

A newsletter for government and Public Sector communicators

HIGHLIGHTS



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Vision 2030 takes root in media

By Nkele Sebasia & Majankie Mautla (GCIS)

Government has called on South Africans from all walks of life and political coalitions to rally behind the National Development Plan (NDP). The plan, which was drawn up by the National Planning Commission (NPC), urges all citizens to work together to eliminate the scourge of poverty and reduce inequality by the year 2030. It contains various policy proposals, explaining what should be done to ensure the country's success over the next 18 years.

A process of aligning government's planning and budgeting procedures with the NDP has begun, and commentators have described the plan as the beginning of a new era.

GCIS conducted media analysis on a sample of 181 print and online media articles about the NDP published between November 2011 and May 2013. The analysis was conducted in terms of volume and tonality trends, issues and sub-issues, origin, share of voice and the number and tone of articles per media entity.



Image: <http://usinfo.org/>



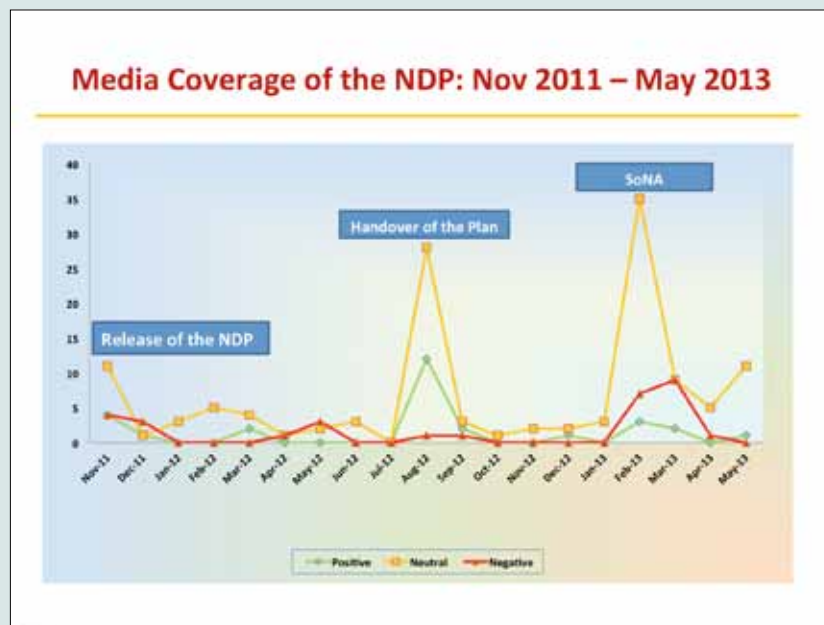
Trends of media coverage

There has been extensive media coverage of the NDP over the last 18 months (see Figure 1, page 2). The high volume of coverage was noted in November 2011 following the release of the draft document and gained momentum in August 2012 when the plan was handed over to President Jacob Zuma at a joint sitting of Parliament. Media coverage reached its peak in February 2013 prior to and after the State of the Nation Address (SONA). The post-SONA briefing by Planning Minister Trevor Manuel, flanked by Performance Monitoring and Evaluation, as well as Administration Minister Collins Chabane, also contributed to the high volume of coverage.

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The nature of coverage was predominantly factual and carried statements and comments from various commentators. A low level of negative coverage emanated mainly from comments by Cosatu, Nehawu, Numsa, the SACP and the YCLSA. Trade unions continued to express their objections to the NDP, with most negative comments noted in March 2013 following statements by Irvin Jim of Numsa. On the positive side members of the NPC, business people, academics and analysts have expressed praise and support for the NDP through opinion pieces and feature articles. Various commissioners from the Planning Commission have provided insightful opinion pieces on the plan.

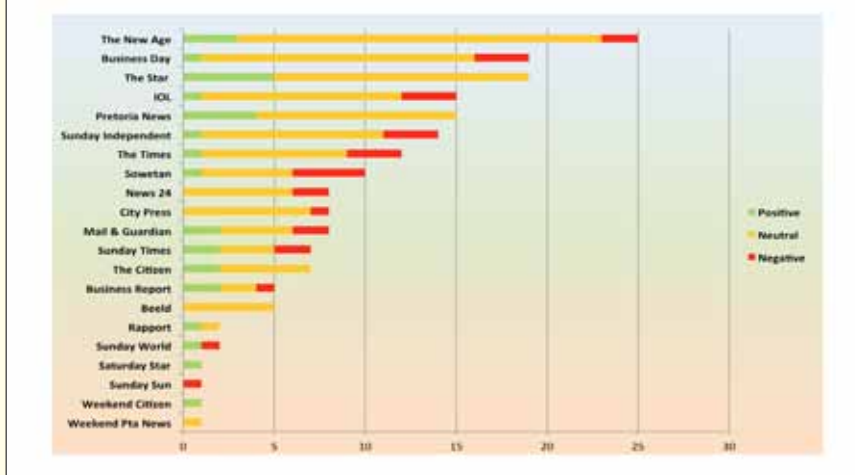
Figure 1: Trends of media coverage in terms of tone and volume



