

BUSINESS PLAN

**TEqAd ZIMBABWE DIGITAL ADVERTISING TECHNOLOGY
COMPANY**



LOVELYN CHIDO MASHAVE

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE GRADUATE SCHOOL
STAMFORD INTERNATIONAL UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
ACADEMIC YEAR 2017**

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**The Research has been approved by
Stamford International University
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CHAPTER 1

EXECUTIVE SUMMARY

This is a business plan for TeqAd, a digital advertising technology company which is to be launched in Zimbabwe, in the year 2020 with a mission to enable advertisers to reach the right user, at the right time, in the right location, with the right campaign message, and empower them to make data driven marketing decisions. TeqAd's vision is to expanding its unique selling points into three additional Southern African Countries five years from launching in Zimbabwe.

The business which will be a partnership between Miss Lovelyn Mashave, a marketing and advertising strategist, and one IT expert, will provide Data Analytics, Visualisation and Interpretation; Digital advertising technology; and Influencer Marketing Casting services, to advertising agencies, media houses, marketing consultants, as well as marketing personnel who do their own media buying. By collaborating with top publishers; creating alliances with advertising agencies, and social media influencers; TeqAd will secure a distribution channel and become a key member of the media supply chain.

Despite having an unstable economy, and political uncertainty, Zimbabwe has been experiencing high growth of internet usage (Postal Telecommunications and Regulatory Authority of Zimbabwe (POTRAZ), 2017). This makes it a viable market for TeqAd which will be Zimbabwe's first digital advertising technologies company, offering services which none of the competitors provide.

The start-up organogram will consist of a Digital Marketing Strategist, Technical Solutions Developer, and Account Manager. The first two positions will be held by the founding partner and second partner respectively. The staff complement will be increased in the second year. Organisational culture will be low power distance, and take on a humans' first, business second approach.

The low cost business model will be financed through 60% shareholder equity from the founder and 40% debt in the form of a commercial loan. The volume driven sales plan is projected to break even and achieve pay back within 8 months of launching.

By maintaining a low cost business model during the first five years, TeqAd will be in a position to use equity to finance long term market expansion plans.



CHAPTER 2

VISION/MISSION STATEMENT AND OBJECTIVES

2.1 Mission

TeqAd is a value driven marketing and advertising technology agency in Zimbabwe, providing digital marketing solutions and specialized products to advertising agencies and direct media buyers. TeqAd digital marketing and communication technologies designed to connect advertisers to their target markets, reaching the right user, at the right time, in the right location, with the right campaign message.

2.2 Vision

To penetrate South Africa, Zambia and Mozambique, becoming the number one digital advertising technology agency and creative tech employer in Southern African media supply chain, with the most innovative, value adding unique selling points by 2020.

2.3 Values

- Service
- Integrity
- Creativity
- Innovation
- Responsibility
- Service

2.4 Objectives

- To be the number one demand side platform (DSP) service provider in Zimbabwe, reaching 400 million impressions per year, across 4 million people, increasing conversion rates for advertisers by 50%, by 2025.

- To the number one marketing and advertising data consultancy service provider servicing 80% of Zimbabwe's advertisers, and 60% creative agencies by 2025.

- To be Zimbabwe's top influencer casting stable, with 20 groomed influencers, serving Zimbabwe's top 10 advertising spenders by 2025.

2.5 Opportunity Analysis

As an individual with vast experience in the field of advertising, I would like to use my skills and expertise to establish a business in the Advertising and Marketing Consultancy field. The business will operate in Zimbabwe. This Southern African country has active advertising agencies but none of them have so far updated themselves to fully and effectively meet client needs in line with technological progression and the automated performance needs of marketers and their brands. While internet use increases and technological development has been progressing, the slow pace means Zimbabwe is well behind and digitization has yet to infiltrate most markets, advertising being one of them. A survey conducted in 2016 supports the theory that there is a gap in the understanding and use of big data in marketing, media and advertising. In the survey, 29% creative said their challenge was in getting data from media agencies, while 35% said their challenge is getting the brands to share data (Swant, 2016).

The purpose of this business is to fill this gap by establishing a Digital Marketing and Advertising Technology Agency, in a market being served by predominantly traditional Advertising/Creative agencies. The Zimbabwean economic environment has resulted in companies massively reducing their marketing budgets in a bid to cut costs. While the cost cutting measures may present a threat to the industry at large, it presents opportunity for services which enable digitization of advertising at it costs much less than traditional advertising. It meets the advertisers need to cut costs.

2.6 Keys to Success

- The founder needs to partner with a skilled, experienced developer who shares the same values, and is well versed in digital advertising.

- Establish exclusive contracts with the 10 most popular publishers in Zimbabwe to sign up for the TeqAd advertising technology

- Establish a portfolio of powerful influencers for the influencer marketing product and groom them to give the TeqAd Influencer Marketing Casting service a cutting edge

- Product development and testing must to be successful, and control measures must be established to ensure quality

- Continuous improvement of technologies, for increased speed, enhanced accuracy, and improved interaction between users and advertisers.

In order to succeed, TeqAd needs to continuously ask the following questions:

- What are the key requirements for the establishment and strengthening of a successful digital marketing agency?

- How do we position ourselves to compete effectively in a market with predominantly traditional advertising agencies and freelance marketing consultants?

- How do we package our services and products to attract customers and maintain a lead position in the market?

- What do our customers need now, and what are they likely to need ‘tomorrow’?

In order for TeqAd to succeed, the following criteria should be met:

- Product: The right products – we need to create the right suit of product packages and digital solutions which strategically meet the needs of our target audience and creatively inspire and reflect customer values through our Unique Selling Points (USPs) (Philip Kotler, 2010). Given the nature of the business model and technological environment, product development has to be a continuous process.

- Price: The product packages must be priced right such that customers have an appreciation of the value proposition offered, and are willing to part with their money in exchange for our offering. At the same time, it should not be low. Products will be priced on quality and uniqueness.

- Place: Offices must be strategically located, but most importantly, products and services must be easily accessible, and benefits clearly articulated to the convenience and understanding of customers. Our web pages and applications should be easy to navigate and interact with.

- Promotion: Creating strong partnerships with publications and customers for the promotion of products through testimonials, word of mouth and referrals. We will

also promote the products through industry relevant exhibitions, industry publications and the company website.

- Human Capital: Recruit talent with the right skills, ability to integrate their marketing, digital and creative skills and knowledge into strategic actions. A team with a natural curiosity for digital trends, motivated to continuously up-skill in order to stay ahead with new trends and technology, and able to keep up with the pace of an entrepreneurial start up business.

- Finance: Ability to finance the start-up, and implement strong and effective financial management strategies, upholding ethical practices and accountability to keep the business in the black, and profitable.

- Corporate Culture: A clearly defined, understood and implemented company culture. Progressive Culture which intentionally keeps up with market trends, upholds sustainability, technological progress and the dynamism of customer needs and values. A learning culture to keep us ahead in innovative, sustainable digital advertising solutions.

- Brand Positioning: Position the brand as the most technologically astute, data savvy, responsive, and reliable digital agency in Zimbabwe. The go to digital and data partner for marketers, advertisers, and publishers.

- Differential Competitive Advantage: Establish technologies in Data analytics and digital advertising platforms which are not only the first, but valuable, rare and difficult to imitate. Having this creates a differential competitive advantage, and knowing how to manipulate it through strong, effective organization will set the company apart.

- Industry Responsibility and Participation: Collaborate with stakeholders on initiatives aimed at increasing awareness, knowledge of the benefits of digital marketing in order to increase uptake by companies. This will help widen the market and grow the company's portfolio creating revenue increase opportunities, and reinforce its industry leader position.

