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### **Addendum**

Questionnaire

Research Findings

Visual Representation of Target Audience

Creative Brief

# Plagerism Declaration

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1. I know that plagiarism is wrong. Plagiarism is using another's work and to pretend that it is ones own.
2. I have used the Harvard Referencing System as the convention for citation and referencing. Each significant contribution to, and quotation in, this essay/report/project/... from the work, or works of other people has been attributed and has cited and referenced.
3. This essay/report/project... is my own work.
4. I have not allowed, and will not allow, anyone to copy my work with the intention of passing it off as his or her own work.
5. I acknowledge that copying someone else's assignment or essay, or part of it, is wrong, and declare that this is my own work

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[University of Cape Town 2009]

## Executive Summary

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The tyre landscape is changing dramatically on a global scale. Apollo tyres, the thirteenth largest tyre manufacturer in the world and the largest tyre manufacturer in India, have decided that the South African market is the ideal test location to launch the Apollo Tyre brand to the rest of the world's BEM and BRIC\* countries.

With a highly cluttered and complex market there are several key issues that need to be addressed on how this launch in South Africa will be handled.

In-depth quantitative and qualitative research methodology is conducted in order to gain insight into the potential success of this launch within the current South African market, as well as to assess the most profitable target market for the brand to not only penetrate, but build equity. Through a full understanding of the tyre retail market, an accurate positioning of the Apollo Tyres brand has been developed that addresses not only consumers' needs but, Apollo Tyres key competitors.

Through an in-depth situational analysis and consumer insight, a clear and distinctive strategy has been created, to ensure the successful launch of the Apollo Tyres brand. This encompasses launching the brands identity to a key target audience and ensuring that positioning is significantly differentiated from its competitors. A thorough plan comprising the appropriate marketing communication tools has been developed to target the most attractive market and ensure top-of-mind awareness for Apollo Tyres for many years to come.

- BRIC & BEM countries: Brazil, Russia, India and China. All Big Emerging Markets, with significant growth potential.

## Introduction and Background

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The Apollo Tyres South Africa (ATSA) brand is the holding company for a number of globally present brands such as Dunlop and Vredestein, with product offerings in the agricultural, industrial, and passenger car segments.

With two manufacturing plants in South Africa dwarfing their closest competitor's production standards and volume there is significant potential for the brand in the local market.

At present the key issue that needs to be addressed is where ATSA puts its focus and drive for the future, at present there has been significant action with the Dunlop brand by way of significant spending and the launch of the new Dunlop Zones. However ATSA is looking to test launch the Apollo brand on a *global* scale in the near future, and launching it through the new and successful Dunlop zones comes with a myriad of problems.

ATSA only holds the trading rights to Dunlop in thirty two African countries, however the current success of the Dunlop brand and the cluttered South African market, with a myriad of brands and retailers, makes the launching of Apollo through Dunlop an attractive option.

## The Challenge

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With the overall challenge of “How do we launch the Apollo brand in South Africa as a test bed for developing a global brand?” there follow a myriad of smaller questions that need to be addressed.

In order to ensure that these smaller challenges were appropriately addressed, this document has been set up to answer the following questions using both standardised and newly developed methods.

### *1. How do we launch the Apollo tyres in South Africa?*

- What are the challenges in launching through Dunlop zones?
- What are the challenges in launching the Apollo tyres brand through retailers?
- What are the challenges in launching Apollo Tyres as a stand alone brand?
- Is it possible and/or preferable to use a combination of the above?

### *2. What is the most profitable and appropriate for The Market & Target Audience for the South African launch?*

### *3. What is the Apollo Vredestein relationship; how should it be leveraged for the launch?*

While these questions have been setup in a hierarchy, it is vital for them to be approached in the correct order to ensure there is a strong foundation of knowledge and insight built to base a final decision on.

## Current Brand Vision and Mission

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The Apollo Tyres brand has an established personality, vision, and mission that need to be incorporated and respected throughout the process. The following Vision and Mission for both the ATSA and Apollo Global Brand have been included to ensure there is synergy between them and every step taken from this point forward.

### *Apollo South Africa*

#### **Vision:**

“A significant player in the African and Latin American markets, a brand of choice, **exceeding customer expectation** and continuously enhancing stakeholder value.”

#### **Mission:**

500 in 5 (500 million \$ turnover in 5 years)

### *Apollo Global*

#### **Vision:**

“A significant player in the global tyre industry and a brand of choice, **providing customer delight** and continuously enhancing stakeholder value.”

#### **Mission:**

2010 x 2010 (2010 million \$ turnover the year 2010)

#### **Values:**

C - Care for Customers

R – Respect for Associates

E – Excellence through Teamwork

A – Always Learning

T – Trust Mutually

E – Ethical Values

# Situational Analysis

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## Research

### Primary

The primary research that was conducted was a survey that consisted of a mixture of open-ended and close-ended questions. The survey was conducted in Cape Town throughout the northern suburbs, southern suburbs, west coast and CBD areas. The questionnaires were handed out to a variety of respondents ranging from tyre professionals, car enthusiasts, motor industry workers, tyre consumers and the general public.

### ***Research objectives:***

- Gather insight about the current tyre market and find the gap in the market.
- Understand the buying behavior of tyre consumers.
- Investigate the publics' perceptions toward Indian products and the effect that the country of origin has on purchase decisions.
- Determine the publics' associations with the name Apollo and if they are aware of the Apollo Tyres brand.
- Determine a target market for the Apollo Tyres brand that is attractive, profitable and appropriate.
- Reassure that the secondary research that was provided by Research International was appropriate to the process.

### ***Research Methodology:***

- Questionnaire formulated (REF: addendum)
- 250 questionnaires printed and distributed equally throughout the northern suburbs (Durbanville, Belville), southern suburbs (Rondebosch, Claremont, Wynberg, Constantia, Lakeside, Fishoek, etc.), west coast (Tableview and Milnerton) and CBD of Cape Town.
- Results from the questionnaires were tabulated with most questionnaires being completed correctly.
- Research findings were determined.



### ***Research Findings:***

- Through the primary research it was discovered that the top four competitor tyre brands are Bridgestone/Firestone, Goodyear, Continental and Dunlop.
- The market's most popular sources of information about the various tyre brands are tyre professionals, television, friends and online.
- Tyre consumers mainly make use of tyre retail outlets when purchasing tyres with the top four being, Tiger Wheel and Tyre, Hi-Q, Supaquick and the Dunlop Zones.
- When asked to rank the importance of certain qualities when choosing tyres, the qualities that were most important to the consumer were first safety, then performance and durability, then price and then brand.
- The public's general perceptions towards the quality of Indian products ranged from below average to neutral feelings. This is possibly owing to a general lack of awareness, knowledge and experience with Indian products.
- None of the respondents recognised the Apollo Tyres brand as a tyre manufacturing company. Most associated the name Apollo with the space mission and the Greek God.

### ***Secondary***

Reference the Research CD's from Dunlop

- 476 slides

- 11 videos

- 5 PDFs

- 2 excel reports

- 4 investor documents

## Macro

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### **Pestle Analysis**

It is important to analyse the macro - environmental factors contributing to the Apollo situational analysis.

#### **Political**

Trade restrictions could pose as a prospective threat for Apollo South Africa when exporting; although, this does not affect the distribution platforms set up in South Africa as the manufacturers are local.

