Industry Image: Reflecting South Africa

Draft 02

Introduction

- We took it to be that the marketing communications industry's image could do with some polishing, but that the real issue is a bigger one
    - Transformation

- We have, therefore, interpreted our task to be a simple one
    - Make a career in the Marketing Communications and related industries (hereinafter, the industry) **attractive**

- Our departure point is that our industry's assumed lack of attractiveness stems from there being limited, if any, awareness among the general populace as to the industry's existence
    - It can be assumed therefore that those classified as being 'previously disadvantaged Individuals' (PDI's) and the communities in which they reside, are even less aware of the industry as a career option
    - The apartheid legacy is well documented and will not be visited in detail in this treatise

- Our key challenge therefore, is to raise awareness of the industry and to skew these efforts to target groups whose participation in the industry lags behind their representation in SA society

Vision Statement

Vision and long term direction

➲ ACA-GCIS Industry vision and values are our starting point to which we wish to make specific mention of the following:

- Feeder network (of learners) to reflect broader demographic make-up of South African society

- Position a career in Marketing Communication and related industries as an attractive career option wherein people can take play an active role in the creation and cultivation of:

  - A culture of opportunity creation & challenge/ stimulation/

  - Cutting Edge marketing communications solutions development

Goal and Objective

➲ The desired goal[s]

- To improve the industry's image

- Make the industry an attractive career prospect for PDI's and thereby change its image from an exclusive white to a relevant and in-touch truly SA Marketing communications industry

➲ The desired objective

- To remove race as a significant determinant on the extent and nature of a person's participation in the industry

- To significantly alter demand patterns on networks (formal and informal), learning and other institutions, through which the industry sources talent , among PDI's for a career in the industry

  - To alter the prevailing patters whereby industry participation correlates directly with race:
    - If a person is non-white, he/she is unlikely to play a meaningful role in the industry and is even less likely to drive decision making at company and industry level
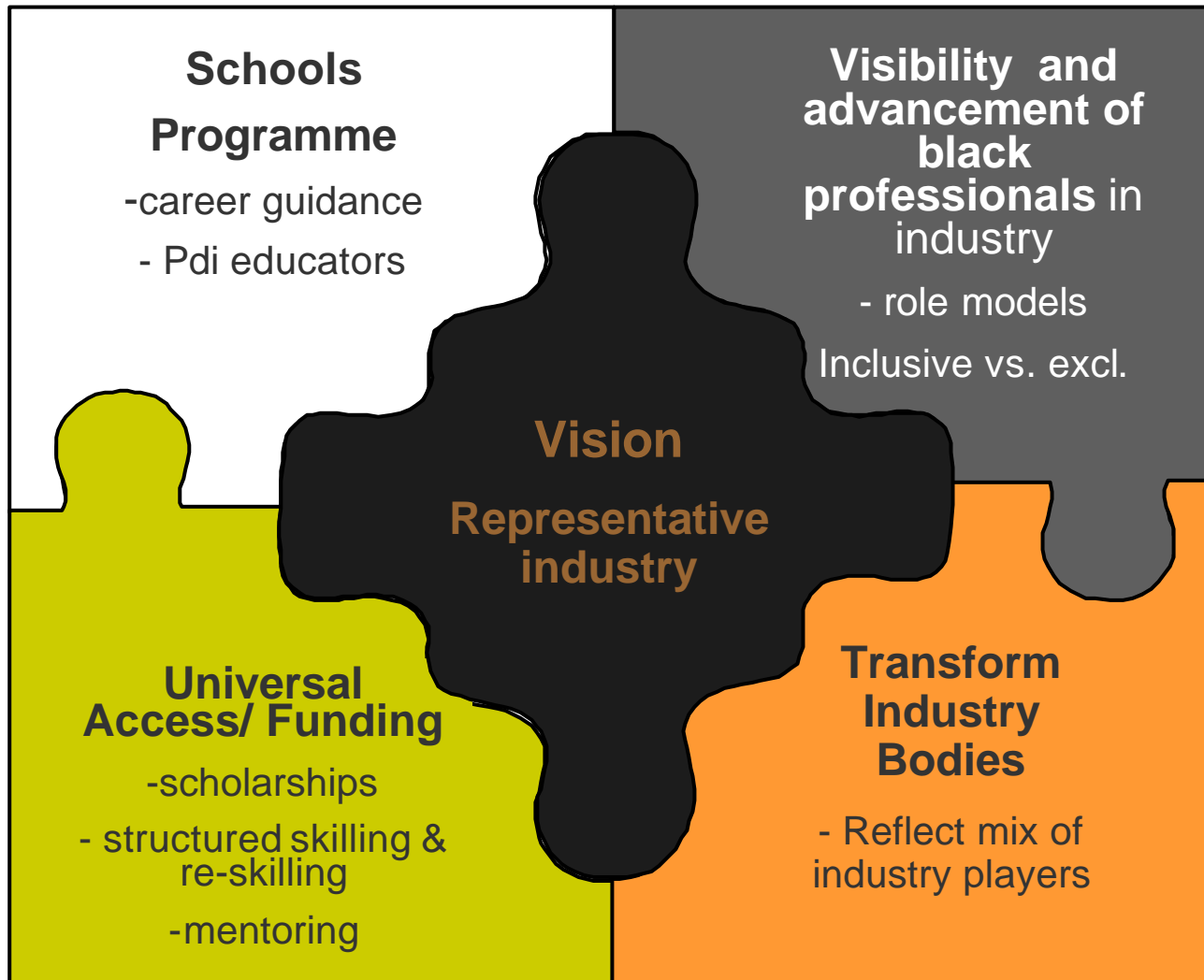
Today's Situation