CHAPTER 3

COMPANY SUMMARY

3.1 Company Background

The company will be a digital marketing and advertising technology company providing the following services to B2B and B2C customers:

- Data Analytics, visualisation and interpretation
- Digital advertising technology
- Influencer marketing casting

3.2 Founders Profile

The founder, Miss Lovelyn Mashave has 8 years working experience in the marketing field. She spent the first year of her career at Adrenalin Advertising and Design Consultants, one of Zimbabwe's leading advertising agencies. She then moved to Sign it Signs, a branding production house in Harare, a strategic move which saw her acquire knowledge and skills in the production side of company branding. While in this post, her clients were advertising agencies outsourced by companies, and marketing heads of corporates. She was head hunted to start up an Out of Home advertising and marketing company in 2011, a post from which she gained valuable skills in new business establishment, operations and business development. In September of 2012 she moved back to her first employer, where she headed the revival of an SBU which was set up to compete with Adrenalin. Her achievements in the role included growing the agency's portfolio from 2 clients to 7, building a dedicated team and running the agency separately from its sister agency. In 2014 miss Mashave joined an international non-governmental organisation - Population Services International, where she worked in the Social Marketing department first as Communications Coordinator, and then as Brand Manager.

Miss Mashave holds a BBA Marketing from the Institute of Marketing Management (South Africa) and is set to graduate with an MBA International Business Management from Stamford International University (Thailand) in 2017.

3.3 Business Model Canvas

Table 3.1 TeqAd Business Model Canvas

Key Partnerships <ul style="list-style-type: none"> • Publishers • Internet Service Providers (ISPs) • Social Media Influencers 	Key activities <ul style="list-style-type: none"> • Develop advertising technologies • Customer Support & retention • Real time reporting • Data & insight evaluation • Create new Unique Selling Points • Improve product performance • R&D • Continuous Education • Active Industry Participation 	Value Proposition <p>Connecting the right brands, with the right users, at the right time through data driven campaign engagement</p> <p>Access to real time, easy to decipher statistical reports</p>	Customer Relations <ul style="list-style-type: none"> • Direct relationship with clients • Virtual relationship with clients • Relationship with clients through partners • Customisation: Advertisers view reports and share their data driven decisions to shape direction of campaigns channelled through the digital tech • Customer loyalty & retention 	Market Segments <p>B2B</p> <p>Advertising Agencies</p> <p>Media Houses</p> <p>Marketing Consultants</p> <p>Publishers</p> <p>B2C</p> <p>Marketing personnel</p>
Key Resources <p>HR: Skills are main component of production</p> <p>Applications: Foundation of core competencies</p> <p>Reputation: Expertise + reliability</p>		Channels <ul style="list-style-type: none"> • Face to face sales calls • Publisher websites • TeqAd website • Influencer Marketing Casting App/webpage 		
Cost Structure <ul style="list-style-type: none"> • Product Development & innovation • R&D • Equipment & maintenance • Software & ISP purchases • HR • Quality control • Customer service & support 		Revenue Streams <ul style="list-style-type: none"> • Data Analytics, visualisation and interpretation consultancy • Digital advertising platform impressions • Influencer Marketing casting and signing 		

3.4 Ownership Structure

TeqAd will be a partnership where the founder will identify a partner with a strong IT background and skills. A partnership is a company owned by two or more people, who may or may not have equal management duties. The profits and liabilities may also be distributed equally, unless the partners opt for unequal distribution, whereby the percentages must be documented in the agreement (US Small Business Administration, n.d.). This is the best structure as this company's business model requires specialised skills, and the founder does not possess the IT part of these skills. In order to avoid risks associated with Intellectual Property theft, or losing the key IT resource, partnering with a developer who will head the engineering side of the business would be strategic. Should situations arise in the long term as the business grows, risks and liability increase, a change of the ownership structure may be considered under advisement.

To mitigate the risks posed by a partnership, all products and intellectual property will be patented. The partnership contract will be water tight. It will include a non-compete clause, and declaration that all products developed for and under TeqAd are the property of TeqAd and not the developer. The contract will also include remedy options in the event of a dispute. A legal practitioner will be contracted to facilitate this process.

The primary stakeholders of the business will be shareholders, clients (B2B and B2C), and financiers which are both B2C and B2C, and suppliers. These are the stakeholders with an economic or contractual connection to the company (Stakeholder Mapping- Marketing theories, n.d.).

3.5 Organisational Structure

The team currently consists only of the Founding Director, whose key roles will be:

- Identifying and signing a partnership agreement with a professional skilled in IT and software development, and digital marketing technology
- Building the team, determining roles and remuneration packages
- General Management of the company
- Financial Management
- Company spokesperson

Once a full management team is set up, responsibilities will be divided according to background and experience, strengths, abilities and knowledge ability of each team member. The organizational culture will be low power distance. However, the lines of authority in the organogram will be as follows:

3.5.1 Short Term Organogram



Figure 3.1 Organogram and Lines of Authority

3.5.2 Key Personnel Credentials

Founding Director & Digital Marketing Strategist	Technical Solutions Developer	Account Manager
<ul style="list-style-type: none"> • BBA Marketing • MBA International Business Management • Previous Management & leadership roles • Experience in Advertising, Brand Management, Marketing, Sales, Business Development, and Communications • Knowledge of Zimbabwean market • Experience in start ups 	<ul style="list-style-type: none"> • Computer Science bachelor • Associate degree in Web Development • Digital Marketing experience • Web application development experience • A business degree/diploma an added advantage 	<ul style="list-style-type: none"> • Sales, Marketing or Customer relations degree • Local experience in advertising • Knowledge of digital marketing trends • Active on social media • Digital Marketing skills/qualification an added advantage

Figure 3.2 Required Key Personnel Credentials

3.5.3 Primary Roles

Founding Director & Digital Marketing Strategist (Partner 1)	Technical Solutions Developer (Partner 2)	Account Manager
<ul style="list-style-type: none"> •Acts as CEO •HR role (hiring, performance reviews, remuneration) •Marketing & Business Development •Lead Strategist •Data Analysis 	<ul style="list-style-type: none"> •Director of Engineering •Product Development •Manages development hub and technical team •Involved in hiring and performance reviews of technical team 	<ul style="list-style-type: none"> •Sales •Client liaison •Customer Relationship Management •Estimations & Invoicing •Influencer scouting

Figure 3.4 Primary roles of Key Personnel

3.6 Remuneration

Employees will be paid industry competitive, and, labour law compliant monthly salaries. An annual bonus will be awarded on a performance evaluation basis for full time employees.

Contracted free lancers will be paid the going industry rate. Cost calculation and payment details will be negotiated with each contractor and customized according to the reached agreement.

3.7 Personal Development Opportunities

Being a member of MAZ gives the team free access to seminars and workshops conducted by MAZ and other partners. Educational material will also be available through BizCommunity and other industry specific online communities which employees will be encouraged to join. These, webinars, seminars and workshops offer self-development opportunities.

Secondly, the company will encourage employees to identify and sign up for value adding, industry relevant courses. 50% of course fees will be reimbursed on the successful completion of recommended courses.

3.8 Support System

For advice and support, we will rely on MAZ, ADMA, BizzCommunity, LinkedIn digital marketing groups, and AIB South Africa. These are communities with the leading personalities in Digital Marketing, and start-ups/companies which are industry leaders. We will learn from their experiences and get valuable advice on best practices, trends and what to avoid. Support on industry and legal regulations and practices will also be available from these organisations and communities.

3.9 Strategic Relationships

3.9.1 Collaborations

Collaborate with top publishers whose pages will use the traffic pulling digital advertising technology product owned and operated exclusively by TeqAd.

3.9.2 Alliances

Have alliances with traditional advertising agencies whereby they purchase space on the TeqAd platform on behalf of their client campaigns.

Have alliances with top influencers who will be part of the TeqAd influencer marketing portfolio. TeqAd will groom them and promote their work, while the TeqAd influencer marketing product provides opportunities to match them with businesses who might contract them to work on income generating campaigns.