Sources of coverage

Of the 181 articles analysed, *The New Age* and *Business Day* as well as IOL carried the highest number of articles of any publication or media entity. The *Sunday Independent*, *The Star* and *Pretoria News* also displayed interest in the NDP. *The Times*, *City Press*, *Sunday Times* and *The Citizen* carried a notable number of articles, each with just over five articles. A fair amount of coverage has emerged from media mostly preferred by people in the lower LSMs, like the *Sowetan*, while coverage in *Mail and Guardian*, which serves readers in high LSMs, has also provided a platform for opinion makers. There has been little

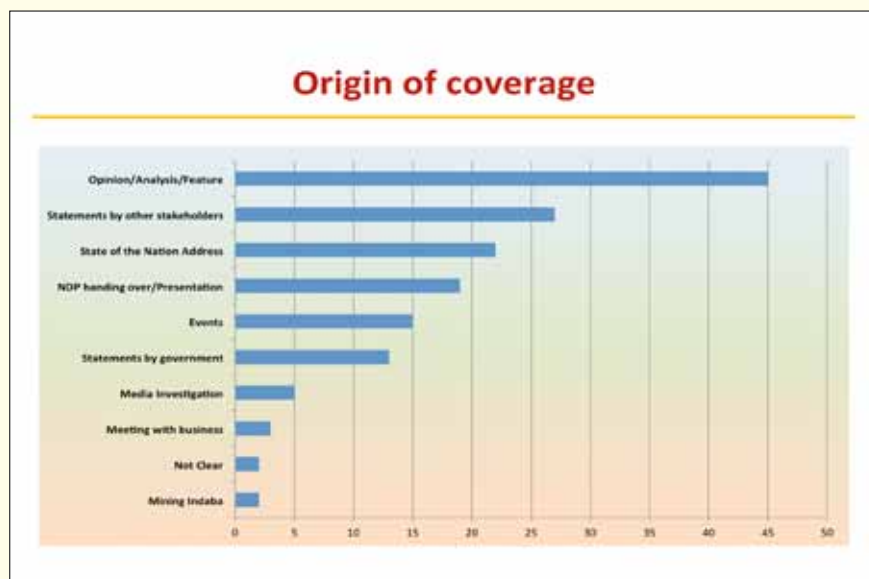
Sources of coverage Nov 2011 – May 2013



coverage in the *Daily Sun* and Saturday papers such as *Weekend Citizen*, *Pretoria News Weekend* and *Saturday Star*.

Origin of coverage

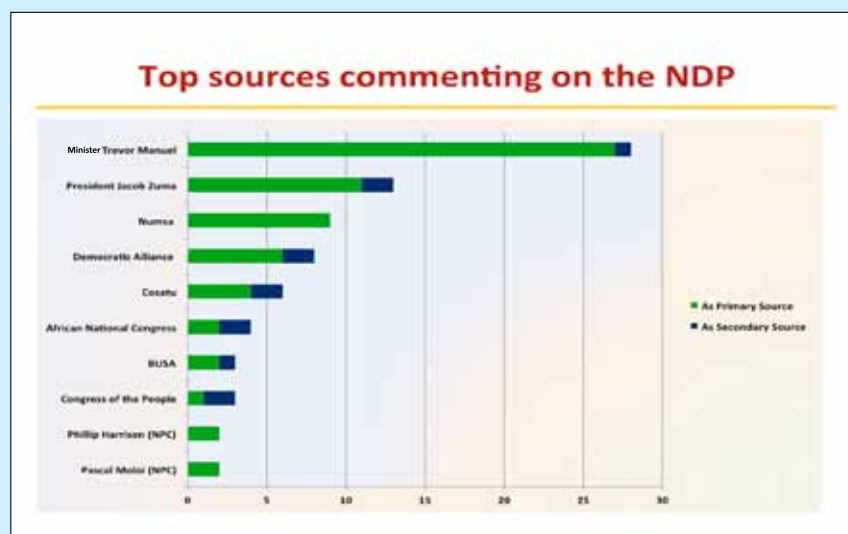
While the Planning Commission has taken the lead in communicating the plan, articles that were analysed demonstrate keen interest from a wide spectrum of opinion makers who wrote articles. The February 2013 State of the Nation Address, which centred on the plan, added to the sustained level of interest in the topic.



Share of voice

Government has largely been the key driver of media coverage, with Trevor Manuel in his capacity as the Minister of Planning and Chairperson of the NPC quoted the most frequently in articles, and his feature articles and opinion pieces carried in most publications. Comments from other members of the NPC such as Cyril Ramaphosa, Phillip Harrison and Pascal Moloi were also noted, giving the NPC more visibility during debates.

The recent comments from trade unions (Numsa and Cosatu in particular), which voiced their objections to the NPC, received notable media coverage, while political parties who supported the plan, such as COPE and the DA, also received



media attention as the debate unfolded. The voice of business was also present, with Business Unity SA (Busa) and Business Leadership SA, as well as various individual business people, making valuable contributions to the debate.