The crippling two-week strike by members of the National Union of Metalworkers of South Africa (Numsa) in the automotive component industry poses a great concern for Apollo and its image. Production of South Africa's four major tyre manufacturers - Apollo Tyres, Goodyear, Continental and Bridgestone/Firestone came to a stand still recently as negotiations lead into their third week. "Vehicle production at all South Africa's major assembly operations had come to a standstill last week as the strike action gained momentum," (Venter 2010) stated Basil Smith the chairperson of the New Tyre Manufacturing Employers Association. Neglect for employees and their rights is concerning. Although there are always two sides to every story, this type of publicity does not represent Apollo in a positive light as a socially responsible brand. Apollo could use this experience as an opportunity to differentiate from its fellow competitors by being the only tyre manufacturer in South Africa to comply to the regulation set aside by the New Tyre Manufacturing Employers Association and in doing so creating strong, proud brand ambassadors (employees).

#### **Economic**

The recession in South Africa has left consumers and companies more aware of where their money is going. As Apollo is positioning itself as an affordable brand, this economic downfall can be used as a competitive advantage over other tyre brands. The fact that Apollo manufactures locally is a benefit as import expenses are not an issue, as it is with other tyre brands. This benefit must be monitored in order to remain at a competitive advantage in the future. Consumers are now paying more for less and their money can no longer be stretched as far as it used to. Global economic factors such as the rise in

food prices and fuel are all contributing to the latter. Thus, with a lower disposable income consumers' choices are more susceptible to be swayed by a slight price drop/raise. The credit crunch has negatively affected consumer purchase patterns; again contributing to a lower disposable income and a conscious awareness of how their money is being allocated.

As Apollo has a local manufacturing plant, product prices are not negatively affected by import exchange rates and import taxes. The impact of this factor is largely expressed through how Apollo is able to offer such affordable prices to consumers. This is an ongoing advantage to the brand and its offerings; however, this is not a primary concern to Apollo at present.

#### Unemployment Levels and Poor Skills Base

Apollo has two manufacturing plants based in South Africa; therefore, unemployment and lack of skills is detrimental to the launch and survival of the brand. Training and skills development programs may be costly and could affect Apollo's ability to offer affordable certified quality products and superior service. This will be an ongoing concern for Apollo and until policies come into play to improve the country's education and skills levels, Apollo will have to be constantly aware of the skills level in their factories, fitment centers and Zones.

### **Social**

#### Environmental Concerns

As tyre manufacturing poses prospect environmental concerns it is vital that Apollo conforms to all regulatory specifications put in place by the South African Environmental Act. Going Green is a prominent trend amongst corporations in the economic environment today. Consumers are constantly being reminded of their responsibility to the environment and the 'green footprint' mentality. Neglect for the environment will be detrimental to Apollo's image in the minds of the consumer. Thus this is a potential high-end threat, which should be monitored. Social vision is a must for up and coming brands in today's society in order to generate long sustainable relationships with all stakeholders. Being aware of the environment can only have a positive impact on the growth of Apollo Tyres brand in South Africa.

## **Technological**

Regulatory bodies in the sector must be followed in order to avoid product defect. Apollo has taken this one step further by being the first tyre brand in South Africa to use an internationally developed system called the Six Sigma strategy. According to Apollo, “Six Sigma seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes.” This is a strength when considering that tyres can be the difference between life and death.

## Public transport

The Gautrain, Bus Rapid Transport (BRT) system and other public transport development initiatives may increase the general public's propensity to choose public transport over private transport. This, over time, will decrease the number of vehicles on the road and in turn the number of tyres in need of changing. This is; however, only a future concern as this transition takes many years and the impact will not be severe as there will still be a sufficient number of cars on the road.

## **Legal**

There has been recent speculation as to Apollo Tyres SA and other tyre brands being involved in a cartel. After the Competition Commission's investigation, it became apparent that these speculations rose from a recent price influx. The South African Tyre Manufacturers Conference (SATMC), Apollo Tyres South Africa, Goodyear, Continental Tyres and Bridgestone were accused of collusive tendering, price fixing, and information exchange and market allocation in April 2008. This negative media attention could be detrimental to the brand's image in the mind of the consumer and the backlash could call for an extensive PR strategy and search engine optimization effort.

## **Environmental**

There is no doubt that the production of tyres is an environmental hazard. In South Africa specifically, the lack of a tyre waste disposal system in South Africa is creating problems. Landfill sites are filling up and many are not accepting tyres “due to the associated problems of fire hazard, mosquitoes breeding and of tyres resurfacing after being buried.” (Mahlangu 2009) Apollo should be considering this as the disposal of tyres could pose a future threat.

## Market Analysis

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### ***Market size and forecast***

At present 18% of the South African population owns a motor vehicle, this excludes all agricultural and industrial tyre usage. In addition in 2008 there were 2848 million new tyre purchases. There is therefore a massively diverse and attractive target market.

(The market-Products/Service Situation. Apollo Brief, Brand Challenge 2010)

The problem; however, is that this is a massive market and is inappropriate to facilitate a communications campaign. It is also demographically biased and lacks market insight and consumer perceptions. To supplement this, the use of primary and secondary research insight was therefore used to identify in detail the ideal target audience for the Apollo Tyres launch in South Africa.

### ***Market dynamics and trends***

Within the tyre market there are distinct trends and behavioural patterns that have emerged through both primary and secondary research. These trends need to be addressed as they outline not only key issues with regards to the launch of Apollo tyres, but also the most attractive market segment.

- *Lack of product differentiation and category saturation.*

From a consumer perspective the market is highly saturated and suffers from a lack of differentiation in two aspects. The first of which is on a branding level, where the positioning of the key competitor brands is not differentiated to the point that consumers were confident in distinguishing between them. The second is that the majority of consumers were unable to knowledgably differentiate between benefits between sub-brands and individual products.

- *Own label brands and sub-brands are continuing to gain ground.*

Smaller label sub-brands are growing ground over and above their parent brands. For example, individuals were aware that they had SP Sports fitted to their vehicle but were unsure as to whether they were Dunlops or Michelins. The likes of P1's, BFG's and Grandtrecks were other examples of sub-brands continuing to gain strength.

- *Global brands trying to adjust to local cultural needs.*

It has become evident to consumers that large global brands are adapting their marketing and tailoring their brands to local markets. A multitude of larger tyre manufacturers are making use of the South African retailers such as Tiger Wheel and Tyre and Hi Q to ensure that they are able to effectively communicate with a local audience.

- *Consumers can access more information from a variety of sources and speak with a louder voice.*

More than ever before and specifically within this segment, consumers make use of the proliferation of new media to ensure that they are educated before they arrive at a point of purchase. This indicates the need to ensure a strong online presence at all times as well as ensuring the rapidly advancing opportunities provided by the web and new media are leveraged accordingly.

- *Switching brands is easier than ever.*

As shown in the consumer purchasing process and contact audit, consumers are highly fickle and are willing to switch tyre brands at any stage of the process. Owing to the multitude of product offerings and wide spread availability of many of the key competitors this point highlights the need to ensure that Apollo tyres is present and the most attractive option at every stage.

- *Environmental and health concerns mean a more regulated environment.*

Environmental issues have recently become a key factor in the monitoring of how organisations conduct business. Many brand tragedies have occurred recently and show the world how easy it is to cause irreparable damage to a brand in mere minutes. As a tyre manufacturer and through operating in the rubber industry, Apollo tyres needs to ensure that they not only adhere to the most stringent of regulations, but also make sure the end user knows about any efforts undertaken to protect the environment.

## Industry Analysis

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The South African Tyre industry is one that is divided into the two following segments with regards to end consumer tyre purchases.

### *1. Retailers ranked in hierarchy, according to purchases*

- Tiger Wheel and Tyre.
- Hi Q
- Supa Quick (Recently re-branded)
- Kwikfit
- Speedy

### *2. Brand fitment centres*

- Dunlop Zones
- Continental or Conti- Partner

It has become evident through research that the retailers in South Africa hold significant power and carry the majority of the big 4 brand names that consumers identified in their purchasing process. The effects of this are significant considering the sales staff of these fitment centres are the only contact between the consumer and the brand at the point of purchase.