3.9.3 Partnerships

Partner with freelancers from the industry to outsource TeqAd specialty skills on a need basis. This could be for specific campaigns, custom jobs, or consultancy contracts and industry development initiatives.

3.10 Primary Stakeholders

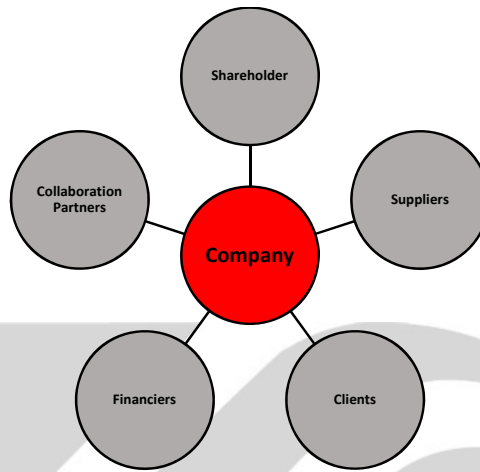


Figure 3.5 Primary Stakeholders

3.11 Social Responsibility

Digital Marketing is growing at a rather slow pace in Zimbabwe. The state of the economy plays a huge role as it has resulted in brain drain and very slow progressive development. TeqAd will partner with TechZim in developing Behaviour Change Communication materials in support of the Ministry of Education's STEM initiatives. The goal will be to educate the community on the importance and benefits of digital technology as a source of empowering information for students and the community at large. It will aid in grooming a youth which is digitally savvy and more receptive of the trends in technology. This way, the country will develop a workforce of technologically intelligent entrepreneurs and future leaders.

3.12 Internal Analysis

3.12.1 Strengths

- Specialised services which competitors are not offering,
- Highly skilled and experienced team with, existing networks in the market and extensive knowledge of the market, and successful global best practices
- Low cost model which is not capital intensive
- Advanced technology

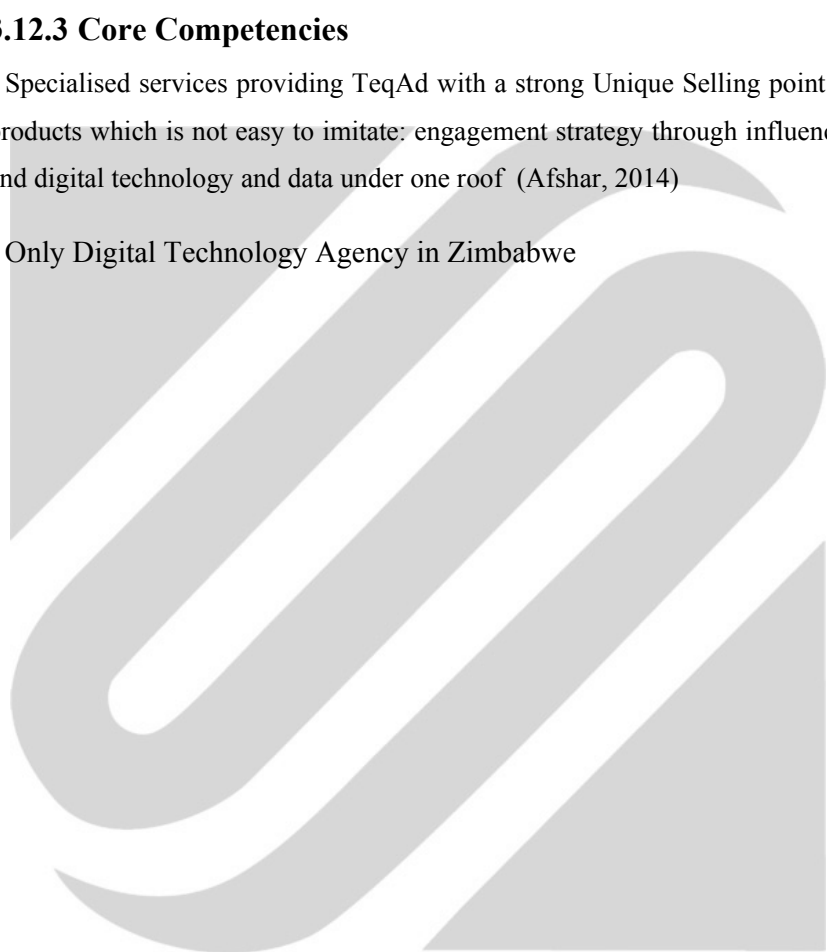
- International networks and collaborations

3.12.2 Weaknesses

- Digital Nomad working style may not be readily accepted in the market as virtual offices are not common in Zimbabwe

3.12.3 Core Competencies

- Specialised services providing TeqAd with a strong Unique Selling point of skill based products which is not easy to imitate: engagement strategy through influencer marketing, and digital technology and data under one roof (Afshar, 2014)
- Only Digital Technology Agency in Zimbabwe



CHAPTER 4

PRODUCTS AND/OR SERVICES

Two of the products are built on learnings drawn from products (Digital Advertising platform, and Influencer Marketing) and best practices of a leading Asian advertising technology company which has grown exponentially. TeqAd adopt these best practices and use them to improve the marketers experience and ROI on what Marc Pritchard of Procter & Gamble recently referred to as a ‘crappy media supply chain’ (Handley, 2017)

TeqAd will bring together partners with experience and skills which create products to disrupt the Zimbabwean advertising and media supply chain. The founding partner has extensive experience within the Zimbabwean market the second partner will bring in advanced technological experience which is key for building the products.

4.1 Data Analytics, visualisation and interpretation

This service is designed to enable marketers to make better use of data for strategic decision making. A lot of companies collect data, or receive data through in house surveys, Big Data collectors, and through digital marketing. However, very few of them have the skills required to be able to visualise, analyse and interpret the available data for a marketers effective decision making. Through the Data Analytics, visualisation and interpretation service, TeqAd will fill this gap. The main target market for this service is marketers. It aims to bridge the ‘disconnect’ between brands, their data and their agencies (Swant, 2016).

Product Format: Service

Distribution: Direct Distribution

Promotion: The service will be promoted to marketers of B2C & B2B companies

Price: Pricing will be customised to each project with the main pricing aspect being time and scope.

4.2 Digital advertising platform

The product is a technology based product which is built to provide a convenient, reliable one-stop solution for marketers, advertisers and publishers (AdAsia, n.d.). The primary target market for this product will be advertisers and publishers. Through this product, TeqAd becomes a Supply Side Platform (SSP) in the digital media supply chain. It will provide real time buying ability; data driven social targeting; and a reporting system with easy to understand, real time data access and verification. Customers get to choose from multiple ad display formats. It is effective, efficient, and provides expert intelligence which helps with actionable insights for programmatic media buying for advertiser's campaigns.

Product Format: Digital Display Technology

Distribution: SSP. Exclusive deal with top publishers whose pages will use the technology. Advertising agencies will place client campaigns on the platform.

Promotion: The product will be promoted to advertising agencies, who will purchase advertising space for client campaigns from the publishers using the TeqAd platform.

Price: Pricing will be based on the International Advertising Association bidding format at industry compliant eCPM rates. USD \$3 CPM (\$3 per 1000 impressions). \$2 of this amount goes to the publisher.

4.3 Influencer Marketing Casting

While the concept of influencer marketing is not new, this casting service is designed to connect brands to the right influencer, for the right campaign. TeqAd will create a data base of influencers, follow their activity and carefully study content and data and match brands to the most appropriate influencer for specific campaigns. It eliminates the risks associated with the current practice in Zimbabwe where marketers make assumption based decisions when choosing influencers. TeqAd will also mentor and groom influencers in order to develop a well groomed pool of influencers for the Zimbabwean market. This will deliver value by enhancing the quality of content and messaging produced for campaigns, also protecting brand reputation. Influencers increase their chances of creating successful careers through their social media prowess and charisma.