Since the unveiling of the draft National Development Plan, various sectors of society have contributed to healthy debate. Important events including the launch of the plan in 2011 and the SONA in February 2013 have helped to give prominence to the NDP. The media has also taken a keen interest in existing discussions and provides a good platform for government to continue to advocate the plan. A concerted effort from government is

therefore necessary to ensure a sustained presence in the media.

Although the political parties welcomed the NDP, they were evidently sceptical about its implementation, calling for clarity and details on the implementation plan. Sustained communication efforts focusing on the implementation of the NDP would therefore go a long way towards allaying pessimistic comments by sceptics.

Creating and sustaining an internal brand



By *Daniel Munslow

Internal branding is a complex discipline that goes beyond the exclusive use of internal advertising material. Executed correctly, it is able to support business objectives and reap great rewards for both employees and communicators. It stands to reason that if companies can effectively engage with their employees and the things they do in the company to deliver the brand promise, the business will benefit from effective and strategic internal branding.

Traditionally, organisations have spent massive budgets on external advertising with the aim of raising awareness and shaping an expectation in the minds of consumers. This is critical when you consider that according to a Keller Fay Group survey, the average person will mention more than 50 brands in the course of a week's conversations. What companies do not spend enough time or budget on is the related internal brand – the one that is experienced and enacted by employees and delivers the external brand promise.

It is this internal brand that is ultimately translated into the deliverable of the external brand promise that costs hundreds of millions to create.

After all, the employees of an organisation are the touch points of the business to its customers. The numbers are harsh and speak for themselves. According to the American Marketing Association, only 8% of people leave a brand because of competitors and 68% of those who leave a brand have cited an employer's indifferent attitude. It gets worse – each of

these people tell an average of eight others, who all then mention it in the social media sphere.

What is more, according to the Towers Watson 2010 Global Workforce Study, only 60% of employees say they would recommend their company as a good place to work and 50% of employees feel senior managements are effective. This internal environment has a lot to do with the way in which employees conduct themselves in a client-facing environment.

Therefore, brand engagement to internal audiences is just as important, if not more important, than all the efforts placed on external branding. The concept applies equally whether you are talking about business to consumer or business to business, but is especially important in service related industries such as banking, retail, hospitality, etc.

The Six-step Model

There are six identifiable steps to the development of a solid internal branding campaign.

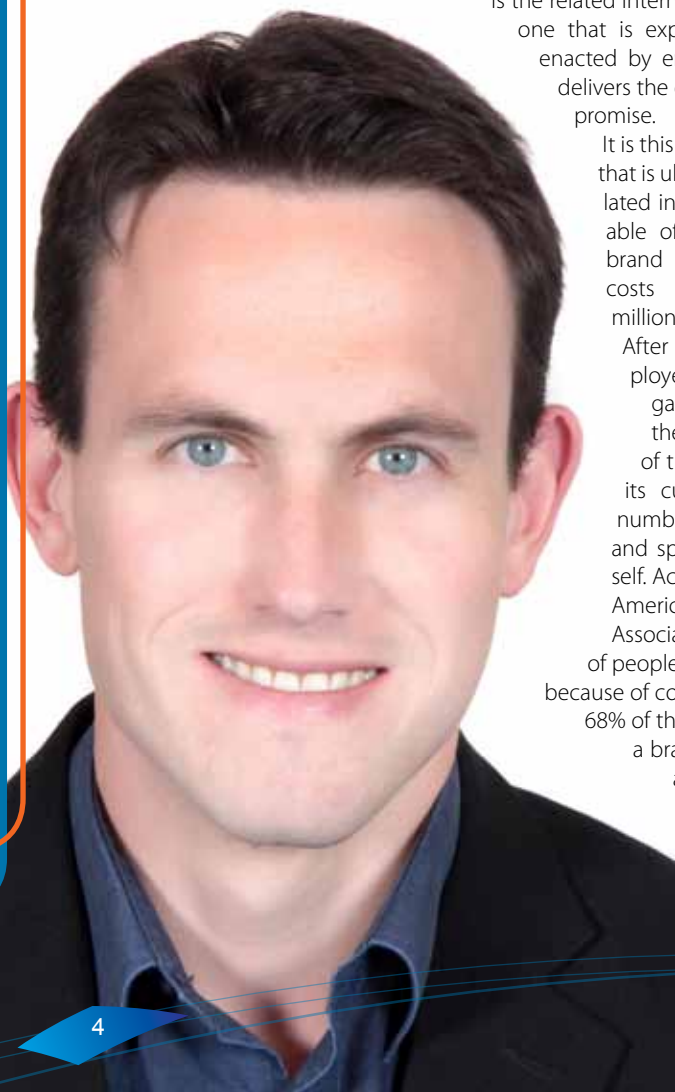
1. Identify the business objectives.

What is it that the business is trying to achieve? Instead of what the campaign will look like – first ask what you want out of it? Align specific tactics that could assist in delivering the end objectives that have been stated. This step also positions communicators as business people first and only then as communicators. There are two levels to consider - what is the organisation trying to achieve and what is the specific initiative trying to achieve in relation to awareness, buy-in and employee behaviour change?

