drink at the beach. It is inevitable that the instantly recognized yellow and black Addis logo will catch your eye, a reality that translates into exceptional brand awareness amongst local consumers.

As a company, Addis is driven to create products that 'not only make your life easier, but that we want to use in our homes and in our lives'. As a proudly South African 4th generation family owned 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 the genuine passion for the people of South Africa and investment in its economy, has ensured the brand's viable growth and expansion.



TWO GREAT BRANDS PARTNER - ADDIS AND DISNEY BRING JOY AND FUN TO SOUTH AFRICA'S CHILDREN

Investment in technology, world class quality and ethical standards make Addis the first South African producer to be awarded the manufacturing and distribution rights for Disney plastic houseware products by The Walt Disney Company Africa.



About to be introduced Disney Merchandise

team – from senior management to factory workers – to reach beyond themselves with further education. Addis is committed to sustainability



100 Years of making Brushes

It is for all these reasons that it was a natural development of Addis to seek to partner with The Walt Disney Company Africa and being awarded the manufacturing and distribution rights to Disney Homeware Merchandise.

A further major growth area and investment program is the expansion by Addis into furniture, bringing the best in design and plastics technology into our homes and commercial usage. With a remarkable commitment to the South African economy Addis targets both import replacement and export growth.

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 – a natural for Disney to choose as a partner.



About to be introduced Disney Merchandise

by doing its bit for the planet by constantly looking for ways to lessen its impact on the environment, both during manufacturing and in the development of products that make less use of chemicals and water. It is the first South African owned manufacturer to fully comply with the international requirements of the Supplier Ethical Data Exchange (SEDEX) Global Conformance Program. This global non profitable organisation is the world's largest collaborative platform to share responsible sourcing data, managed performance around labour rights, health and safety, the environment and business ethics.

Addis is accredited to the 162-member International Organization for Standardization (ISO) based in Geneva, Switzerland.

no trade-offs. Simply put, members are incentivised to improve their behaviour (be it health or driving, as examples) and are rewarded for doing so, with their reduced risk leading to insurance profits, a portion of which is channelled back into further incentives. This creates a powerful recursive loop of value creation.

Because of this successful model, we don't believe the brand is bound by any one industry – research has shown people are as irrational about their health as they are their driving, and even how they manage finances – so the model has broad applicability to adjacencies and new markets. We are building a global platform through alliances with several of the world's best insurers, with the aim of Vitality becoming synonymous with changing global health.

Core to the evolution of the business model is our substantive data set, which provides unique insights into how morbidity and mortality outcomes relate not only to static rating factors, but the relationships between incentives, behaviour change, risk outcomes and uplift in economic value. We have codified this understanding into an analytical framework for Shared-Value Insurance which we continue to refine. The framework explains the economic value created for each member through behaviour change, which in turn improves risk and generates value for both the member and society. Its granular insights are used to inform the product design of shared-value insurance products for our markets.

Where do you see Discovery in a decade?

All our energy at the moment is focused on our 2018 Ambition – to be the best insurer in the world and a powerful force for social good, for which measures exist. Inherent in this has been an organic approach to building our various businesses; each of them has unique potential in different markets and geographic areas. In a decade, I'm hoping Discovery will be substantially bigger, with significant global penetration.

Tech giants such as Amazon and Facebook are more disruptive to banks than fintech. How is your 'new' bank going to compete?

We don't underrate the exceptional banks in South Africa, but we do believe the Discovery business model has applicability in banking. It is too early to go into the detail, as we're still in the midst of the application process with regulators, but we want to make an offering that's relevant and can win market share.

Discovery is now active in the US, UK and China. Are these markets very different from South Africa?

We recognise that you can't take line-for-line what works in one market and transport it

directly to another market. But the underlying principles – using incentives to drive behaviour and achieve shifts in risk profiles – are easily transportable. The key is how you customise the incentivising of behaviour in different markets.

So, while the way Vitality works in the UK differs slightly from how it works in South Africa and the US, the underlying principles are similar. We are also building a central Vitality platform that leverages all of the learnings, partners, products across geographic regions, to ensure that we can scale and repeat our model.