Developing these individuals into brand ambassadors for the Apollo brand is a difficult but potentially profitable course of action. The negotiation of marketing collateral and display space, along with ensuring that there is synergy and co-operation amongst the retailers potentially supplying Apollo's products, will also have to be carefully addressed in the strategy; should it be profitable and appropriate to proceed with this course of action.

It has become evident throughout the process that the industrial and agricultural market segments, while significant and highly profitable, are segments that require an entirely different strategy and approach and will therefore not be accounted for in this launch strategy.

Each of the four big primary competitors have been looked into in depth in the following section of this document to ensure that the launch will "fill the gap" in the market not only with regards to consumers' needs, wants and desires but also with regard to competitors positioning and product offerings.

## **Brandscape of competitors**

Traditional business models and advertising techniques are changing as the market drivers have changed. Competitors are:



### **Dunlop**

Apollo Tyres South Africa (Pty) Limited, is a wholly owned subsidiary of Apollo Tyres Limited, India. Located in the Republic of South Africa, their core business is the manufacture and distribution of Dunlop tyres in South Africa and the 30 territories in which Apollo Tyres owns trademark rights to the Dunlop brand.

Passenger tyres are manufactured in a state-of-the-art production factory in Ladysmith, while truck tyres are manufactured at similarly advanced Durban facilities.

The company also has factories and a distribution network in Zimbabwe. Dunlop Zimbabwe Ltd is a private, wholly owned, tyre manufacturing company based in Bulawayo.

Dunlop positions them self on precision. "Driven by precision" filters through every touch point of their identity. Using bright yellow and black as their signature colours, the colours are vibrant and somewhat aggressive. These colours not only portray power, but also the refined precision by which the brand lives through in all it does.



## **Bridgestone**

Bridgestone Tyre Co was established in 1931 founded by Shojiro Ishibashi. As Japan's automobile industry grew, Bridgestone became Japan's largest tyre manufacturer. The company also actively expanded overseas, particularly in Asia. "In 1988, the company acquired The Firestone Tire & Rubber Company, a well respected global corporation with a venerable history of its own. This transformed Bridgestone into one of the world's largest tire and rubber companies and created a global team dedicated to serving customers worldwide with the highest level of quality, service and technology." (BRIDGESTONE 2010)

This brand positions itself on trust and safety. With a corporate mission to "serve society with superior quality," are words used by Bridgestone's founder Shojiro Ishibashi, to describe his vision for the company Bridgestone.

This "spirit" and "mission" form key elements of the Bridgestone Way. They provide an unchanging direction and motivating force as they work together to become the undisputed No.1 tyre and rubber company both in name and substance.

Within the South African market place Bridgestone and Firestone are synonymous with strong corporate links to Speedy and Hi Q fitment centers. While this is financially beneficial to the brands performance, in being so, it creates issues when trying to differentiate their look and feel.

## **Continental**

Continental was founded in Hanover in 1871 and originally functioned as a joined stock company producing "soft rubber products, rubberized fabrics, solid tires for carriages and bicycles." (CONTINENTAL 2010) Producing the world's first automobile tyre with a patterned tread and inventing the detachable rim for sedans in the early 1900's, Continental revolutionised the tyre manufacturing industry.

Today, Continental is a global brand with the primary principal of providing products that are "leaders in terms of quality and technology". (CONTINENTAL 2010)

Investing in research and development and working closely with their consumers, Continental strives to improve the quality of their products.

In 1985 Continental AG and General Tyre SA came together and decided to manufacture Continental tyres in South Africa and in 1986 Continental launched their first range of passenger vehicle tyres. The brand was further extended with a range of locally produced commercial tyres to supply to the mini-bus taxi, one-tonner bakkie and off-the-road markets. Today, with the introduction of the first locally produced 17” tyre, Continental is at the forefront of tyre technology in South Africa and is well known for their success in supplying the original tyre market. As a performance tyre, they supply to brands such as BMW and Mercedes-Benz. (CONTINENTAL 2008)

Continental’s overall vision is as follows as stated on their global website:

**“Performance is our passion** delivering trend-setting innovations, high performance products, quality without compromise and out-standing services to our customers is what motivates us in all our business areas. Combining technological, ecological, economic and personal aspects of performance makes the difference at Continental.”

(CONTINENTAL 2010)

Continental’s visual identity takes on a black and orange colour scheme and the brand prides itself on the performance aspect of their products. This can be seen in their advertising and logo.

### **Goodyear**

Goodyear Tyre and Rubber Company was founded in 1898 by Frank Seilberling and since its existence and their first bicycle tyre, Goodyear has “pedaled its way toward becoming the world’s largest tyre company” (GOODYEAR 2005)

Goodyear South Africa, founded in 1951, manufactures all types of tyres from passenger vehicle tyres to earthmover tyres and is one of the “leading premium tyre manufacturers in South Africa” (GOODYEAR 2005) With its headquarters in Port Elizabeth and manufacturing facility in Uitenhage, Goodyear supplies to the local replacement market, to major motor manufacturers such as Damien Chrysler, Toyota, Ford and Volkswagen and exports globally including sub-Saharan Africa. (GOODYEAR 2005)

“Innovation - the continuous flow of creative new ideas, products and materials - has always been at the very core of Goodyear's activities.” [GOODYEAR 2005]

With innovation and improvement at their core, Goodyear, the global brand is still today the world’s largest tyre company, existing on six continents and accumulating annual sales of over \$15 billion.

Goodyear is well recognized internationally with its blue and yellow blimp that frequently appears in their adverts and at sports events, in particular the NFL Super Bowl. In South Africa Goodyear is the main tyre sponsor for various forms of motor racing and with their “Goodyear, innovations helps you get there” strategy the company embodied their essence through a variety of different mediums.

## Customer Analysis

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Research has shown that the majority of consumers behave in a similar pattern when embarking on a new tyre purchase journey. The first step in the process is an internal evaluation that the consumer makes amongst the 4 big brand names that exist in their minds. Namely; Dunlop, Continental, Good Year and Bridgestone/Firestone. These brands are a set above the rest according to consumers perceptions of quality, perceptions that have actually derived from durability and performance.

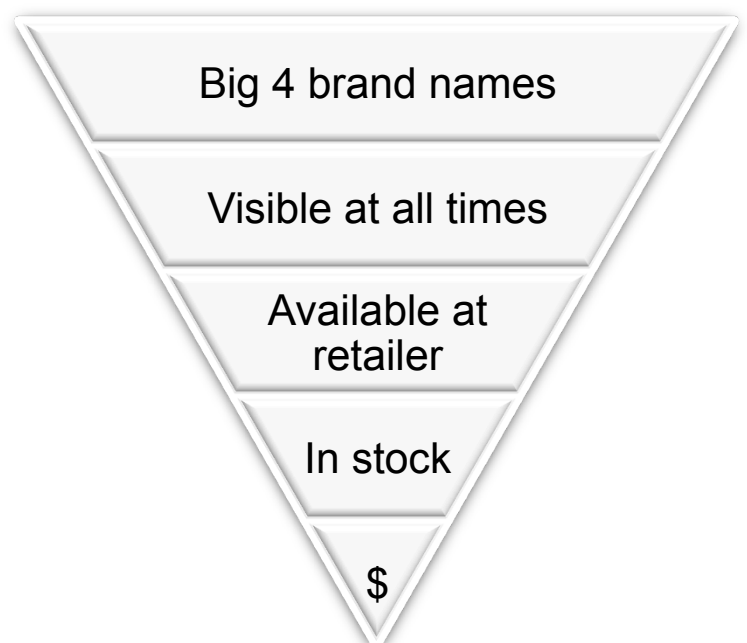
The next step in the consumer purchasing pattern where there is brand involvement is for the brand to be present at all times, for example. The brand must be present and visible with regards to marketing collateral at the retailers and fitment centres.