2. Determine the needs of the audience.

Always ask, what do I want to tell people? What do they want to hear? How do they want to hear it? Communicators today are involving employees more and more in the internal branding process to ensure that they buy into it. We have moved away from a telling era to a selling, motivating and inspiring era. This is a fundamental and substantial mind shift.

Once the audience is segmented to ensure targeting, start the roll out by showing top level buy-in and effective communication throughout the organisation. This requires a focus on leadership training to



ensure that the messages are consistent throughout the business, using what is known as an Engage Model.

3. What are your communication goals?

As a by-product of the company's business objectives, specific goals now need to be set from a communications perspective, i.e. what does communication need to do to inform and deliver the business objectives? How will we know we have succeeded? What would the situation look like if we did nothing?

This forms the baseline for later measurement to ensure (a) accountability for communication in delivering the desired and pre-agreed return and (b) that we have in fact achieved our objectives.

4. Develop the core messages and theme of the campaign.

Message mapping now becomes key. How will the campaign be themed, identified and structured? In this process, communicators should ensure that each message has a stand alone identifier, so as not to confuse various campaign elements. It is common in businesses today to build on theme upon theme rather than having one golden thread with a number of identifiers.

Each message, in turn, must sum up the key points, provide a list of behaviours as to what has changed and how the facts support the message, illustrations and stories to make the information real to the individual.

5. Develop your full plan and the tools you need.

Now a full communication plan can be put into place to ensure that the above goals and objectives are met. It's important to remember that the posters are a platform of delivery. The focus must be on the relevance of the messages, leadership and management engagement, audience segmentation and aligning with desired media consumption patterns, such as internal digital desktop communication. This is what will deliver your impact.

6. Measure the impact of your campaign (not just process and content).

Once the campaign has rolled out, how will you know whether you have succeeded? This information doesn't come from extensive research that illustrates that people like the wallpaper. It comes from the real analysis of whether people have bought into and changed their behaviours based on the messages that were disseminated. This can be measured internally against the pre-determined baseline, as well as externally by aligning perceptions of behaviour change.

While internal branding speaks to many of the themes and messages that we want to communicate to various audiences within the organisation, all this collateral needs to be supported by a sound and detailed communications initiative that involves leadership, relevance of messages and alignment with core business objectives. It is not a one size fits all; it's not solely a broadcast drive;

and it's not a one-off. To change the culture of a business requires a solid, long-term, leadership-driven, interactive approach to internal brand engagement.

For communicators to secure C-Suite buy-in for the role of internal communication and employee engagement, it is critical to build the right capability with the right skills, mechanisms, platforms, leadership communication and, most important, the right strategic foundation from the inside out.

Internal communication and internal branding have become key focus areas for many organisations, as a strategic driver for the release of discretionary effort, improved productivity, employee engagement, staff retention and retaining of intellectual property, among others. To deliver these business returns and prove return on investment, communicators are under pressure to strategically position their role and function, as well as establish the right policies and procedures, measurement strategies and demonstrate business and brand alignment.

CEOs are no longer tossing and turning at night just because of competitor activity, reduced market share, progress with plans and shrinking profit margins. Now they are concerned with how to manage the organisation's reputation, which is in no small part an outcome of effective internal brand engagement. More than ever before, the ability to pull all the elements of communication together into a single, cohesive brand engagement strategy is critical to the existence of an organisation – now and in the future.

Daniel Munslow is a director at Talk2Us, a strategic internal communication consultancy with over 12 years' working experience with leading listed and multinational organisations. He is a strategist, trainer and facilitator, working with leadership in organisations to assist them in achieving brand engagement with their employees. Daniel is an IABC Africa regional board member, a judge of the IABC Africa Gold Quill Awards and has served on the Blue Ribbon Panel, and is an All-Star presenter at the IABC World Conference. He is also chief judge of the South African PRISA PRISM Awards.

SA's top community, small commercial media lauded

By Manana Monareng Wa Stone*



The Media Development and Diversity Agency (MDDA) and Sanlam joined forces for the third year to celebrate excellence in the local media industry recently.

More than 300 editors, journalists, photographers and broadcasters from across the country gathered at the Birchwood Hotel and OR Tambo Conference Centre in Gauteng, where the MDDA-Sanlam Local Media Awards were presented at a gala dinner in May.

The MDDA is the public entity of GCIS. The awards brought together the more than 22 years of Sanlam Community Newspaper Awards and four years of SABC News/MDDA Community Media Awards in one big event - the MDDA/Sanlam Local Media Awards.

The awards are held with the aim of developing grassroots, local media talent, as well as celebrating and promoting excellence. Over 600 entries were received from community radio, newspapers, television and small commercial print media for the 2012/13 financial year.

The awards are based on the acknowledgement of the different types of local media operating at grassroots level:

- **Community media** – in terms of the MDDA Act this refers to any media project that is owned and controlled by a community where any financial surplus generated is reinvested in the media project; and “community” means a geographically founded community or any group of persons or sector of the public having a specific ascertainable common interest.
- **Small commercial media** – in terms of the MDDA Act this refers to independent media enterprises or initiatives that are run for personal gain as micro,

very small or small businesses as classified in the National Small Business Act, 1996 (Act 102 of 1996).