Discovery seems to have been around forever. How do you keep the offering fresh and relevant?

Innovation is very tightly woven into the culture of the company, to the extent that each one of our businesses has a yearly innovation cycle which we stick to without compromise.

It is something we work hard to maintain, by encouraging an environment where we're able to apply new ideas and technologies, and incubate them into meaningful new offers for members.

Annually you bring some great world personalities and speakers to Johannesburg. Are these people you particularly admire?

The Discovery Leadership Summit is a tool to stimulate reflection and conversation by featuring current opinion-makers and thinkers, consistent with our core value of intellectual leadership. We have brought many eminent leaders in their respective fields to South Africa, many of whom we agree with, many of whom we disagree with – but that's the nature of debate and learning.

Have you had mentors?

I have worked with some of the smartest people and tried to learn all I can from them. The team I work with is quite remarkable and challenge me regularly.

Discovery is about healthy living and lifestyle. What is the most unhealthy thing you do?

Being cooped up in long meetings. Sitting is the new smoking.

If you could get the South African government to change one thing, what would it be?

To work with the private sector to create jobs and improve unemployment – and stamp out corruption and give the incredible people of South Africa hope for the future. I believe inherently that attitude drives fundamentals, not the other way around. Positive attitudes can only form under positive

and authentic leadership. I still strongly believe in the Rainbow Nation; we just need our greatness liberated, which is a function of good leadership.

To many a brand is a 'trust mark'. How does Discovery maintain that trust in a world where many ask: whom can I trust?

Discovery has considerable financial strength,



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GRAND PRIX

Samsung	86.11
Shoprite	85.62
All Gold Tomato Sauce	84.72
Koo	83.75

OVERALL FAVOURITE BRAND

Shoprite	7.55
Eskom	7.07
Vodacom	3.84
Pick n Pay	3.71

GREEN AWARD

Eskom	11.05
Shoprite	8.66
Pick 'n Pay	8.54
Vodacom	6.32

CONSUMER AWARDS

ALCOHOLIC COOLERS

TOP 5	SCORE
Smirnoff Spin/Twist/Storm/Ice	58.58
Red Square	54.54
Brutal Fruit	52.40
Bernini	48.21
Bacardi Breezer	35.23

ALCOHOLIC SPIRITS

TOP 5	SCORE
Johnnie Walker	60.37
Jameson	58.83
Amarula	58.35
Hennessey	57.91
Skyy Vodka	57.53

BEAUTY & COSMETICS

TOP 5	SCORE
Nivea	75.43
Dawn	67.39
Ponds	64.48
Avon	61.82
Yardley	61.19

BEERS

TOP 5	SCORE
Heineken	61.93
Castle Lite	61.62
Carling Black Label	57.85
Castle Lager/Draught	52.21
Hansa	51.01

CARS

TOP 5	SCORE
Mercedes Benz	69.85
BMW	69.16
Volkswagen	64.61
Toyota	64.11
Audi	63.94

CELLPHONES

TOP 5	SCORE
Samsung	85.22
Nokia	67.30
Apple iPhone	65.68
Huawei	58.65
Blackberry	51.71

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CEREALS

TOP 5	SCORE
Kellogg’s Corn Flakes	78.40
Weetbix	76.82
Jungle Oats	70.68
Kellogg’s All Bran	60.95
Kellogg’s Special K	56.03

CHILLED PROCESSED MEATS

TOP 5	SCORE
Enterprise	75.38
Rainbow Simply Chicken	67.01
Eskort	66.55
Renown	50.07
Mielie-Kip	48.21

CIDERS

TOP 3	SCORE
Hunter’s Dry/Gold/Extreme	58.85
Savanna Dry/Light/Dark	53.12
Redd’s Dry/Original	42.55

CONDIMENTS AND SAUCES

TOP 5	SCORE
All Gold Tomato Sauce	84.72
Crosse & Blackwell Mayonnaise	79.36
Nola Mayonnaise	65.35
Mrs Ball’s Chutney	62.38
Nando’s Sauces	55.70