If the consumer has arrived at the fitment centre with a brand front of mind, and the brand is recent it MUST be available, as consumers are not willing to wait (often up to a week) for their specific brand of tyres to be ordered through the manufacturer, in support of this the tyre has to be in stock, and then finally they have to be competitively priced to form a perception point of view.

If at any stage of this process the consumer encountered a barrier or a lack of presence they would switch brands immediately.

This model therefore presents a unique opportunity, it is first and foremost a “success checklist” with which one is able to measure the steps that need to be taken for Apollo tyres to be launched in South Africa, and it shows the lack of brand loyalty amongst consumers.

In addition to identifying the pattern in which consumers purchase tyres, a set of trends emerged from research undertaken that outline current behavioural trends in the market place.



## SWOT Analysis

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### **Strengths:**

- **Set own standards for Apollo and develop perceptions**

The Apollo Tyres Brand currently does not exist in the South African tyre market. By launching the brand through a stand-alone Apollo Tyres fitment centre, the brand could create its own perceptions, look and feel and standard of service. All these attributes will contribute to Apollo's brand awareness in the South African Tyre market. Another benefit of creating unique Apollo fitment centres, as opposed to launching the brand through existing Dunlop Zones, is that the products will not compete directly with or stand up against Dunlop branded products.

- **Apollo is a company willing to invest**

Having a significant amount of capital makes it possible to launch the brand through stand-alone Apollo Tyres fitment centres because it is going to require extensive branding and advertising, logistics and structural costs.

### **Weaknesses:**

- **Apollo is a new brand with an unknown heritage and no consumer past experience with the product.**

As discovered through the secondary research, consumers feel more comfortable purchasing tyres that they have previously experienced and trust. The fact that Apollo Tyres is a new brand with no consumer past experience, influencing consumers to switch to a new, unknown brand may be difficult.

- **Significant costs and logistics to start up**

As previously mentioned, launching the Apollo brand through stand-alone fitment centres is going to require significant costs. Costs will include: building the centres; recruitment and training; branding and advertising and other logistical expenses.

### **Opportunities:**

- **Low levels of differentiation in the industry.**

Within the current tyre industry there are low levels of differentiation, with competitors offering similar products at similar prices with similar promises. This low level of differentiation serves as an opportunity for Apollo to differentiate their offerings, tailoring them to fulfil the needs of their desired target market's need.

- **No perceptual barriers for the brand**

Launching stand-alone Apollo Tyre Fitment Centres will allow the consumer to construct their own perceptions about the brand as opposed to launching the brand through existing Dunlop Zones where existing brand perceptions may affect purchase decisions.

- **Fickle Consumers**

With consumers being heavily influenced by price when buying tyres, they may be more inclined to switching to Apollo, a new tyre brand with more affordable products.

- **Strong vision and core**

- **Vredestein as flagship/ silver bullet**

**Threats:**

- **Saturated in Brand and product offering**

The tyre industry is saturated with many established and well-known competitor brands that provide similar product offerings and benefits.

- **Multiple and mass marketing effort required**

As discovered through research, a key factor in the consumers' purchase decision is the constant visibility of the brand. In order to achieve this objective mass marketing effort is required.

- **Low consumer involvement and price sensitive consumer base**

Tyres as a commodity have little emotional value and therefore consumers have low involvement when choosing tyres and base their purchase decision on availability and price. This needs to be taken into account when differentiating Apollo Tyres' offering and Apollo tyres would need to be constantly available.

## Key Issues

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- How do we set our own standards in the industry as well as develop new perceptions for Apollo?
- How do we establish the brand, while being unable to leverage its heritage or consumers past experiences?
- How do we take advantage of low levels of differentiation in the tire market?
- How do we tackle the highly saturated market in terms of brand and product offerings?

## Brand Objectives

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Apollo Tyres needs to combat;

- **Its lack of brand heritage**
- **low levels of differentiation in the market**
- **the saturated industry**

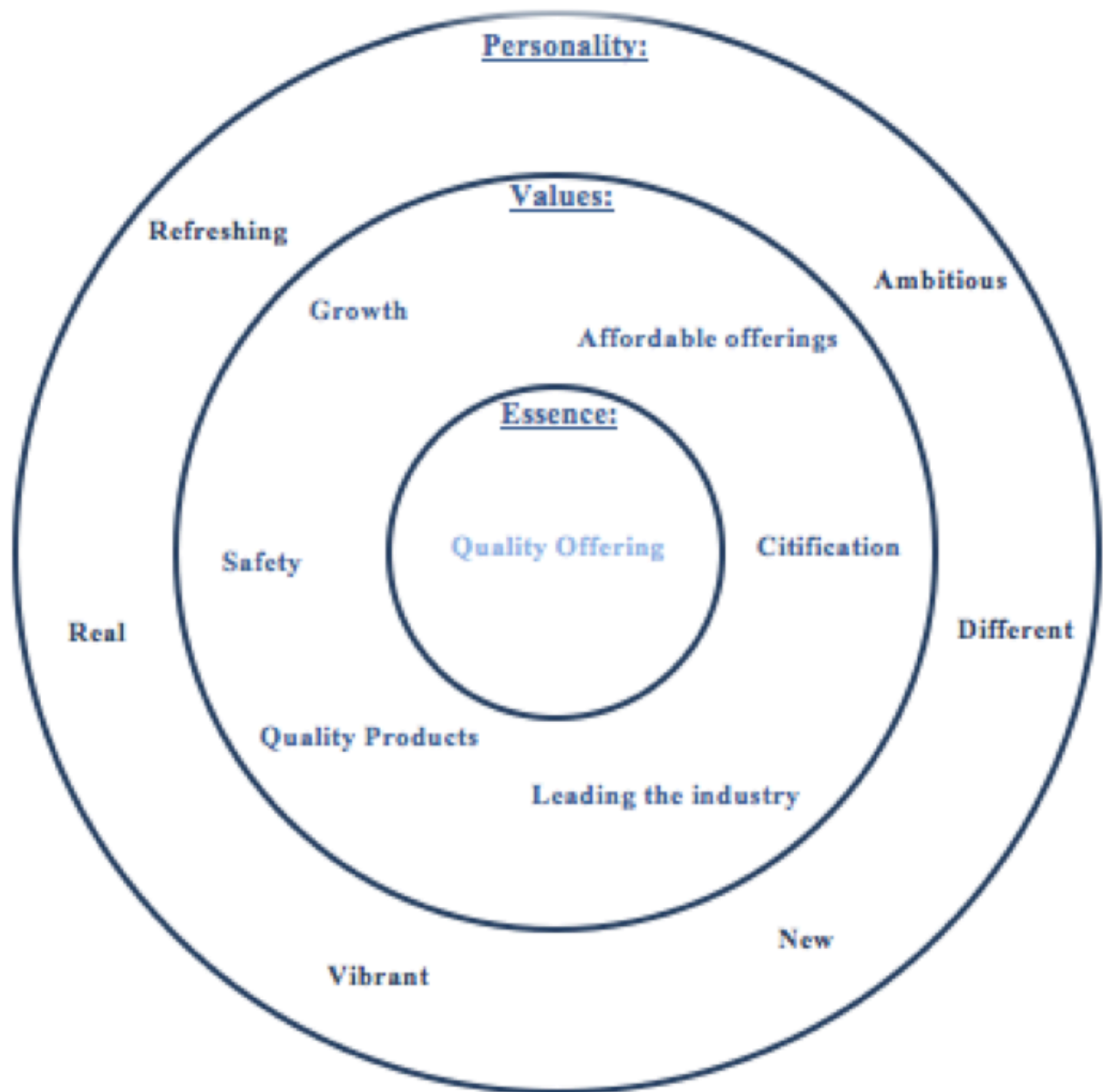
by entrenching favourable and lasting perceptions in order to own a specific positioning by the end of 2012.