CHAPTER 5

INDUSTRY ANALYSIS

5.1 Current Situation

The Zimbabwe Advertising Research foundation segments the general consumer market using the Living Standards Measure tool. Figure 5.1 indicates that Zimbabwe's majority belong in the lower LSM, whilst only the minority lives the affluent life in the 13-17 LSM bracket. This is also reflective of the economic conditions in the country which has a high unemployment rate. This is to give an general idea of the different segments targeted by different brands, and the audience of advertisers.

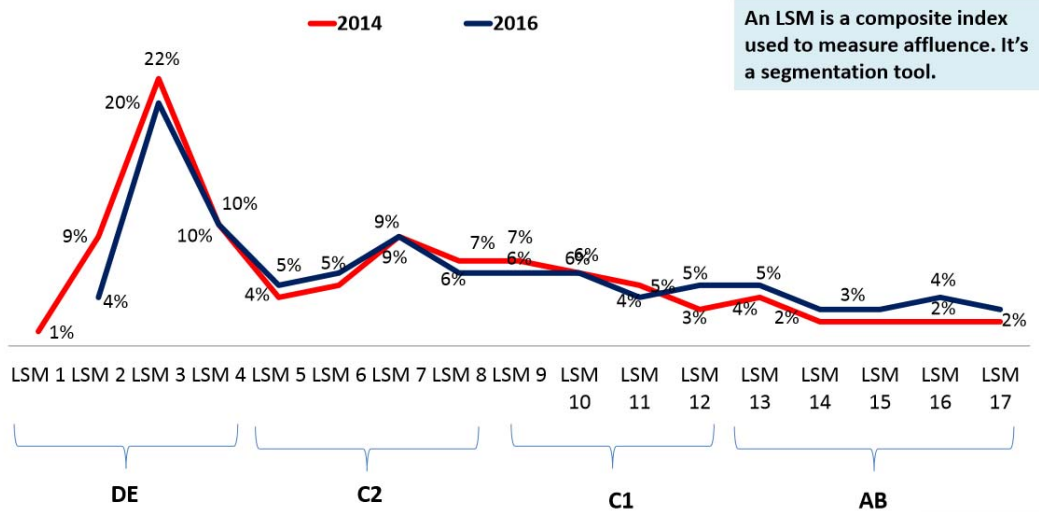


Figure 5.3 Segmentation of the general Zimbabwean consumer market

Source: (Topline Reserch Solutions, Zimbabwe Advertising Research Foundation, 2017)

5.1.1 Market Entry Approvals

In order to operate the business, there is need to obtain company registration, a process which takes no more than two months (The World Bank, 2016). To gain recognition as an official player in the specific industry, it will be strategic to join MAZ, and be registered with ADMA. These are relevantly simple processes and

TeqAd has the advantage of having a founder who has gone through these processes before, and knows all requirements.

5.1.2 Market's Internet Access

The number of people in Zimbabwe with access to internet has been on the rise. The POTRAZ 2016 report indicates a significant increase of usage from 1,510,419,592 megabytes in Q1 2016 to 2,567,401,004 megabytes in Q4 2016 (Postal Telecommunications and Regulatory Authority of Zimbabwe (POTRAZ), 2017). 56% of urban adult population (7,688,897) have internet access and 36% of them use it to access news. Mobile data is the biggest contributor to this increase as most Zimbabweans report using their mobile phones to access the internet (Topline Reserch Solutions, Zimbabwe Advertising Research Foundation, 2017).

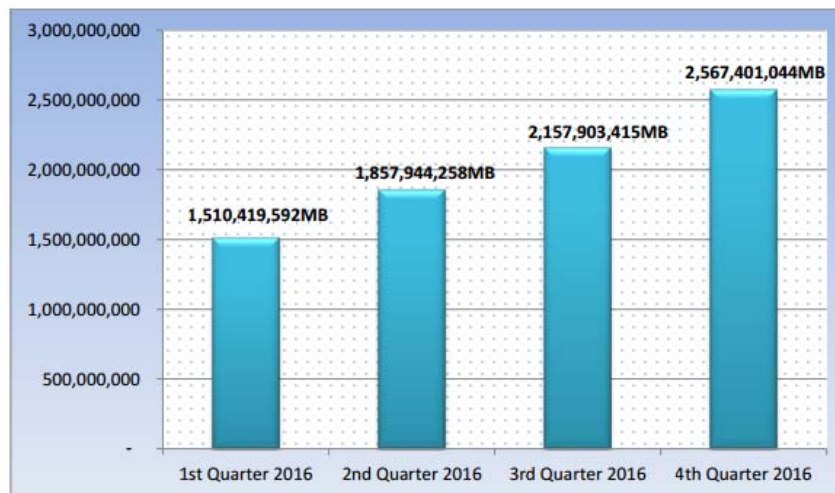


Figure 5.4 Mobile and Internet Data Usage

Source: (Postal Telecommunications and Regulatory Authority of Zimbabwe (POTRAZ), 2017)

5.2 Opportunities

The continuous rise in internet usage makes Zimbabwe a viable market in which the business will be feasible. The Ministry of Information Media and Broadcasting Services is conducting a digitisation programme in an effort to update the media supply chain (*The Herald*, 2017). This creates opportunities for TeqAd to be part of this

program which also offers commercial loans to SMEs entering the digital business. Zimbabwe has suffered brain drain and is desperate for talent to return to the country, giving us an incentive to return and establish TeqAd.

5.3 Threats

There is a lot of uncertainty surrounding economic conditions in the country which does not have its own currency. While Zimbabwe is using the US Dollar as the main trade currency, with the Euro and South African Rand also being legal trade, the country is in a cash crisis. The cash crisis has seen the country print a reserve “currency” called the bond note, which is pegged at 1:1 with the US Dollar. However, this is not an official currency and the market has no confidence in it. Inflation is returning to the country and having liquid assets invested in the country poses high risk. This brings about the threat of losing value. The situation might also result in advertisers cutting back spending drastically, which might affect the business negatively though low budgets mean more use of digital advertising than traditional advertising which is harder on the pocket.

5.4 Customer Analysis

Our customers will be B2B and B2C. The B2B customers are publishers, advertising agencies, and marketing consultancies. The B2C customers are marketers who do not channel their campaigns through advertising agencies. To publishers, we will provide digital publishing technologies. To advertising agencies and marketers we sell data analytics, visualisation and interpretation; advert impressions; and influencer casting services.

5.4.1 Customer needs not being fulfilled

- Reliable, timeous data with verifiable statistical reporting to enable programmatic campaign design and decisions
- Automated Performance Marketing
- Analytics, visualisation and interpretation of the data available to marketers

5.4.2 Customer Retention

Marketing departments in the industry no longer sign exclusive contracts with agencies. Agencies are invited to pitch for every new campaign, and the winning pitch will only get a contract to last the duration of that particular campaign, which is usually a maximum of 2 years.

TeqAd products are developed to work with technologies which enable customer retention. Our main target market will be the big advertising agencies who get the big budgets from advertisers. Once an advertiser's campaign is channelled through TeqAd, advertisers get direct access to the product experience without having to go via their advertising agency. This will give them real time reports, and data which enables them to make instant changes to improve conversion. This experience is built to motivate the advertiser to keep channelling campaigns through TeqAd even if they move to a different agency for new campaigns. At the same time, our targeting is such that we net in all top agencies, so if an advertiser does move, they will be moving to another of TeqAd's primary customers.

5.5 Competitor Analysis

The market has indirect competitors, none of whom offers the services which this business will offer. However, these competitors pose a threat in that they are already in the market. There is low threat that these agencies will offer the same services as they do not have the required skills and technology to create the exact same, or substitutes.

Shift Engage which is currently the industry leader in innovative executions, focuses on website design, and video production which falls under their content creation portfolio. They are more likely to become a client, than a competitor.

VPCG outsources digital services from an IT company, indicating they do not have the capacity and would rather focus on their competencies, and outsource any value added services from a specialist.