DAILY NEWSPAPERS

TOP 5	SCORE
Daily Sun	67.06
Sowetan	60.44
Isolezwe	57.94
The Star	54.91
The Times	53.67

DOMESTIC AIRLINES

TOP 4	SCORE
South African Airways	64.09
British Airways	55.09
Kulula	43.46
Mango	42.21

ELECTRONIC GOODS

TOP 5	SCORE
Samsung	86.11
LG	74.24
Sony	66.86
Apple	59.84
Hisense	56.09

ENERGY DRINKS

TOP 5	SCORE
Red Bull	67.64
Powerade	64.97
Power Play	60.44
Energade	59.29
Ceres	54.52

ESSENTIAL FOODS

TOP 5	SCORE
Tastic	83.14
Albany	73.52
White Star	71.33
Fatti’s & Moni’s	67.81
Sasko	64.25

FAST FOOD RESTAURANTS

TOP 5	SCORE
KFC	86.83
Nando’s	65.36
Debonair’s Pizza	63.83
Steers	62.01
McDonald’s/McCafe	61.28

FROZEN CHICKEN

TOP 5	SCORE
Rainbow	75.40
Goldi	67.09
I & J	54.40
County Fair	52.15
Supreme	51.58

GROCERY STORES

TOP 5	SCORE
Shoprite	85.62
Pick n Pay (Supermarket/ Hypermarket/Family Store)	76.16
Spar/KwikSpar/Super Spar	70.08
Checkers/Checkers Hyper	64.99
Woolworths	61.07

LARGE KITCHEN APPLIANCES

TOP 5	SCORE
Defy	76.17
Samsung	71.80
LG	67.20
Kelvinator	56.48
KIC	54.59

LONG TERM INSURANCE

TOP 5	SCORE
Old Mutual	62.46
Alexander Forbes	55.71
AVBOB	55.04
Metropolitan Life	54.75
Standard Bank	54.67



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LOYALTY PROGRAMMES

TOP 5	SCORE
Pick n Pay Smart Shopper	68.20
Clicks Club	63.94
Thank U! (Edgars, CNA, Jet)	57.34
FNB eBucks/rewards	54.44
Vitality (Discovery Health)	52.48

MILK

TOP 5	SCORE
Clover	78.70
Parmalat	69.10
Ultra Mel	63.02
Bonnita	54.40
First Choice	53.28

PETROL STATIONS

TOP 5	SCORE
Engen	60.51
BP	56.40
Shell	55.33
Sasol	53.81
Total	53.43

RETAIL BANKS

TOP 5	SCORE
Capitec	71.47
FNB	61.51
Standard Bank	60.83
ABSA	59.36
Nedbank	57.88

SHORT TERM INSURANCE

TOP 5	SCORE
OUTsurance	57.75
Hollard	55.45
First For Women	55.16
AA insurance	54.95
Stanbic (Standard Bank)	54.55

SIT DOWN RESTAURANTS

TOP 5	SCORE
Spur	65.77
McDonald’s	64.55
Wimpy	61.14
Steers	60.74
Mugg & Bean	52.18

TELECOMMUNICATIONS

TOP 5	SCORE
Vodacom	77.18
MTN	70.63
Telkom Mobile/8ta	55.06
Cell C	53.32
Telkom	45.88

TINNED FOODS

TOP 5	SCORE
Koo	83.75
Lucky Star	75.36
All Gold	65.57
Bull Brand	60.08
Enterprise	54.61

TV SERVICE PROVIDERS

TOP 5	SCORE
SABC 1	76.87
DStv - Compact	76.32
eTV	73.40
SABC 2	73.26
DStv - Premium	72.33

UNSECURED LENDERS

TOP 3	SCORE
Capitec	60.45
Capfin (PEP stores)	55.94
African Bank	46.04

WATER

TOP 5	SCORE
BonAqua	66.76
Aquelle	62.90
Valpre	62.12
Woolworths Water	51.91
Nestle Pure Life Still Water	51.31

WEEKLY NEWSPAPERS

TOP 5	SCORE
Sunday Times	62.90
Soccer Laduma	60.40
City Press	59.61
Sunday Sun	57.84
Sunday World	56.81