- **Corporate owned local newspapers and magazines** – which are locally distributed media by corporate media owners like CAXTON, Media 24, Independent Newspapers, etc.

The partnership between the MDDA, Sanlam and industry associations is a milestone in the pursuit of developing and promoting media diversity, while celebrating excellence in the local media sector.

“We are encouraged by the positive response we received from journalists who have entered for the awards, including those from the remotest areas of the country where there are community newspapers and radio stations,” said Sanlam Group Head of Communications Ainsley Moos.

The two adjudication panels were made up of media professionals practicing in the print and electronic sectors. They were tasked with the responsibility of identifying the best among the best in the various categories.

The adjudicators for the broadcast section of the competition were Jacob Ntshangase, who was the convener, as well as JP Louw, Nomusa Dhladhla-Mntambo, Martin Vilakazi, Mapule Mbhalati, Bruce Mkhize and Doc Fick. In the print competition, Henry Jeffreys was the convener and the team comprised Lindsay Clowes, Fanie Groenewald, Collin Nxumalo, Professor Gavin Stewart, Joe Thlooe and Phindile Xaba.

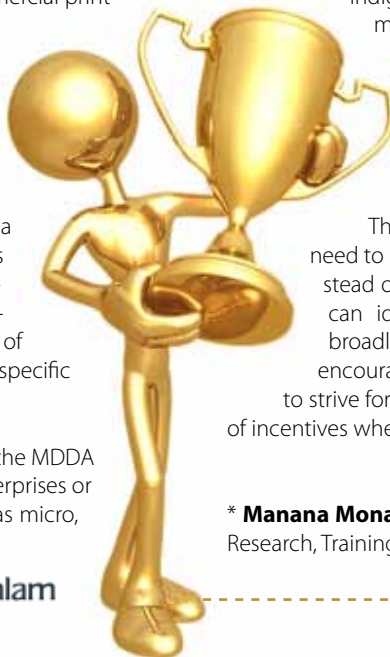
“We are satisfied that the process was thorough and fair and we commend the hundreds of journalists and media workers who took their time to participate and make this competition challenging and exciting,” said the CEO of the MDDA, Lumko Mtimde.

In a pre-recorded video played at the gala dinner, the judges provided feedback on the entries received. On the use of indigenous languages, the print adjudication committee commented: “We were impressed with the entries in some of the less dominant indigenous languages such as Xitsonga and Tshivenda.

The judges felt strongly that additional prizes for writing in indigenous languages (excluding Afrikaans) should be considered.

The broadcast adjudicators added: “There’s a need to review the Rantho-Letsebe Award category. Instead of calling for entries, the judges and the MDDA can identify possible candidates from the sector broadly. The award should also be used as a token to encourage individuals or organisations (today or past) to strive for excellence. The awards can look into the issue of incentives where individuals are beneficiaries.”

* **Manana Monareng Wa Stone** is the Programme Manager - Research, Training & Development at MDDA.



PRINT MEDIA FINALIST AND WINNERS:

Awards		Finalists and winners	
1.	Writing Awards		
	Hard news	Finalists	Desirée Rorke (<i>Tygerburger</i>), Daleen Naudé (<i>Middelburg Observer</i>), Avuyile Mngxitama-Diko (<i>Grocott's Mail</i>).
		Winner	Desirée Rorke (<i>Tygerburger</i>)
	Investigative Journalism	Commendation:	Lizeka Tandwa (<i>Zithethele Community News</i>).
		Commended	Lizeka Tandwa (<i>Zithethele Community News</i>).
	Investigative Journalism	Finalists	Susanna Oosthuizen (<i>Lowvelder</i>), Landé Willemse (<i>Lowvelder</i>), Christopher De Wet (<i>Lowvelder</i>).
		Winner	Susanna Oosthuizen (<i>Lowvelder</i>)
	Human interest	Finalists	Abrie Bronkhorst (<i>Potchefstroom Herald</i>), Faatimah Hendricks (<i>Tabletalk</i>), Susanna Maré (<i>Vrystaat</i>).
		Winner	Abrie Bronkhorst (<i>Potchefstroom</i>).
	Sport	Finalists	Christopher De Wet (<i>Lowvelder</i>), Quintin Van Jaarsveld (<i>East London/South Coast Fever</i>), Daryn Wood (<i>Algoa Sun</i>).
		Winner	Christopher De Wet (<i>Lowvelder</i>)
	Columns	Finalists	Cathy Stagg (<i>Cape Community Newspapers</i>), Taralyn McLean (<i>Go & Express</i>), Mahmood Sanglay (<i>Muslim News</i>).
		Winner	Cathy Stagg (<i>Cape Community Newspapers</i>).
	Personal Finance	Finalists	Clement Deane (<i>Table Talk</i>), Yaseen Gaffar (<i>Middelburg Observer</i>), Bev Mortimer (<i>St. Francis Chronicle</i>).
		Winner	Clement Deane (<i>Table Talk</i>)
	Photography Finalists		
	News:	Finalists	Herman Steyn (<i>Die Pos / The Post</i>), Lynda Greyling, (<i>Maluti</i>), Yolandi Nel, (<i>Streeknuus</i>).
		Winner	Herman Steyn (<i>Die Pos / The Post</i>)
	Sport	Finalists	Mario van der Waal (<i>Potch Herald</i>), Joe Dreyer (<i>Lowvelder</i>), Rashied Isaacs (<i>People's Post</i>).
		Winner	Mario Van der Waal (<i>Potch Herald</i>).
	Features and Portraits	Finalists	Herman Steyn (<i>Die Pos / The Post</i>), Carina Roux (<i>Tygerburg</i>), Gabriela Falanga (<i>Eden Express</i>).
		Winner	Herman Steyn (<i>Die Pos / The Post</i>)
	Press Photographer of the year	Finalists	Herman Steyn (<i>Die Pos / The Post</i>), Carina Roux (<i>Tygerburger</i>), Joe Dreyer (<i>Lowvelder</i>).
		Winner	Herman Steyn (<i>Die Pos / The Post</i>)
	Journalist of the Year	Finalists	Gerhard Rheeder (<i>Middelburg Observer</i>), Daleen Naude (<i>Middelburg Observer</i>), Adrie Bronkhorst (<i>Potch Herald</i>).
		Winner	Gerhard Rheeder (<i>Middelburg Observer</i>)
2.	Newspaper Awards		
	Best front pages		
	Community/ Grassroots Media	Finalists	<i>The Eye News</i> , Polokwane; <i>Ikamwa Lase Gcuwa</i> , Butterworth.
		Winner	<i>The Eye News</i> , Polokwane
	Independent Emerging Newspapers (2-5 years)		
	Emerging	Finalists	<i>Titimuleni Nthavela</i> , <i>ZaKwaZulu</i> , <i>Zithethele</i> .
		Winner	<i>Titimuleni Nthavela</i>
	Independent Established Newspapers (more than 5 years):		
	Established	Finalists	<i>Ziwaphi</i> , <i>Muslim Views</i> , <i>ZaKwazulu</i> .
		Winner	<i>Ziwaphi</i>