TBWA Zimbabwe focuses on social media management which is the only digital service under their portfolio.

Table 5.2 Competitor Analysis

Name	Location	Digital Service	Cost USD \$
Shift Engage	Arundel	Digital Content Creation	+/-2000
		Social Media Management	1350/month
TBWA Zimbabwe	Belgravia	Social Media Management	1049/month
VPCG	Avondale	Social Media Management	1600/month
Jericho Advertising		Social Media Management	1200/month

Competitive Analysis: Michael Porters Five Forces Model**Figure 5.5 Porters Five Forces Model**

a) Threat of New Entrant (Low to moderate)

The threat of new entrance is low to moderate. The general landscape of Zimbabwe is not attractive to investors, and companies do not readily venture into new business but rather stick to what they know, and what has been tried and tested over time. Also, locals are opting more to invest their money outside the country rather than in the country.

b) Threat of Substitute Services (Low)

Marketers may choose to continue doing their own Influencer Marketing Casting in order to contain costs despite the compromise on quality. The other two services would be hard to substitute due to their nature which requires more specific and specialized resources.

c) Bargaining Power of Buyers (Low)

There are no competitors in the market offering the same services, making bargaining power of buyers low.

d) Bargaining Power of Suppliers (Moderate to high)

Given the nature of the business, there will be instances where suppliers have high bargaining power, and instances where TeqAd has the upper hand and can bargain in the company's favor. For example, where a unique and specific technological product component/service is required, the supplier will have high bargaining power.

5.6 Competitive advantage

TeqAd has the competitive advantage of entering the market with a suit of unique selling points. The services TeqAd will offer are not being offered by any of the agencies. The digital advertising technology in particular, will be a game changer. While this service exists in developed countries, it is going to disrupt the Zimbabwean media supply chain. The Influencer Marketing Casting service will serve the interests of the above competitors, and marketing personnel at large. This service is engineered such that TeqAd makes a commitment to groom influencers without asking money in

return. This is an investment which profit focused agencies will not be prepared to make.

In order to sustain the competitive advantage, TeqAd will invest in patents, legal protection, continuously improving technology, strengthening abilities, actively identifying opportunities to add value to products and services. Staff retention will also be a priority. TeqAd will use the VRIO framework to ensure the competitive advantage is valuable, rare, not easily imitable, and organised (Psychometric Success Ltd., n.d.). This framework will be used in the continuous evaluation of the company's capabilities, and gauge where we stand against the competition.

5.7 Competitive Positioning Analysis

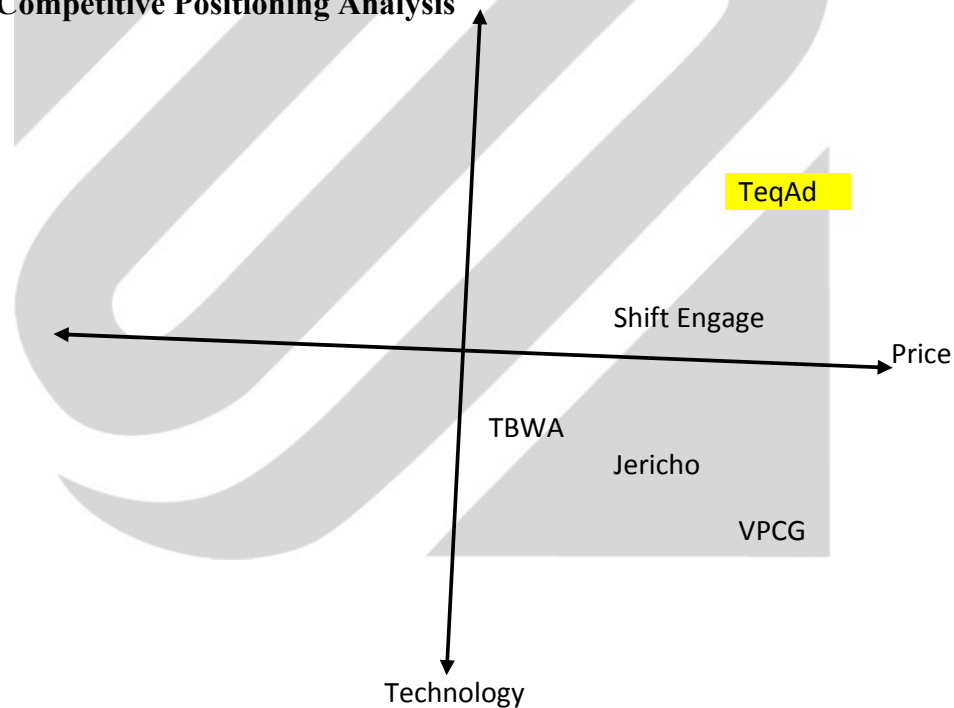


Figure 5.6 Competitive Positioning

CHAPTER 5

OPERATIONAL PLAN

6.1 Objectives

- Secure a partnership with an experienced IT developer by May 2019
- Secure office space in a shared workspace facility by June 2019
- Have one Digital Account Executive hired on a full time basis from January 2020
- Sign on at least 5 top publishers onto the digital advertising platform by August 2019, to enable product testing

6.2 Resource Needs

Because our company is a service company, our main resource is the skills, knowledge and competitive abilities provided by the human capital. In this regard, the recruitment process is very delicate. Human resources will be acquired through head hunting and referrals. The founder's industry knowledge and connections built over years of working within the industry will be useful for the head hunting process. The credentials of required talent is as stated in figure 3.2.

a) Human Resources

- Digital Marketing Strategist
- Technical Solutions Developer
- Digital Account Manager

b) Financial Resources

60% equity, and 40% debt financing.

c) Physical Resources

Office

TeqAd team will operate as digital nomads while the company sets up. Space will be secured in a shared workspace at Moto Republik (*Moto Republik, n.d.*) situated in Milton Street, Belgravia, Harare, Zimbabwe. When management determines it to be

a strategic requirement, an exclusive rental office will be established in a family owned building, situated in the northern suburbs of Harare where TeqAd will operate on a full time basis.

Equipment

Laptops, tablets and mobile phones fitted with up to date advanced technological software for the purposes of the business. Internet connectivity equipment, projector and printers will be purchased by the company using an allocation of the capitalization funds.

Additional equipment for the long term plan will include more IT equipment, office desks, chairs, projectors, fixed telephones, a boardroom table and chairs.

Technology

Technological resources are a key resource for the business. Hardware installed with the most advanced and up to date software for development, data analytics and design will be required. The specifics of the software and technological resources are to be prescribed by the Technical Solutions Developer who will also be the second partner.

Table 6.3 Short and Long Term Resource Requirement Summary

Short Term Resources		Long Term Resources	
Human	Team of three employed on a full time basis, consisting of the Digital Marketing Strategist, Technical Solutions Developer, and a Digital Account Manager	Human	To add to the team on a full time basis: Accountant, Data Analyst, and additional Account Managers according to the growing business requirements for efficiency
Office	Co-working space	Office	Fixed, exclusive office space on family owned property
Equipment	Laptops, projector, IOS & Android mobile phones & tablets, internet connectivity	Equipment	Fully furnished & equipped office
Financial	\$ 27,615 USD start-up funds	Financial	To be determined

6.3 Sourcing/Procurement Strategy

Sourcing and procurement of supplies and equipment will be done on a bid basis whereby at least three quotations will be sought from suppliers. Suppliers will be required to submit samples or portfolios where feasible. Management will consider bid price vs. quality, and come to a decision. While it will be good to get the lowest cost TeqAd will make sure not to compromise on quality. Product and services will be sourced both locally and internationally depending on availability of the specifics which required product/service should meet. The first procurement rule will be to make a purchase which will help the company to meet goals. The best quality, for the best price, delivered in the best possible time.