### ***Apollo Brand Identity***

A brand identity model is used to develop both an understanding for and a personality for a brand, the following model has been developed for the Apollo brand in South Africa, ensuring it maintains harmony with and embodies the ambition of the Global Apollo brand.

Determining the brands identity is vital to ensure there is a uniform direction for the brand, as from this point on it will be the key driving factor to every action the brand takes. From developing the positioning to deciding on a campaign message, the essence of Apollo needs to be evident.





## Positioning

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### ***Positioning Statement***

Apollo Tyres is the world's fastest growing tyre manufacturer providing certified quality at an affordable price.

### ***Message***

"Apollo provides certified quality tyres."

### ***Rationale***

Positioning a brand that is due to be launched on a global scale in the near future is an activity that must be approached in an outside-in holistic manner, in order to understand the impact such a small sentence will have.

The core to any brand's essence is the driving factor not only behind the position but behind EVERY action the brand will take in the future. It is the foundation for the communications campaign, business undertakings and the key factor that will determine consumers' perceptions towards the brand.

In order to ensure the above statement was ideally suited to Apollo's global ambitions it was important to address two "gaps". Firstly, the gap in the market according to consumer feedback with regards to their needs, wants, and demands; and secondly, the gap presented by the industry.

It was therefore decided that Apollo would be able to effectively leverage and position on their key benefit that was derived from the ability to mass produce a truly quality offering. As mentioned previously there is a gap in the market for a straight forward tyre brand offering just that, certified quality at an affordable price.

Despite the fact that the standard principals for positioning are first and foremost to never position on quality, it was determined that the perceptions of "quality" in this market were those of durability and safety, making the positioning highly appropriate and attractive for the Apollo brand.

## Market Segmentation & Targeting

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### ***Breakdown of South African market***

It was decided that the best way to identify a target audience for the Apollo launch was to segment the market in a similar fashion to the automotive industry. The market was therefore divided by the vehicles they own and therefore the tyres they buy by association.

<i>Segment</i>	<i>Car</i>	<i>Who are they?</i>	<i>What is important to them?</i>
T	Getz-Yaris-Figo	- 1 <sup>st</sup> & 2 <sup>nd</sup> car owners	- Growing segment
H&V	Second hand	- Price and info hungry - Sub 30 y/o - Web 3.0 generation	- Price & durability - Build brand equity
UHP	Executive Salons	- Mid life	- Aspirational
Pick-Up	Work horses	- Aspirational young professionals	- Image conscious
SUV	Luxury 4x4	- Climbing the corp. ladder - On 3 <sup>rd</sup> or 4 <sup>th</sup> job	- Brand conscious - Performance
Classic	Discontinued Classics	- Affluent - Established lifestyle	- Perfection - Precision
Sports	Performance sports cars	- Family Members	- Performance

### ***Over view***

The target audience for Apollo was formulated through a combination of the results collected from our primary research, secondary research provided by Apollo Tyres, web articles from sustainable-employee-motivation.com and presentations from South African Advertising Research Foundation on lifestyles, life stages and attitudes. The following variables were used to segment the target audience: geographic, demographic, psychographic and behavioural (mainly concerning tyre purchase behavior).

### Geographic

- South Africa
- Major Cities (i.e. Cape Town, Johannesburg, Durban)
- Urban and sub-urban areas

### Demographic:

- They are between 18 and 30 years old
- Studying or first or second full time job
- Mainly “young independent singles” (SAARF 2009) that are living in their first apartments
- Both males and females of all races.
- Middle class
- LSM 7+
- Mid generation X to early generation Y

### Psychographic:

- Enjoy “chilling” and the company of others in a variety of social environments.
- Believe that a work/life balance is a right not a privilege
- They are critical of advertising
- Cell phone, internet and social networking addicts
- They are global citizens that are at the “forefront of change and embrace technology and innovation” [SAARF 2009]
- They do not follow tradition and do conform to society
- They are fashion and image conscious
- Believe that income finances lifestyle
- Value individualism
- Fun is an important component of the workplace environment

### Behavioural:

- Price sensitive
- Safety and durability are the most important attributes when choosing tyres
- Not brand loyal
- They are indifferent when purchasing tyres and mostly unaware of what tyres they are currently using.
- They have low involvement and no emotional connection when purchasing tyres.

From these variables the target audience can be summarized as: “Young, first and second time car owners, who are both information hungry and price sensitive”

## *The Challenger Brand*

### **The eight credos of challenger brand thinking (GO PROMO 2009)**

#### **1. Intelligent naivety**

Often, people from other sectors are able to generate the best new ideas. Richard Branson, who introduced entertainment to the airline industry, and Michael Dell, who initiated custom-built computers, are good examples. Think about what drives a category and why people buy certain products. While traditional brand audits rely on the brand-category-consumer triangle to inform strategy, challengers think outside of this with an overlay of redefining the category, emotional insertion and using research for illumination.

#### **2. Build a lighthouse identity**

This type of identity involves communicating and projecting a specific image that is navigated by the brand, not the consumer. Consumers are looking to connect with brands and associate to a perspective, so think about what your brand's perspective is. The key is to be genuine, otherwise your brand will not resonate with your potential customer. The authenticity of the brand must come through in every interaction, including when asking for feedback, not just in promotional activities. Marketers should be passionate and consistent about projecting their brands.

#### **3. Assume thought leadership of the category**

Market leaders are just that. They break conventions in representation (what you say), medium (how you say it) and experience (go beyond talk). They conceptualise new, innovative and strong ideas, which they take all the way. If you are trying to break convention, halfway won't cut it. Commitment and execution are crucial.

#### **4. Symbols of re-evaluation**

Constant re-evaluation, innovation and reaffirmation of the brand's connection with its customer are important. An aggressive strategy of constant reinvention will help a brand stay on top.

#### **5. Sacrifice**

A brand can't be everything to everybody. Out of all the elements – target, message, reach and frequency, distribution and line extensions – what are you going to sacrifice?

#### **6. Over-commitment**

The underlying reason for the above sacrifice is that you must over-commit to the activities you select. A greater danger to challenger brands than rejection is indifference. Marketers must think about what could potentially stand in their way and mitigate these factors.

#### **7. Using publicity and advertising to enter popular culture**

These channels must be used correctly and in line with objectives and brand identity. The best way to leverage a brand is to create stories for people to talk about, not to talk at the consumer.

#### **8. Be idea-centred, not consumer-centred**

When it comes to strategy and ideas, look within your organisation, not at your customers, as they simply don't think about these things. While money may create momentum for big brands, momentum for challenger brands comes from innovation and moving beyond the norm.

#### **Final thoughts**

Companies don't need a lot of resources to execute this. It's a systematic way of thinking, a mindset, and doesn't necessarily require much money. It also doesn't need to be overly complex. In fact, simplicity is best. Challenger brands merely need to find what is unique about their brands and project it constantly. This doesn't have to be cool, quirky or funky, just relevant and genuine.

### ***Apollo as the challenger***

A challenger brand is one that stands out from its competitors by its intensity and confidence in itself. Apollo will be differentiating itself as a global tyre leader as opposed to a general global brand. Breaking the mould directly links to this. Apollo does not follow the conventional tyre mould when it comes to the touch points and executions. Challenging the global status quo by not fitting the norms puts Apollo one step closer to accomplishing global stature. Challenger brands, such as Virgin and Avis a like, put their brands into a new category, freeing themselves from the shackles of brand clutter in the market place. The consumer drives the Apollo brand, and it is this 'lighthouse' identity that contributes to Apollo's global leadership working with consumers and for consumers as opposed to working towards building financial brand equity. It is this focus and commitment to following through that sets Apollo apart as a global leader.