3.	Corporate-owned free sheets	Finalists	<i>Tygerburger</i> , Milnerton; <i>Corridor Gazette</i> , Nelspruit; <i>Sedibeng Ster</i> , Vanderbijlpark.
		Winner	<i>Tygerburger</i> , Milnerton
	Corporate-owned paid papers	Finalists	<i>The Paarl Post</i> , Paarl; <i>Lowvelder</i> , Nelspruit.
		Winner	<i>Paarl Post</i> , Paarl
	Best Newspapers		
	Community/ Grassroots	Finalists	<i>Ikamva Lase Gcuwa</i> , Butterworth; <i>The Eye News</i> , Polokwane.
		Winner	<i>Ikamva Lase Gcuwa</i> , Butterworth
	4. Independent Emerging (2-5 Years)/ Independent Established (5 Years Plus)		
	Finalists (Established 2-5 years)	Finalists	<i>Zithethele</i> , Nelson Mandela Bay; <i>Tame Times</i> , Alberton/Jo'burg South.
		Winner	<i>Zithethele</i> , Nelson Mandela Bay
4.	Finalists (Established 5 years+)	Finalists	<i>Grocott's Mail</i> , Grahamstown; <i>Eastern Cape Today</i> , Eastern Cape; <i>Witzenberg Herald</i> , Witzenberg.
		Winner	<i>Grocott's Mail</i> , Grahamstown
	Corporate-owned free sheets:	Finalists	<i>Steelburger/Lydenburger</i> , Lydenburg; <i>Kalahari Bulletin</i> , Upington; <i>South Coast Fever</i> , Port Shepstone.
		Winner	<i>Steelburger</i> , Lydenburg
	Corporate-owned Paid newspapers:		
	Cronwright (Circulation of 10 000+)	Finalists	<i>Lowvelder</i> , Nelspruit
		Winner	<i>Lowvelder</i> , Nelspruit
	Hultzer (circulation -10000):	Finalists	<i>Polokwane Observer</i> , Polokwane
		Winner	<i>Polokwane Observer</i> , Polokwane



The Rantho-Letsebe Award winner, Namaqualand FM, represented by station manager Brunhild Strauss (in wheelchair), with Media Development and Diversity Agency Chief Executive Officer Lumko Mtimde, Chairperson of the Parliamentary Portfolio Committee on Communications Eric Kholwane and members of the Rantho and Letsebe families representatives.

Picture: Barbara Mdunge



Sanlam Group Head of Communications Ainsley Moos, Lizeka Tandwa of Zithethele News and MDDA Chief Executive Officer Lumko Mtimde.

PICTURE: Barbara Mdunge



Chairperson of the Parliamentary Portfolio Committee on Communications Eric Kholwane, Media Connection Manager Mike Lunika, Station Manager of Vukani Xola Nozewe, Best Community Radio Station and MDDA Chief Executive Officer Lumko Mtimde.