Equipment will be purchased on account, whereby a deposit is made and instalments will follow monthly to clear the balance over a specified period. Details of the account terms will be finalized with suppliers in due course.

6.4. Performance Standards

To monitor and track organisational progress, spreadsheets will be used in which departmental objectives will be plotted and allocated to each team member. The spreadsheet will indicate implementation and completion timelines for each task. This will also be used to monitor performance of each department. Weekly meetings will be held every Monday so as to manage the processes better by discussing progress, identifying bottle necks and devising solutions. The weekly meetings will be a management tool to ensure the team stays motivated and assistance is given where required so that nothing goes into free fall. To manage individual performance, each person will be required to use a Gantt chart.

Performance will be measured by sales volume (number of turned clients) for each product. For the digital platform, an additional performance measure will be the number of impressions per week, month, and quota. The influencer casting service will be measured by the number of featured influencers; of viewed, cast and signed influencers; in addition to sales volume.

Click Through Rates (CTR), Conversions, and on-target percentage will be used as industry benchmarks to assess performance (Nielsen, 2016).

6.5 Marketing Strategy

6.5.1 Marketing Obejctives

- To dedicate 5 months (June 2019-October 2019) to product development and testing, 70% brand awareness by January 2020, and 60% market penetration by July 2020.

6.5.2 Marketing Plan

a) Product/Service

TeqAd services are designed to offer value by creating a seamless digital media channel experience for advertisers. The data services will give marketers the ability to

submit meaningful, easy to understand data to creative agencies for use in programmatic data. Our digital advertising product will generate real time data for the media, and marketers, informing the entire chain (TeqAd, publishers, advertiser). The influencer marketing service is designed to develop a professionally groomed community of influencers, who will be at the disposal of marketers, for effective customer engagement. Put together, this suite of products and services is built to offer data driven marketing and advertising strategies.

b) Price

Being a focused differentiation strategy which offers niche members products and services which are customised to their requirements and also offers superior quality, the pricing will be based on quality and uniqueness. TeqAd will price services at a premium which matches the quality, technological advancement, and uniqueness.

The Data Analysing, visualisation and interpretation service will be billed as a consultancy service, the cost of which is USD \$100 per hour.

The Digital Advertising Platform price will be USD \$3 CPM (\$3 per 1000 impressions).

The Influencer Marketing Casting service will have three step process, two steps of which involve the actual billable purchase. There will be no charge for viewing a featured influencer's basic profile. In order to view the full profile which will contain links to more panes, will cost USD \$20, proceeding to check out by signing on an influencer will cost USD \$100.

c) Physical Evidence

Reputation matters in business. To give our products the International quality positioning which customers respect, TeqAd will seek International Endorsements from, Media Rating Council (*Media Rating Council, n.d.*) product accreditation by June 2019; and the International Advertising Bureau certification for Digital Ad Operations, and Digital Data Solutions (*IAB, 2017*), by December 2020. The product interfaces of online presence will be creatively designed to give users an engaging, sophisticated experience. The theme of sophistication will be evident throughout all physical and virtual interactions between TeqAd and the market.

d) Place

TeqAd will initially be located in Belgravia. This location is chosen as it is where the Moto Republik co-working space in Harare is situated. It is conveniently located a short walking distance from the CBD in which top publications are housed. Belgravia also happens to be in close proximity to the offices of most advertising agencies. It is easily accessible by both public and private transportation, making it convenient for stakeholders. Being a co-working space, Moto Republik will give us an opportunity to meet with other techs and creative people. It will be a good place to scout for influencers and draw inspiration. In the long term, TeqAd will move to Alexandra Park which is situated north east of the initial location.

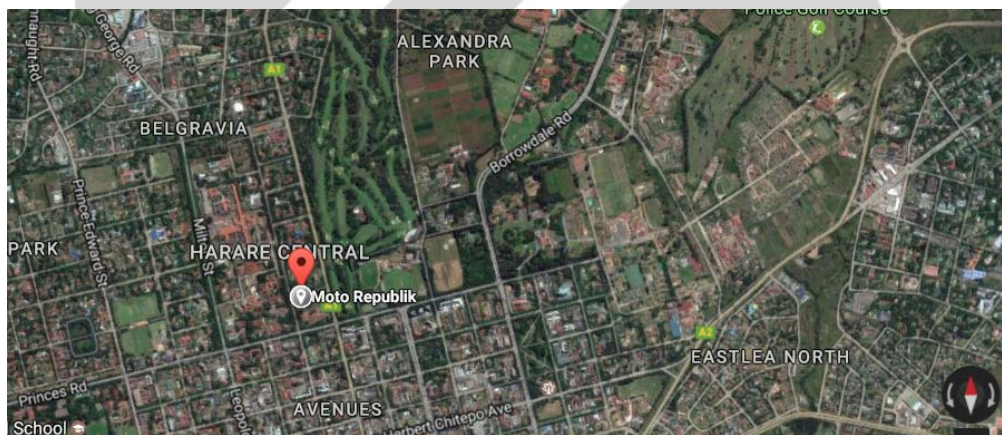


Figure 6.7 Belgravia Aerial View, Harare, Zimbabwe

Source: (Google, n.d.)

e) Promotion

Promotion will be critical on entering the market because first impressions last. It is important how we design and implement the promotional strategy as it will determine how the company is perceived, and how the target market will react. Being associated with MAZ, and participating in industry conferences and workshops will give TeqAd good PR while it is still in the incubator. This will give us a good start as it builds confidence and awareness. Once ready to bring the baby out of the incubator, direct marketing and personal selling will be used to promote the company. This will

be ideal for targeting the niche market, in which contacts would have already been established, with relationships already in place.

Direct Marketing, Personal Selling, Publicity

In June 2019, TeqAd will register as a member of the Marketers Association of Zimbabwe. This will give us access to industry information, and partnership opportunities for events. In the same month, the company will participate in the annual MAZ Winter Symposium and conduct a seminar on “Maximising Marketing Performance through Automated Media Buying”. The delivery of material on this topic will be tailored to market TeqAd products and services through content. TeqAd will have an exhibition booth at the conference, where marketers will be able to obtain more information and package details, and sign up for limited product trials. The MAZ Winter Symposium targets marketing practitioners, marketing team members, public relations, sales teams, and customer service teams. Historic attendance is an average 250-300 people per year. Being a silver partner of MAZ, we will have access to the registration database which we will use for email marketing campaigns.

In June 2019, TeqAd will register as an official member of Advertisers and Media Association (ADMA). This will boost confidence from publishers, and position TeqAd to participate in Advertising and Media events as a platform to talk about products and engage in personal selling initiatives through networking. The first activity will be to sponsor the Ngoma Awards in exchange for a segment dedicated to promoting TeqAd products through live interactive video adverts, and access to the registration database which will be used for email marketing campaigns.

A launch event will be held in January 2020 where advertising agencies, key marketing personnel (decisions makers), publishers and media moguls will be invited. Products and services will be showcased at the event, with live demos, and a product trial through which every attendee will be able to have a feel of the TeqAd experience. The event will be endorsed by influential captains of industry, to boost trust and confidence in the brand. The full suit TeqAd website will also be launched and go live at the launch event.

Following the event, the promotional strategy will escalate direct marketing, using email marketing, and targeted social media marketing. Personal selling will be used by way of pitch presentations, and informal meetings. When the Digital

Advertising Platform goes live, it will contain TeqAd advertising material, which will rotate with the publishers' complementary endorsement of TeqAd. This will be until the platform signs up advertisers campaigns to appear on the website.

f) People

The core business of TeqAd will be service provision and there will be a lot of interaction between the team and clients. This means the people behind the brand, will be the face of the brand. It is important therefore that the team be made of individuals who have an attitude of service. TeqAd values put people first, and business second. This enables the team to see the market as whole human with minds, heart and spirit, in line with the concept of marketing 3.0 (*Philip Kotler, 2010*). The people will be professional and pleasant in service; passionate in innovation, product development, and brand building; techsavvy and digitally active in building a sustainable competitive brand. The ability to achieve an extrovert archetype personality of the team would be strategic. Outsourcing decisions will also take into consideration the reputation and values of cadres to be contracted. This will be considered of all key stakeholders who at any point will represent the TeqAd brand.

a) Process

In developing the process, we consider the customer's ability to navigate, understand and utilise our service platforms, and value added services such as the real time report element. We will assist clients so that they become able to access and use the services with ease, to attain maximum potential and conversions, and realise value. Our products and services must be utilised to optimum levels in order for clients and partners to appreciate the value we promise. The process will ensure that this objective is achieved.