"Brands like Virgin, Apple, Avis and many others manage to exist and survive, because they have a strong following of people who support the challengers and refuse to allow 1 player to dominate an entire industry or market." - Go Daddy.

Creating a 'tribe' (Seth Godin) by challenging a status quo and committing to your brands movement is what attracts people to get involved and thus creating truly loyal consumers who really believe in the brands reason for being. This is not done through trying to please every one, a challenger brand is specific and commits to their innovative ideas.

### ***Vredestein as a Silver Bullet***

Vredestein B.V is Apollo's silver bullet. It positively influences Apollo's image in the minds of the consumers by positioning itself on premium performance and quality. With the goal to produce 'tyres with an optimal price-quality ratio', Apollo and Vredestein share a common vision.

Vredestein is a middle-sized tyre manufacturer, independent from Apollo. As an independent brand, the decision making process is faster which enables a more efficient development of original products. The Apollo Vredestein B.V brand is a powerful force in creating a positive brand image for Apollo South Africa. Leveraging Apollo off an established 'power brand,' such as Vredestein, not only positively influences the brand image, but it also gives a previously unknown brand some weight in the minds of the consumer. Apollo Vredestein B.V brand presents opportunity for investment as their current target market moves up the corporate ladder. With this we can keep Apollo's target audience loyal as their tyre preferences change.

## Contact Audit

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When looking at consumer - brand contact it is vital that we unpack prospective opportunities within their routines. In doing so, we are able to identify existing communication platforms as well as prospective future platforms in order to get our message across. The tyre category is evolving and so is the role and definition of leadership amongst competitors. Consumers are no longer as easily manipulated and although the “good experience” remains core, consumers are understanding and appreciating the role of advertising in this category. Dunlop, Goodyear, Michelin and Bridgestone/Firestone are among the four primary tyre brands living in the mind of the consumer at present in South Africa. These brands are constantly visible and available at retailers nationwide.

In order to resonate in the minds of the consumers, it is important to look at what all stakeholders are saying. “If the medium defines the context and defines the strategy then there is a problem – for any medium involved”, says Dr. Carla Enslin. Thus, when looking at the points of contact consumers will have with the new Apollo brand, one must be certain that the focus of ‘*certified quality*’ resonates throughout these points.

The Apollo target market could come into contact with the brand in the following ways:

- Friends and family - Word of mouth
- Advertising - TV
- Radio stations such as RSG, 5fm, Kfm, Goodhope fm
- Print advertising
- Yellow pages
- Flyers
- Promotional handouts
- Rapport
- Die Burger
- Sunday Argus
- Saturday times
- The Sunday Star
- Blogs of influential people within the motor industry
- Sponsorship events
- Apollo Zones
- Internet
- Blogs

Spaces of contact can be further analyzed when looking at their degree of impact, first and last, frequency and resonance. When the above touch points fall in at least four of these categories, it means that they are more likely to reach and resonate with the consumer. When unpacking the above contact points we can discover the following:



**Apollo Zones** form a great platform for the '*consumer to live the brand*'. Although before we can look at this touch point, we must generate awareness through the launch campaign. TV advertisements, print campaigns and radio adverts form the bulk of our campaign. 1st and 2nd time buyers (see target market profile) are majorly influenced by price upon purchasing their tyres. These consumers buy newspapers such as The Argus, Sunday Times, Cape Times, Die Burger and The Sunday Star. Apollo's target audience will identify with the message being portrayed through the concept *Testing Process*, as this is a relative concept to them and their generation. Impact and resonance of the brand in the minds of the consumers are dominant at these Zones.

Apollo Zones will be an experiential marketing platform for the Apollo brand. With all employees living the brand in an interactive environment. It is very important that every factor contributing to the overall consumer experience is coherent and focused right back to the core values of Apollo - ambitious, fun, quality driven.

The aesthetic feel of the Apollo zone will capture the essence of the ultimate Apollo experience. Thus, evoking an emotional engagement with the consumer and the Apollo brand.

**TV advertisements** spark interest with consumers as the visual portrayal of Apollo is delivered in lighthearted informative manner, yet capturing the essence of what Apollo stands for - certified quality at an affordable price. There is a degree of high reach and high frequency low impact and low resonance within this contact point.

**Radio** forms another touch point which will be utilized across various radio stations such as 5fm, Goodhope fm, Highveld fm, radio 567, RSG, Kfm, etc. Here we have high frequency, high reach, low resonance and low impact.

When looking at sources from which our consumers found their dealerships, word of mouth and newspaper advertising came out tops. Thus, **press advertising in newspapers** is an important touch point, where there is a degree of high reach, high frequency, low resonance and high impact.

## Concept and Message

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### ***Apollo tyres - Rationale***

Our brief required us to create a campaign which would form a base from which Apollo Tyres could grow. Since there is no previous perception of the brand in South Africa, it was important to create a campaign that was relatable to our target audience. Apollo makes sure that every tyre is certified and use this as their differentiating factor, and so their message is “Certified Quality”. We made use of natural selection as a metaphor for the tests that are performed on Apollo tyres. Using the idea of natural selection to express adaptations to specific roles, i.e. handling, road noise and fuel consumption. We used animals that have perfected these adaptations in order to show the level required to reach the Apollo stamp of approval. The animals’ abilities express aspects of the certification tests. Our campaign is spread across radio, T.V. and print as well as an editing of the website and in-store ambient contacts. The campaign we have created is designed to help the audience understand what it means to have certified quality.

# Marketing Communication Strategy

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## ***Media Strategy***

In order to effectively achieve the objectives laid out previously, it was vital to make use of several different mediums. The likes of a national launch campaign is a highly complex and detailed process that requires mediums to be balanced efficiently to ensure maximum efficiency. Owing to the time constraints, mass media channels have been catered for in the execution of strategy to demonstrate the nature of the proposed campaign.

## ***Introduction***

The launch of Apollo Tyres in South Africa is one that will require a multitude of mediums through many channels, along with an intensive logistical set up. With an unknown budget and only a recommendation for a launch date, we have developed the following media documentation for the launch phase of the Apollo roll out to pre-empt the opening of Apollo fitment centers.

## ***Current Competitors Marketing Efforts***

At present in South Africa the majority of competitive brands engage in wide scale television marketing. Supplemented by magazine print adverts, online and in store marketing collateral, the South African tyre marketing landscape currently conforms to a set recipe.

## ***Television 15 to 30 second spot.***

The three present ads in South Africa are the Dunlop Parcor campaign, Good Years “Route 66” campaign run through Tiger Wheel and Tyre, offering a trip for four and Supa Quick’s rebranding campaign, putting forward a very similar look and feel to that of Dunlops, with a focus on the consumer experience.

In addition to these Hi Q has released its latest Television spot “special spring offers”, but with significantly less frequency.

The following ads are broadcast on SABC 1, SABC 2, SABC 3 and e TV; with bias being given to SABC 3 and e TV. With the clear need for wide spread awareness and high frequency, the use of non-DSTV specific channels is preferable to reach a wider target audience.

## ***Radio***

The focus on product benefit within marketing efforts have rendered the use of radio non-existent on a local scale, despite the opportunity to tap into a relatively unused medium, the use of radio is one that needs to be handled carefully and as a supplementary medium.

## ***Online***

Research has shown that both tyre manufacturers and retailers alike have realised or placed significant importance on their online presence, ensuring the look and feel of the brands are mirrored by their online presence.

Although the importance of online presence is vital, the majority of competing brands have “cut and paste” their print and television campaign onto the home page with little concept execution.

One would assume this was again due to the focus on the brands functional offer online, however it creates a significant opportunity for a creative execution previously unseen in South Africa.