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BUSINESS AWARDS




GRAND PRIX


OVERALL FAVOURITE BRAND

	100.00
Apple iPhone	89.41
Discovery Health	89.00
Business Day	87.90
British Airways	84.37

COMMUNITY DEVELOPMENT

	6.41
Discovery	2.99
Pick n Pay	2.78
OUTsurance	2.35
FNB	1.92

GREEN AWARD

	6.41
Nedbank	6.20
Woolworths	3.63
Discovery	3.42
Pick 'n Pay	3.42

BUSINESS NEWSPAPERS

TOP 5	SCORE
Business Day	87.90
Sunday Times - Business Times	81.82
Mail & Guardian - Business	66.70
The Times - Business	63.89
Business Report	51.62

CAR HIRE COMPANIES

TOP 5	SCORE
Avis	79.36
Europcar	73.22
Budget	60.66
Hertz	51.77
Tempest	41.20

CAR COMPANIES

TOP 5	SCORE
Toyota	70.60
Mercedes Benz	69.63
BMW	69.42
Volkswagen	69.24
Audi	67.58

CELL PHONES FOR BUSINESS USE

TOP 3	SCORE
Apple iPhone	89.41
Samsung	84.21
Huawei	50.00

CORPORATE BANKS

TOP 5	SCORE
FNB	76.38
Investec	70.15
Standard Bank	68.27
Nedbank	66.53
Rand Merchant Bank	60.23

DOMESTIC AIRLINES

TOP 5	SCORE
British Airways	84.37
Kulula	82.72
Mango	63.60
SaFair	53.23
South African Airways	52.18

INVESTMENT COMPANIES

TOP 5	SCORE
Allan Gray	79.54
Investec	70.14
Coronation	67.76
Old Mutual	63.25
Momentum	60.77

LONG TERM INSURANCE

TOP 5	SCORE
Discovery Life	66.73
Momentum Life	66.27
Liberty	65.75
Sanlam	65.45
Alexander Forbes	65.22

MEDICAL AID

TOP 3	SCORE
Discovery Health	89.00
Momentum/Metropolitan	56.85
Fedhealth	56.85

SHORT TERM INSURANCE

TOP 5	SCORE
Santam	70.34
Outsurance	66.24
Mutual and Federal	64.31
Discovery Insure	60.59
Hollard	59.94

TELECOMMUNICATIONS PROVIDERS

TOP 5	SCORE
Vodacom	100.00
MTN	77.78
Telkom (Land/Fixed lines)	64.03
Telkom Business	61.54
Telkom Business Mobile	51.31

WHISKEY, BRANDY & VODKA DRINKS

TOP 5	SCORE
Glenmorangie	79.90
Glenfiddich	76.32
Jameson	75.60
Johnnie Walker	73.51
Chivas Regal	68.37



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Sit-Down Restaurants

Family, fun, food

South African consumers give the thumbs-up to Spur's customer value propositions

By Alf James

● Winning the Sit-Down Restaurant category for the fourth consecutive year is something Pierre van Tonder, chief executive officer of the Spur Group, attributes to the recipe of individually owned restaurants operating under the guidance of Spur Corporation's expertise, in combination with a highly committed franchisee body, and dedicated front and back-of-house teams in each individual store.

"Our customers' positive perception of Spur is a critical component of our success, as it builds loyalty and, more importantly, sustainability of the brand. One of the most important factors, from a consumer-perception point of view, is the trust they have in the brand.

"Our customers know we will meet their expectations from quality, service and environment perspectives."

Van Tonder says today's market is dynamic, in which innovative ways of product delivery, such as UberEats, Mr Delivery and social media, further enhance the opportunity to create markets in which the brand has not traded before.

He contends that the sustainability of the Spur brand's success in the market is due to ensuring customer value propositions, family fun time and creating a most enjoyable eating experience.

"What differentiates Spur from competitors is the continuous evolution of our brand presentation from an environment and food perspective, and the commitment of our franchisees and team members in store to continuously focus on the customer's experience."