Table 6.2 Marketing Plan Budget

Item	Cost in USD \$
Business cards	50
MAZ membership	200
ADMA membership	60
MAZ Winter Symposium (silver partner)	300
Branded Exhibition booth	500
Ngoma Awards Sponsor	300
Launch Event	3000
Total	\$4,410

6.6 Sales Plan

The sales strategy will leverage on the promotional plan and implement personal selling conducted virtually whereby clients can initiate and complete registration for products and service through our web portals. TeqAd will follow up such registrations by contacting the client for a formal meeting to provide interface, personalise the relationship, any assistance the client might require depending on the purchased product. The meeting can be physical or virtual depending on the client's preference. Personal selling will also be conducted by way of formal appointments where personnel will make a sales pitch to the client. Any attended exhibitions or conferences will also be used as sales platforms where clients can register for TeqAd products and services. The same but more directed approach will be used for publishers, with customised messages and presentations.

Table 6.3 Digital Advertising Platform Sales Plan

	January	February	March	April	May	June	July	August	September	October	November	December
Seasonality factor	6.03%	5.45%	6.03%	5.84%	6.03%	5.84%	7.84%	10.19%	9.86%	10.19%	13.13%	13.57%
Impressions per month (x1000)	9,611	8,680	9,611	9,300	9,610	9,300	12,494	16,242	15,718	16,242	20,926	21,624
Sales	<u>28,832</u>	<u>26,041</u>	<u>28,832</u>	<u>27,901</u>	<u>28,832</u>	<u>27,901</u>	<u>37,481</u>	<u>48,725</u>	<u>47,153</u>	<u>48,725</u>	<u>62,778</u>	<u>64,871</u>

Table 6.4 Parameters for Digital Advertising Platform Sales Plan

Adult population	7,688,897
Adults with internet access	4,305,782
Adults using internet to access news	1,550,082
Price per 1000 impressions	3.00

Assumptions

1. Each adult accesses at least 3 different publisher websites per day (1 govt, 1 independent publication, 1 lifestyle/entertainment publication)
2. Assume 2 impressions per news accessing adult per day for the first 6 months
3. 30% increase in number of impressions in July-October (increased market penetration)
4. 50% increase in number of impressions November- February (Festive season campaigns)
5. Unit cost is \$3/1000 impressions

Table 6.5 Data Analysis, Visualisation and Interpretation**Table 6.6 Influencer Marketing Casting**

	January	February	March	April	May	June	July	August	September	October	November	December	
Number of advanced casts	0	0	5	8	10	6	4	7	15	20	10	5	
Number of signed influencers	0	0	0	2	6	1	1	3	5	10	3	3	
\$5/Advanced cast	20.00	-	-	100	160	200	120	80	140	300	400	200	100
\$50/signed influencer	100.00	-	-	-	200	600	100	100	300	500	1,000	300	300
Total Sales	-	-	<u>\$100</u>	<u>\$360</u>	<u>\$800</u>	<u>\$220</u>	<u>\$180</u>	<u>\$440</u>	<u>\$800</u>	<u>\$1,400</u>	<u>\$500</u>	<u>\$400</u>	

Total Revenue for Year 1: 478,073 + 191,500 + 5,200 = USD \$674,773

CHAPTER 7

OPERATIONAL PLAN

7.1 Starting up

During the start-up phase we will incur costs of company registration, membership for industry associations, IT equipment, advertising and publicity.

Table 7.4 Required Start-up Funds

	Amount	Totals
Fixed Assets		
	\$	
Patents	1,700	
Equipment	5,000	
Vehicles	8,400	
Total Fixed Assets		15,100
Operating Capital		
Travel and subsistence	2,000	
Prepaid Insurance Premiums	1,300	
Membership Fees	260	
Legal Fees	1200	
Rent Deposits	600	
Utility Deposits	1,200	
Supplies	800	
Advertising and Promotions	4,050	
Licenses	105	
Working Capital (Cash On Hand)	1,000	
Total Operating Capital		13,315
Total Required Funds		<u>\$ 27,615</u>

Table 7.5 Financing

		Amount	Totals
Equity	Owner's Equity	60.00%	\$16,569
Debt	Commercial Loan	40.00%	11,046
Total			<u>\$ 27,615</u>

7.2 Projected Salary Expenses for Year 1 to Year 3

The plan is to increase the number of employees gradually over year 2 (51% increase) and year 3 (26% increase). In order to manage workload while containing costs, some of the positions will be filled by interns and trainees as a way of getting cheap labour. This plan will be reviewed and adjustments will be made in line with findings of the monitoring and evaluation process.

Table 7.3 Projected Salary Expenses Year 1 to Year 3

	Assumptions	Monthly	Year One	Year Two	Year Three
Percentage changes				91.00%	26.00%
Salaries		\$4,500	54,000	103,140	129,956
Payroll Taxes and Benefits					
Social Security	2.00%	90	1,080	2,063	2,599
Medicare	1.45%	65	783	1,496	1,884
Total Payroll Taxes and Benefits		<u>155</u>	<u>1,863</u>	<u>3,558</u>	<u>4,483</u>
Total Salaries Bill		<u>\$4,655</u>	<u>\$55,863</u>	<u>\$106,698</u>	<u>\$134,440</u>

7.3 Projected Income Statement

Table 7.4 Projected Income Statement Year 1 to Year 3

	Year One	%	Year Two	%	Year Three	%
Income						
Digital Advertising platform	\$ 478,073		\$621,495		\$1,367,289	
Influencer casting	1,800		1,980		2,376	
Influencer Signing	3,400		4,640		5,568	
Data Consultancy	191,500		248,950		373,425	
Total Income	674,773	100.00%	877,065	100.00%	1,748,658	100.00%
Cost of Sales						
Digital Advertising platform	318,715		414,330		911,526	
Influencer casting	360		396		475	
Influencer Signing	680		928		1,114	
Data Consultancy	57,450		74,685		112,028	
Total Cost of Sales	377,205	55.90%	490,339	55.91%	1,025,142	58.62%
Gross Margin	297,568	44.10%	386,726	44.09%	723,516	41.38%
Salaries Expense						
Salaries	54,000		103,140		129,956	
Payroll Taxes and Benefits	1,863		3,558		4,483	
Total Salaries Expense	55,863	8.28%	106,698	12.17%	134,440	7.69%
Fixed Business Expense						
Advertising	3,600		3,960		5,148	
Car and Truck Expenses	6,000		6,600		8,580	
Bank & Merchant Fees	180		198		257	
Dues and Subscriptions	1,800		1,980		2,574	
Insurance	3,600		3,960		5,148	
Licenses/Fees/Permits	360		396		515	
Office Expenses & Supplies	3,600		3,960		5,148	
Rent (shared office space)	600		660		858	
Sales & Marketing	4,800		5,280		6,864	
Telephone and Communications	1,800		1,980		2,574	
Travel and subsistence	18,000		19,800		25,740	
Utilities	12,600		13,860		18,018	
Total Fixed Expenses	56,940	8.44%	62,634	7.14%	81,424	4.66%
Operating Expenses (EBITDA)	184,765	27.38%	217,394	24.79%	507,652	29.03%
Other Expenses						
Amortized Start-up Expenses	3,752		3,752		3,752	
Depreciation	2,564		2,564		2,564	
Interest	1,592		1,437		1,257	
Taxes	36,122		42,678		100,766	
Total	44,030	6.53%	50,432	5.75%	108,339	6.20%
Net Income	\$140,735	20.86%	\$ 166,962	19.04%	\$399,313	22.84%