Picture: Barbara Mdunge

BROADCAST MEDIA FINALIST AND WINNERS

Category	Station/Entrant	Position	Points
Best Community Radio	Radio Riverside	1	75 points
	Emalahleni	2	71 points
	Namaqualand (NFM)	3	68 points
Excellence in Investigative Journalism	General comments from the convener (based on the general feeling expressed in the house during the adjudication of entries in this category): "Nothing investigative really in all the entries received. This was the poorest category in terms of quality of entries. General feeling was that there shouldn't be an overall winner here but rather a mentioning of the top three."		
	Emalahleni FM (Charles Magagula)	1	29 points
	Radio Khwezi	2	25 points
	Aganang	3	20 points
Excellence in Indigenous Language	Vukani Community Radio (Mnyamezeli Mpumela)	1	43 points
	Motheo FM (Mohau Rampheta)	2	32 points
	NFM and Radio Pulpit	3	Both 28 points
Excellence in In-depth Coverage and Current Affairs	Radio Khwezi (Nothile Zwane)	1	38 points
	Radio Riverside (Thabang Pusoyabone)	2	35 points
	Radio Islam (Sulayman Ravat)	3	33 points

Partners



Category Sponsors



Media Sponsor



Segmentation key to audience-centred communication

By Ntombi Nala and Mpumi Ralane (GCIS)

The success or failure of any communication campaign is ultimately determined by whether it has reached or made a mark on the target audience.

With this in mind, it is imperative that for effective government communication, government communicators adapt to the approach of understanding the different audiences that government delivers services to and communicates with.

This is in line with President Jacob Zuma's sentiments in his 2010 State of the Nation Address when he said: "The defining feature of this administration would be that it knows where people live, understands their concerns and responds faster to their needs".

This speaks to the imperative of what marketers would call audience/market analysis or understanding segmentation.

One may ask: "Why should government concern itself with segmentation?"

Government communication needs to embrace a disciplined, audience-centred approach if its messages and products are to resonate with targeted audiences.

Audience-centred approach

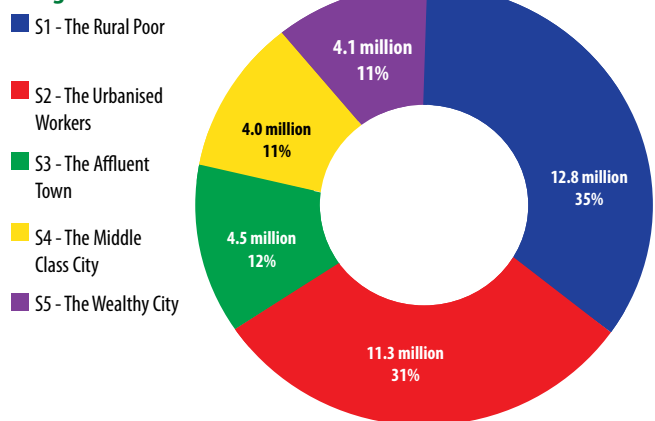
The best way for government to achieve the audience-centred approach is by placing emphasis on government programmes, beneficiaries and exploring new and creative communication channels to reach beneficiaries. A critical means to this approach is by segmenting the population to which government communicates its policies.

The research population of the popular GCIS national quantitative research project Tracker indicates the existence of five heterogeneous segments, which are representative of the South African population that Government communicates with. These segments. The segments were derived using a statistically sound approach for validity and reliability testing. They are important to communicators wanting to facilitate government communications, as they are large enough to be viable and easily accessible in relation to their media consumption behaviour. The largest communication segments are: S1 (rural poor) and S2 (urbanised working).

Of interest were the three psychographic elements that formed a differentiating factor between all other beliefs and attitudes. These were determined to be the public views or rating of the President, national government and the ability of government to unite all South Africans into one nation.

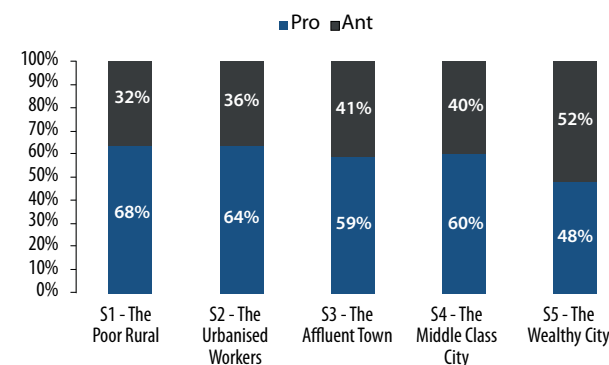
Critical to reaching audiences with any form of communication is the understanding of their mindset. When exploring the five segments that are referred to in Figure 1, two groups emerged - protagonists and antagonists - according to their views on the following three variables: performance of the President, perfor-

Figure 1:



mance of national government and uniting South Africans into one nation. This further indicated that within the population there were more people who were protagonists (62%) compared to those who were antagonists (38%). Generally one may say all is well and the ground is fertile for government communication. However, a closer look was taken at each segment according to the views they held.

Figure 2: Proportion of protagonists and antagonists within segments



The S1 (rural poor) and S2 (urban working) segments have the highest proportion of protagonists at 68% and 64% respectively, while S5 (wealthy city) only represents 11% of the population, and as a segment it contains the highest proportion of antagonists (52%). The outcome presents the reality that a blanket approach to communication will not resonate equally with all members of the population given their varying mindsets.