## ***Ambient***

Ambient media usage holds significant power when used properly, however, in the tyre industry, especially with South African retailers, ambient media is barely considered. The likes of tyre stands and shelf displays are the limit to which current competitor brands make use of ambient media.

Again this presents a significant opportunity; however it needs to be taken into consideration that the retailers, such as Tiger wheel and Tyre, Hi Q and Supa Quick who manage their corporate ID's carefully limit the amount of in store marketing collateral allowed by manufacturers.

One space that presents an opportunity is the online ambient medium that allows for the use of interactive, ambient advertising in order to drive traffic to the brands master site. This comes not in the form of standard banners and sky-scrapers, but rather in animated characters or interactive “screen wonderers”.

## ***Print***

Print campaigns in the tyre industry are present in two forms, the first of which is predominantly magazine print campaigns, with a carryover from the television execution. While newspaper advertising is also used to raise wide scale awareness, it is predominantly used by retailers to promote seasonal special offers, and not individual tyre brands.

The presence of tyre brands in print and press advertisements is also used to market the sub-brands that exist in the brand stables. The likes of BF Goodriches and Dunlop's Grand trecks are strategically placed in the likes of SA 4x4 and Leisure Wheels.

# Media Parameters

## Target Market

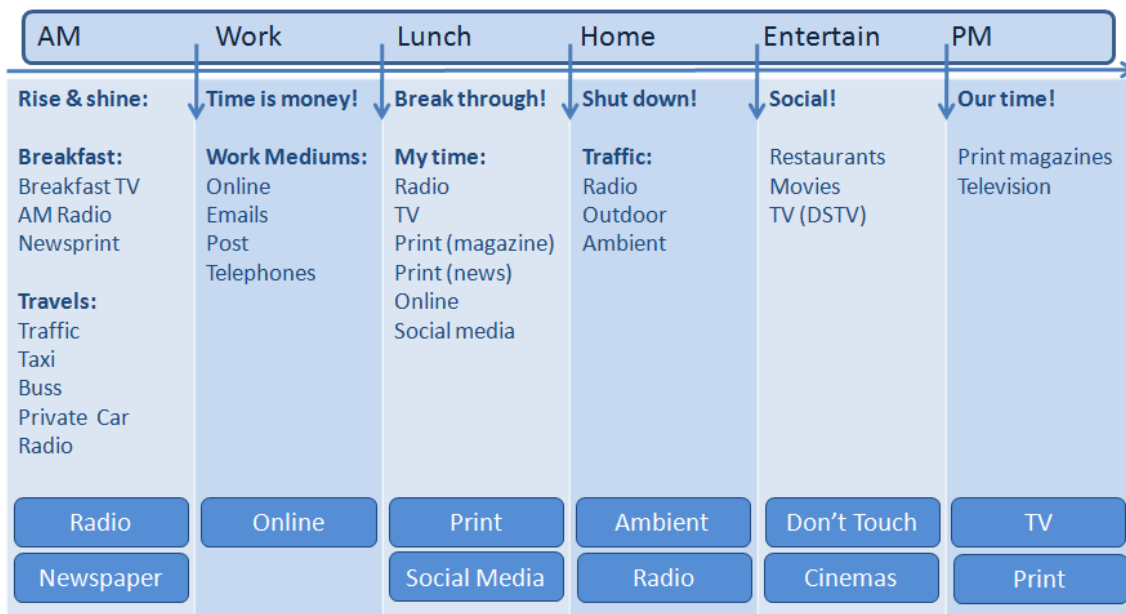
Client’s definition - In accordance with Apollo’s brief their target market was simply defined as;

“18 % of South Africans use drive or maintain a vehicle”

While this clearly defines the massive potential target market for Apollo it is highly inappropriate for the development of a target audience. We have therefore developed a detailed target audience based on demographic and behavioural segmentation, similar to that used by the automotive industry.

While a detailed breakdown of the target audience can be found in the main body of the document it is important to note the outline of the target audience as it will ultimately define the final inter media channel decision.

## Day in the life



## Timing

The campaign will be a launch campaign set to run for three months upon the completion a revision process will determine the parameters for a maintenance campaign.

## ***Creative Considerations***

The creative execution for the Apollo national launch have been provided and laid out according to the communication campaign for the consumer only. This strategy is therefore solely for the media provided, but by no means is it suggesting that these are the ONLY media channels and executions used.

All print advertisements can be used in newspapers and magazines, their simplicity not only making them cost effective to print but also impactful and appealing to the target market.

With regard to the radio advertisement, we have to request that a 30 second recording is made for the purpose of this campaign.

Considering we will be using both Metro FM and Ukhozi FM as stations to broadcast our message. We will therefore have to have the recording in both two different languages as we will need to broadcast in the stations "home tongue"

These recordings if currently unavailable will be produced out of a production budget and not be deducted from our R5 million overheads.

## Campaign Objectives

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The primary campaign objective is to:

### *1. Launch Apollo Tyres nationally*

## Media Objectives

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### **Time:**

- A new campaign for a new offering in a saturated market.
- Multi-channel approach to ensure high levels of awareness.
- Get feet through the door.

### **Reach**

- Reach is important as we are launching a new product.
- As the prime objective is to increase sales we need a wide reach.

### **Frequency**

- We need above all to establish the brands identity.
- With a creative concept execution we need to educate consumers on the differentiating factors of the product.

### **Impact**

- We need to induce trial amongst consumers and a reasonable impact will allow us to achieve this.
- Increased impact will be difficult initially as the market suffers from a “stale” perception, and breaking through the clutter is a significant challenge.



## **The Media Square**

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### **Frequency**

A high frequency is used to ensure understanding. High visibility and awareness are the primary objective however a lack of understanding can be achieved in complex situations. While under no circumstances should it be assumed that the target audience will struggle to

understand the commendation. The execution of the message at no stage features direct reference to the product, we therefore want to entrench our message by ensuring the target audience has a clear understanding.

### **Reach**

As mentioned previously the success of the launch will rest entirely on achieving wide scale awareness, in accordance with our marketing objectives, media objectives, and the consumer purchasing model discussed earlier, a wide scale awareness to generate top of mind recall will be derived from both high reach and frequency.

### **Impact**

High and brought through with creative execution to ensure that the high frequency does not create a tedious nature for the advertisements and that the high reach is not wasted.

### **Time**

Set at three months for the launch phase of the campaign, to be supported by a maintenance media square once the brand has established itself in the marketplace.



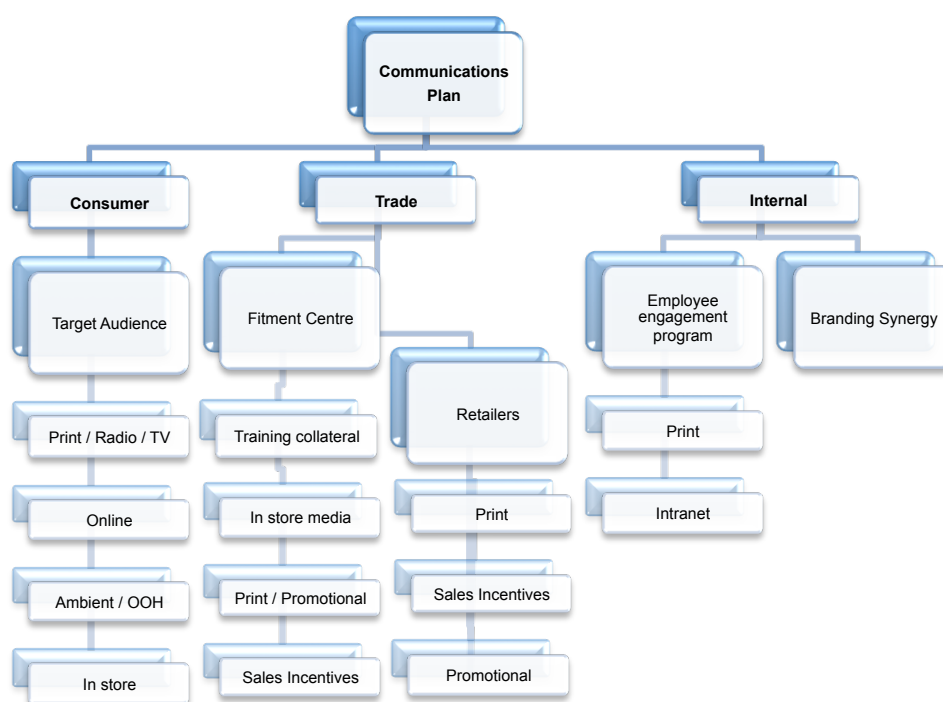
### **Launch Pattern**

## Total communications Plan

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The Apollo launch in South Africa is one that will require a myriad of media channels in order to ensure all stake holder groups are effectively communicated.