Through the Spur Foundation, Spur invests significantly in corporate social events, which it sees as part and parcel of brand-building.

"We have invested substantially in sport activity – particularly in the rugby arena, such as the Varsity Cup and the biggest junior rugby tournament, which is held in Cape Town every year.

"We have also invested in a mountain-bike high-school league, which is now being entrenched as a fun competition for all high schools throughout South Africa. Our reasoning is that healthy eating and great family and sporting events go hand-in-hand with creating our brand values," Van Tonder says.

Spur's family card and kids' loyalty programmes have a material impact on the business, he adds. "We also partner with several other brands in different sectors of the market to facilitate and create value for our customers."

According to Van Tonder, Spur's biggest challenge is a stagnant South African economy, which has a negative impact on consumer perception of their disposable or discretionary spend.

"It is critical from a sustainability perspective that the core values of the brand are enhanced, to ensure customer frequency in stores, and at the same time that franchisees have access to the necessary intellectual-property platforms, to ensure the sustainability of their businesses.

"Our intention is to continue to develop our brand in order to ensure that we enhance our customer experience and remain abreast of changing eating and entertainment patterns.

"We also intend to continue to enhance franchisee investment, shareholder profitability and, most importantly, the growth of all our Spur people," Van Tonder says.



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Alcoholic Spirits

Kindred spirits

While whisky proves to be the perennial favourite, vodka is showing South Africans' experimental side

By Linda Doko

● Whisky (Scotch, without an "e") came out tops again, with Johnnie Walker voted favourite in the Alcoholic Spirits category in the Consumer survey for the fourth consecutive year. Into second place in the rankings, as it was in 2015, is Jameson (Irish, with an "e"), while the big mover is Amarula, which retrieves third position from sixth last year.

Liezl Hayes, Amarula brand execution manager with Distell, is confident the growing positive perception of the brand is largely due to its various campaigns highlighting the dwindling numbers of African elephant.

The South African-born cream liqueur is the only liqueur in the world made using real fruit from the African marula tree (*Sclero-*

carya birrea), locally known as the elephant tree. True to its roots, Amarula has been involved in wildlife conservation under the Amarula Trust since 2002. In 2016 the brand joined forces with Kenyan conservation group Wildlife Direct to raise awareness and funding around the plight of the African elephant.

"Few people are aware there are less than 400 000 elephants in the wild, and 96 are lost every day to poaching. At the current rate, the world is likely to lose all elephants by 2030," says Hayes.

"Amarula's Name Them Save Them campaign was motivated by the death of Cecil the Lion, the famous Zimbabwean lion lost to hunting. In the campaign, we invited Amarula fans around the world to give a name to each of the remaining 400 000 elephants. This was facilitated through our digital savannah we created at Amarula.com. Amarula fans were invited to design and name each elephant, which were then featured on 400 000 bespoke bottles we released around the world.

"On Word Elephant Day, August 12, we removed the elephant from our label to take another stand alongside the African elephant. Our goal is simple: to ensure that, for years to come, we continue to meet the elephants beneath the Marula trees."



Pic: iStock

But perhaps the most interesting trend evident in this year's results is the popularity of vodka, with four varieties making the top 10.

Dino D'Araujo, head of spirits at Distell, agrees that the local spirit industry is seeing some noteworthy shifts. While whisky remains the category of choice, growth has cooled along with the economy. Consumers are also becoming far more experimental than ever before, and brands are learning to go beyond the bottle to win over consumers' attention, with experiences being a key call-out.

"Vodka is certainly on the rise, with notable brands such as CRUZ Vodka experiencing double-digit growth due to the brand's association with local popular culture icons like AKA, and its sponsorship of premier events

like SA Fashion week," says D'Araujo. The spirit has been experiencing growing demand around the world, especially in the luxury end of the market.

Markus Fritz, GM of Hilton Durban, agrees Johnnie Walker and Jameson are very popular among guests, but has observed a definite new trend in the following of craft gins.