Industry seen to be exclusive and white, slow to respond to, or responding inadequately to the transformation imperative, especially so in government, circles due in part to:

➲ Low black participation at employment and ownership levels

➲ Marginal to no black participation in creative & strategic delivery

- Tenders failing to address black participation as leaders rather than as minority partners to established white players

- No unified strategy among industry players to address structural constraints and micro factors constraining PDI participation

➲ Low market responsiveness to transformation agenda, whereas government and parastatals have increasingly awarded business with BEE, AA, Training and development as evaluative parameters

➲ Lack of clarity as to legislative/statutory framework to support transformation initiatives

- Aggrieved parties cannot seek remedies at law or with formal industry structures even where charter provisions (where such have been signed) are not being met

How Did We Get Here?

- General lack of equity in access to legitimate opportunity structure and industry participation among PDI's
  - There are just NO CD's in townships or rural areas!!
- Informal work distribution networks that facilitate industry participation exclude blacks given that dominant players are white
  - Blacks who are in industry marginalised, de-motivation all too often forces alternative career paths on people & result in negative WOM discourages new entrants
  - Marketing communication not a known career option
    - Teacher, Doctor, Lawyer…worse still, career criminal
  - Low number of black firms in industry and those around contained to fringes
    - Lack of funding
    - Tenders awards empty without access to start-up capital
  - Entrenched players passively and actively resistant to change
  - Supplier network 'closed' with black firms not featuring among 'firms we've used for years'
    - no exposure & access to opportunities
    - therefore limited ability to create access to communities where black entrepreneurs come from (community visibility)
- Some of our (untested) assumptions no longer hold
  - No talent/ skilled Pdi's to pull into industry
  - Uninterested blacks, blacks with unrealistic expectations, mobile blacks (head hunting)

Strategic framework

Schools Programme

-career guidance

- Pdi educators

Visibility and advancement of black professionals in industry

- role models

Inclusive vs. excl.

Vision

Representative industry

Universal Access/ Funding

-scholarships

- structured skilling & re-skilling

-mentoring

Transform Industry Bodies

- Reflect mix of industry players

Strategic framework - activation

⮑ Strategies

- Key Pdi players industry to visit schools ('hero' programme/ Letsema concept)
  - Showcase successful individuals (build aspiration)
- Black lecturers at marketing communications school/ technikons
- Industry campaign to promote marketing communications career options targeting primary and secondary schools & tertiary levels
  - Corporate sponsorship (private sector, parastatals, Dept's Arts culture, Labour & Education)
  - Career days at learning institutions
- Corporate sponsorships for scholarship (theory) and practicals (practice)
- Build links between traditionally white schools and township schools
  - Capacitate schools in disadvantaged communities with (unused) computers and software tools that industry and government uses

⮑ Advantages

- Multi-faceted addressing hard (structural) and soft issues (image)

⮑ Disadvantages/Issues

- Cost/Resource Implications at company level
- Media and campaign development costs (who pays?)
  - SETA's to start?

Way forward

➲ Recommendation[s]

- Showcase industry transformation successes and sell our new agenda

- Industry & sectoral charters with incentives and punishments

  • impose reporting requirements on signatories as to progress on charter delivery
  • give preference to charter signatories on both tender and private sector business

➲ Desired Result[s]

- An inclusive, responsive and in-touch world class South African industry that is profitable and sustainable

➲ Next Steps

- Campaign Development (image +++)

- Launch learner-ships to address intake/ new entrant and up-skill disempowered PDI's for accelerated development (those already within the industries/sector)

- Fund learning institutions: remove cost as barrier to broader participation

➲ Action Items & timing

- Tap into SETA funding **immediately** to fund training institutions and accelerate company level training

Stakeholders

- **Government**
  - DOC
  - DOL
    - MAP & Services SETA's
  - Dept of Educ
  - GCIS
  - DTI
  - Arts & Culture

- **Private sector**
  - Retailers
  - Broadcasters
  - Media Owners
  - Mktg Comms Industry
    - MIT levy

- **Broadcasters**

- **Educational institutions**
  - Primary
  - Secondary
  - Tertiary

- **Civil society**

- **NGO's**
  - TEASA

- **UN Bodies**

- **International donor bodies**
  - Ford foundation
  - Rockefeller Found
  - Niemann Foundation/Institute

Discussion

- **Brenda Wortley**
  - "I wouldn't want to be black in this industry"
- **Keep industry world class**
  - Transform to **grow** industry
- **Need an enabling environment for change**
  - Legislation? Culture @ co level?
- **Entry requirements (barrier to entry)**
  - Appropriateness vis what people actually need to participate in industry
  - Relevance of Maths & Science: given that only 4% of students get through matric maths,
    - are we excluding people unnecessarily given that current participants in the industry did NOT have to meet such and may not need existing minimum entry requirements to learning institutions?
  - Stigma associated with being 'artistically inclined'
- **Industry value chain and feeder networks**
- **Industry culture & sensitivity to**
  - Ethics
  - Context[s]