A closer look at the segments



Profile

Perceptions about performance measures

Segment 1 (rural poor) - 35% of the population

- This segment is driven by protagonists.
- It is most likely made up of people within LSM 4-6, those with primary or high school education, from rural areas and mostly found within the Black race group.
- Their geographic location is most likely to be the North West, KwaZulu-Natal and Mpumalanga.
- This segment is generally positive on government performance, and most concerned with infrastructure issues – especially the antagonists within this segment.

Segment 2 (urbanised workers) - 31% of the population

- This segment is driven by protagonists.
- It comprises people from LSM 4-6, with high school education and mostly found in urban or metro areas. Their provincial location is likely to be the Northern Cape, Free State, KwaZulu-Natal, Gauteng, Mpumalanga and Limpopo.
- This segment is concerned about the economy, crime and corruption as well as job related issues.
- The antagonists within this segment are also worried about the welfare and poverty alleviation initiatives.

Segment 3 (affluent town) - 12% of the population

- People in this segment are most likely to be within LSM 9-10, from urban or rural areas.
- This segment is also driven more by protagonists than antagonists.
- This segment is skewed towards the youth (ages 15 to 34).
- The provincial location of people in this segment is likely to be KwaZulu-Natal, North West and Gauteng.
- People in this segment are most likely to be concerned about health, education, crime and corruption issues.

Segment 4 (middle class) - 11% of the population

- People in this segment are most likely in LSM 7-8, from metro areas, skewed towards the youth (ages 15 to 34).
- This segment is driven more by protagonists than antagonists.
- The provincial location of people in this segment is likely to be Gauteng and the Free State.
- People in this segment share concerns around education, the economy, crime and corruption.
- Antagonists in this segment are highly negative about education, crime and corruption issues.

Segment 5 (wealthy city) - 11% of the population

- This is the only segment with slightly more antagonists than protagonists.
- People in this segment are most likely within LSM 9-10 and from metro areas.
- This segment is skewed towards the youth (ages 25 to 34) and elderly (ages 50 to 64).
- The provincial location of people in this segment is likely to be Gauteng.
- People in this segment have concerns about education, crime and corruption, the economy, welfare and poverty issues.

Other than S1 (rural poor), who are concerned mainly with infrastructure, most segments gave government a less positive performance rating for crime and corruption, the economy, education and health as well as welfare and poverty alleviation issues.

A more negative rating on jobs was common among all antagonists in different segments, contrary to a positive rating on this measure by protagonists in all segments.

Channels for obtaining government information

More than half of both protagonists (68%) and antagonists (53%) reported that they were interested in public affairs and indicated

similar ways of obtaining information about what government is doing. These included community meetings, posters and izimbizo as the top three channels mentioned.

A deeper understanding of audiences through segmentation presents an opportunity for a more strategised communication effort by government to beneficiaries of its programmes.

Audience segmentation becomes key to understanding the population more intimately and putting a face to target audiences, ensuring that messages resonate with them, using the relevant communication channels.



Driving digital marketing with actionable insight

By *Stephanie Houslay



One of the most important benefits of digital marketing is that it's a channel that produces reams and reams of data about customers and how they interact with a brand and campaigns.

Paid search, display ads, rich media, mobile, social - every digital channel produces information from which you can glean actionable insights that will help you to market your brand and products more effectively.

It's not just about measuring impressions and click-throughs, but tracking how all the elements of your digital marketing strategy contribute to your business objectives and how they interact with each other to create value for your business.

You can track the customer's journey from initial contact to the point where he or she completes the action you desire - some examples might include registering on your website, signing up for a newsletter or making a purchase through your website. Equipped with this information, you will be able to make the path to conversion smoother and faster to the benefit of your business.

Knowing that a customer clicked through to your website from a Google search and then ordered a digital camera is just the beginning. You would also be interested to know if he or she saw your display ad at a web portal two weeks ago or encountered your paid search ad when searching for the search term "digital cameras".

From this data, you could start forming a picture of how the client's journey to conversion started with exposure to a display ad. You'll have insight into the creative messaging and website that helped to bring the customer to you. You would know which paid and natural search terms are enticing users who convert to your web properties.

You are also able to compare the tools and tactics that are working hard for you with those that aren't. Once you understand which placements and creative executions are more than paying themselves and which are draining your

cash for no return, you can begin to optimise your campaigns to achieve the best results at the lowest cost.

For example, if you know a particular website or message isn't delivering leads or conversions, you can cut it from your campaign so you can refocus budget on the ones that are producing results. And you can continuously fine-tune your campaigns across all channels for optimal results, learning and improving all the time.

Data by itself is useless - what really matters is having the tools to analyse it and extract actionable insight from it. To make the most of the data you must have a clear idea of the metrics you want to measure and how they map to your business.

With actionable insight you can identify what is working, what isn't and quickly make the changes that will ensure optimal performance, value for money and return on investment. It is not easy to achieve that level of sophistication in the use of your digital data but the results will be worth it.



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