"There's a great variety of craft gins being distilled across South Africa, particularly in the Western Cape and KwaZulu-Natal. By their very nature, individual craft spirits, just like craft beers, can never become top brand names, because they have neither the size nor the marketing behind them that the big brands do, but the trend for niche spirits like crafts is definitely growing," he says.



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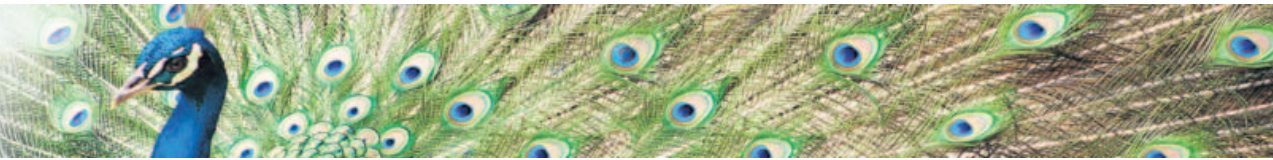
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Essential Foods

Trusted to deliver

Consistency is Albany’s bread and butter

By **Alf James**

● There has been little shift in the Essential Foods category this year, with brands either shifting up one position or down a place, which says something of the strong brands in the category and their perception in the market.

While Tastic came out on top for the fourth year running, Albany finished second, followed by White Star, Fatti’s & Moni’s, Sasko, Spekko, Ace, Blue Ribbon, Aunt Caroline and Iwisa.

If consistency is what the category is all about, consistency is also what the Albany Bread brand prides itself on: consistently delivering the best-quality baked products to the market.

Pieter Spies, chief growth officer for grains at Tiger Brands, says Albany has built an iconic brand that consumers love and trust. “Our brand promises to provide our consumers with the best-quality, fresh and soft baked products that they can enjoy with their fami-

lies. Our ability to consistently deliver this brand promise and brand experience through our products has resulted in great consumer loyalty.

“We find that, despite the pressures that consumers face in this economy, they tend to purchase brands and products that guarantee them consistency and value for money. Albany is one of those brands that are trusted to deliver on their promises.”

He adds: “A huge part of Albany’s success comes from a very thorough understanding of what the market needs and the role Albany products play in consumers’ lives.

“Bread is a staple product that millions of South Africans rely on for daily sustenance. Bread is also the No 1 product sold by thousands of spaza shops across the country.”

According to Spies, Tiger Brands has a passion for service to its customers, and ensuring that it is ahead of the market in terms of meeting their needs. “To enable this, we employ in excess of 4 000 fantastic people at Albany, who work tirelessly to ensure that fresh bread is delivered to the market every day.”

Albany is part of the Tiger Brands Mill-Bake division, contributing 35% to turnover and 43% to the group’s profit. Albany services about 36 000 customers.

“The Albany brand continues to grow. We



Pic: iStock

have commissioned two new bakeries to cope with volume growth. While we continue to price below inflation to ensure affordability of the product to consumers, consumers are increasingly looking for value for money, and do not base their purchase decisions on price alone,” Spies adds.

“We have embedded a culture of continuous improvement to ensure that we deliver

great quality – both in products and services. In terms of innovation, we have expanded our product offering to value-added segments, and Best of Both and our Ultima range continue to grow ahead of the market. The trend towards healthy eating is also gaining momentum.”

He reports that Albany’s brand-building activities have been focused on developing closer relationships with consumers. This year, Albany executed a major brand relaunch, which introduced a better-quality product and makes better use of packaging to communicate with consumers. This was coupled with an extensive social media campaign that saw the brand enter the top 10-trending FMCG brands with the biggest followings.

“Understanding our consumers is absolutely critical for us,” says Spies. “We use our engagement to really tap into what people have to say and take their suggestions for improvement seriously. We use our social media platforms to keep on track with what is happening around us, and actively engage with our consumers to keep our brand responsive.”

He describes the prevailing trading environment as “very challenging”.

“The widespread increase in social protests has also posed challenges in reaching our customers, to whom we deliver fresh bread on a daily basis. However, we are part of an extensive distribution network that enables us to reach further than we would do on our own. We value these partnerships, as they strengthen our ability to compete.”

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