The following model has been laid out to show the complexity of a full communication plan in detail. It is, however, only possible to finalise the details once final information of the logistics behind the launch has been provided. For the purpose of this document it has therefore been decided to detail the one aspect that has been carried through to creative execution, from a budgetary and media strategy aspect.



One of the most important aspects of the above model to take into consideration is the myriad of stakeholder groups that need to be catered to, with special focus being given to the employee engagement and retail staff segments.

Within South Africa sales staff are notoriously bad brand ambassadors hampering the consumers purchasing experience. It has been proven that an employee engagement process that leverages the current marketing campaign along with a sales incentive program, well advertised, can help to turn simple employees into long term brand ambassadors.

## Intermedia

Based on the above consumer insights and daily exposure to media, we have decided to focus our strategy on the following media types – Radio, television, & Print.

As seen below, the flow plan of media selection below, 4 elements comprising of print, radio, interactive and ambient media will be used together to effectively communicate with the desired target market.

<p style="text-align: center;"><b>Strategy</b></p>	<p><b>OBJECTIVES</b></p> <p><b>Launch:</b> New campaign for totally new offering. Multi-channel approach to expose exciting new development. Get feet through the door.</p> <p><b>Reach</b> NB due to launch/new product. We are a big player although current 'hard' footprint is reasonably small</p> <p><b>Frequency</b> also NB</p> <p>'New' offering, category is competitive (traditional/direct/phone), low brand loyalty, purchase cycle is long</p> <p>Deliver on response/understanding at launch</p> <p><b>Impact/Dominance</b> key to drive trial. New distribution model, innovative. Fortunate in that novelty should give us relatively high interest levels</p>				
	<p style="text-align: center;"><b>Channels</b></p>	<p style="text-align: center;"><b>Print</b></p>	<p style="text-align: center;"><b>Radio</b></p>	<p style="text-align: center;"><b>Interactive</b></p>	<p style="text-align: center;"><b>Ambient</b></p>
	<p style="text-align: center;"><b>Role</b></p>	<p style="text-align: center;"><b>Announcement and Informative</b></p>	<p style="text-align: center;"><b>Informative / Reach &amp; Frequency builder</b></p>	<p style="text-align: center;"><b>Targeted / Interactive</b></p>	<p style="text-align: center;"><b>Top of mind / brand building</b></p>
	<p style="text-align: center;"><b>Implementation</b></p>	<ul style="list-style-type: none"> <li>▪Community and regional papers only.</li> <li>▪Print acts as an informational medium allowing us to educate.</li> <li>▪A trusted medium with a large reach               <ul style="list-style-type: none"> <li>▪ weekly papers = high reach.</li> </ul> </li> <li>▪Educational aspect</li> <li>▪Recognized as a retail adv vehicle.</li> </ul>	<ul style="list-style-type: none"> <li>▪Stations used to target regions &amp; audience.</li> <li>▪Relatively low cost per thousand</li> <li>▪Affordable production costs.</li> <li>▪Build reach &amp; frequency quickly</li> </ul>	<ul style="list-style-type: none"> <li>▪Awareness &amp; Response</li> <li>• Allows for demo and interaction</li> <li>•Niche footprint for specific stores</li> <li>•Encourages applications/feet in-store</li> <li>•Mall advertising acts as a reminder</li> </ul>	<ul style="list-style-type: none"> <li>▪High frequency</li> <li>▪Allows for rural targeting</li> <li>▪Localized</li> <li>▪Good for brand building</li> <li>▪Can be used on               <ul style="list-style-type: none"> <li>- Street poles</li> <li>- Shopping malls</li> <li>- Taxis</li> </ul> </li> </ul>

## Budget

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- Budget has been set at R5.7 Million for the launch campaign.
- While production costs have been excluded from the budget they have been set at maximum 20% of the media budget. Disregarding the television execution both the print and radio campaigns are low cost.
- Excluding Vat, as the media may need to be brought through a media strategy of an advertising agency.
- Excluding agency commission as the purchasing process has not been set, this budget should therefore not be seen as a final cost to the company but rather a subsisted price list for a South African launch.

Medium	Circulation	Size	Rate	Readership	Details	Months	Total
<b>Magazine</b>							
True Love	83 129	FPFC	R 48 989.00	2 943 000	Monthly	3	R 440 901.00
Cosmo	96 685	FPFC	R 56 800.00	984 000	Monthly	3	R 170 400.00
Car	86329	FPFC	R 50 502.00	100 000 +	Monthly	3	R 151 506.00
Go!	89 161	FPFC	51 465.30	288 000	Monthly	3	R 154 396.00
<b>Newspaper</b>							
Cape Argus	488 718	HPFC	R 343.00	R 5 488.00	Mon-Fri	3	R 153 664.00
Die Burger		¾A2	R 7 300.00		Mon - Fri	3	R 438 000.00
<b>Station</b>	<b>Region</b>	<b>Length</b>	<b>Rate</b>	<b>Timing</b>	<b>Details</b>	<b>Months</b>	<b>Total</b>
5fm Morning	National	30"	R 7 860.00	06:00 - 09:00	Mon-Fri	3	R 471 600.00
5fm Evening	National	30"	R 6 120.00	15:00 - 17:00	Mon-Fri	3	R 367 200.00
KFM	W/C	30"	R 5 277.00	12:00 - 16:00	Mon-Fri	3	R 316 620.00
Metro Morning	National	30"	R 7 200.00	06:00 - 07:00	Mon-Fri	3	R 432 000.00
Metro Evening	National	30"	R 6240.00	17:00 - 18:00	Mon-Fri	3	R 374 400.00
<b>TV</b>	<b>Location</b>	<b>Channel</b>	<b>Rate</b>	<b>Time</b>	<b>Spots</b>	<b>Months</b>	<b>Total</b>
SABC (Estimated val)	16 x Distributed	SABC 3 only	R 40 000.00*	19:30 - 20:30	4 x weekly	3	R 1 920 000.00
M-Net package 1	National (DSTV)	KWNET	R 60 000.00	08:00 - 24:00 (2 week)	20	3	R 360 000.00
M-Net package 2	National (DSTV)	M-Net	R 60 000.00	12:00 - 24:00 (2 week)	30	3	R 360 000.00
<b>Total</b>							<b>R 5 750 687.00</b>

## Media Strategy Conclusion

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To summarise the media strategy, the above is an example of what needs to be accomplished for a small aspect of the launch. Internal strategies, and external strategies differ greatly and will require individual approaches, however with so much “on limbo” it is difficult to finalise details that would allow for this to be drawn-up.

That being said, the budget again is an example of what needs to be done in order to achieve a very specific set of objectives for a special stakeholder group.

An all inclusive, detailed media strategy for each individual stakeholder group can be developed with further feedback as to whether the brand will launch on a nation scale and to what degree.