7.4 Cash flow Projections

Table 7.5 Projected Cash Flow Statement Year 1 to Year 3

	Year 1	Year 2	Year 3
Beginning Cash Balance	\$1,000	\$151,218	\$327,997
Cash Inflows			
Income from Sales	674,773	877,065	1,748,658
Accounts Receivable	-	-	-
Total Cash Inflows	674,773	877,065	1,748,658
Cost of Sales	377,205	490,339	1,025,142
Operating Activities			
Salaries and Wages	55,863	106,698	134,440
Fixed Business Expenses	50,340	55,374	71,986
Taxes	37,458	44,186	102,754
Financing Activities			
Loan Payments	<u>3,689</u>	<u>3,689</u>	<u>3,689</u>
Total Cash Outflows	524,555	700,286	1,338,012
Cash Flow	151,218	176,779	410,646
Operating Cash Balance	<u>151,218</u>	<u>327,997</u>	<u>738,643</u>
Line of Credit Drawdowns	-	-	-
Ending Cash Balance	<u>\$151,218</u>	<u>\$327,997</u>	<u>\$738,643</u>

7.5 Projected Balance Sheet

Table 7.6 Balance Sheet

	Base Period	End of Year One	End of Year Two	End of Year Three
	\$	\$	\$	\$
Assets				
Current Assets				
Cash	1,000	147,085	319,243	723,570
Accounts Receivable	-	-	-	-
Supplies	260	260	260	260
Prepaid Expenses	11,255	7,503	3,752	0
Total Current Assets	12,515	154,849	323,254	723,830
Fixed Assets				
Equipment	5,000	5,000	5,000	5,000
Vehicles	8,400	8,400	8,400	8,400
Patents	1,700	1,700	1,700	1,700
Total Fixed Assets	15,100	15,100	15,100	15,100
Less: Accumulated				
Depreciation	-	2,564	5,129	7,693
Total Assets	27,615	167,384	333,225	731,237
Liabilities and Owner's				
Equity				
Liabilities				
Accounts Payable	-	-	-	-
Loan Payable	11,046	10,080	8,960	7,659
Total Liabilities	11,046	10,080	8,960	7,659
Owner's Equity				
Common Stock	16,569	16,569	16,569	16,569
Retained Earnings	-	140,735	307,697	707,010
Dividends Dispersed	-	-	-	-
Total Owner's Equity	16,569	157,304	324,266	723,579
Total Liabilities and Equity	27,615	167,384	333,225	731,237



7.6 Breakeven Analysis

The company will breakeven within the eighth month of year 1.

Table 7.7 Breakeven Analysis

		USD	Percentage
Annual Sales Revenue	\$	674,773	100.00%
Cost of Sales		377,205	55.90%
Gross Margin		297,568	44.10%
Salaries and Wages		55,863	
Fixed Operating Expenses		56,940	
Total Fixed Business Expenses		112,803	
Breakeven Sales Calculation		112,803	44.10%
		44.10%	
Breakeven Sales in Dollars	\$	255,795	

7.7 Contingency

Scenario a)

Unable to secure a commercial loan: Partner 2 commits the 40% of required start-up funds.

Scenario b)

Financial performance is much slower and the business takes long to generate income but has a positive outlook: Seek external investors.

Scenario c)

The partnership does not work out: Seek affiliation with an international firm such as Ogilvy. Another option would be to seek affiliation with AdAsia who are operating the same business model across Asia with a tremendous success rate. OR sell the business plan

Scenario d)

Should one of the key management members become incapacitated, they will have the option to be replaced functionally and remain a shareholder, and board member, or choose to sell their shares and exit the board.

Scenario e)

In the event of a dispute, we will seek arbitration or legal advice depending on the nature of the dispute.

CHAPTER 7

OPERATIONAL PLAN

The market for which this business model has been developed is rich with opportunities, giving the business potential to be very successful. Market reach and impression will probably be higher than estimated, considering the population of Zimbabweans living in the diaspora who are not accounted for but actively follow news from home through online publications.

One threat is the political satiation which presents a lot of uncertainties. However, predictions seem to indicate that the 93 year old will not continue to rule but elect a successor if he “wins” the 2018 elections. Should this happen, the country anticipates positive change in government, which will also stimulate FDA and all the investors who are waiting for this change will bring even more business, and marketing budgets will increase.

Projections of growth of internet use and digitisation of the Southern African market also support the feasibility of this business. Potential to grow is positive, and market penetration can reach unprecedented levels if the data and internet subscriptions in Zimbabwe continue to double as they have in the past two years. Success will also be dependent on the ability to build a strong partnership with an IT person, considering I am not a developer myself, and the main competency of the business is in advance IT products. If this aspect is not handled strategically, and with legal support, I could risk losing out.

In summary, I would say this business is realistic and has potential to succeed. After considering the implications of the threats and weaknesses, I would still invest in the business, and have contingencies to fall back on. Developing this business plan made me realise that there is a lot of room for product development, and despite the ailing economy and political constraints of Zimbabwe, the market is rich with opportunities. I also learned that analysing other markets and following global trends can help to pick out best practices which can help improve existing businesses in other markets.

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APENDIX B

TeqAd

Product Development Questionnaire

Thank you for your time. Please provide a clear answer to each question below.

SECTION A

1. Do you use an advertising agency? **YES** **NO**
2. Which services do you contract the advertising agency for?
 Creative Design.....
 Media Buying.....
 Digital Marketing.....
3. What Digital Marketing services does your advertising agency offer? Please list.....

4. Which Digital Marketing services does your business require that local agencies are not offering? Please list.....

5. Are you familiar with Automated Performance Marketing?
6. As a marketer, are you making use of Automated Performance Marketing, or Digital Marketing for your business? **Yes** **b) No**
7. Do you use Social Media Marketing?
8. On which social media applications/platforms does your brand have presence?
9. How often new content is posted on your brand/company social media pages?
Very often **Often** **Not often** **Never**
10. What kind of content do you use for your social media campaigns?
Copy **Videos** **Images**
11. Do you use influencer marketing for your social media campaigns? **Yes** **No**
12. What is/are the name/s of the influencer/s you use for your campaigns?

13. How do you determine which influencer to use for your campaigns?
14. How often do you access campaign performance reports from your agency?
Daily **Weekly** **Monthly** **On Request** **Never**
15. Are you satisfied with the data in reports submitted by your agency? **YES** **NO**
16. How useful is the data in marketing strategy development and decision making?
Very useful **Useful** **Somewhat useful**
Not useful

SECTION B

1. List the most important digital marketing functions for your brand/company:
- a)
- b)
- c)
- d)
- e)
2. How can the data in your agency's reports be improved so that it meets your needs?
- a)
- b)
- c)
- d)

3. Please rate the importance of the listed functions in digital marketing:

Extremely important, important or somewhat important, not important

- a) Search Engine Optimisation
- b) Search Engine Marketing.....
- c) AdWords.....
- d) Website.....
- e) Web Applications
- f) Email Marketing.....
- g) Social Media Marketing.....
- h) Influencer Marketing.....
- i) Content Marketing.....
- j) Mobile Marketing.....

k) Pay per click ads

j) Banner advertising

4. Would you sign up for a product which enables you to sell your ad inventory directly to publishers using a digital platform which gives you access to real time data reports?.....

5. Would you sign up for a product which uses data driven insights to match your brand's campaign needs with the right influencer for your digital Marketing efforts?.....

6. What is your source for data analytics, visualization and interpretation services?

Internal talent Outsource In-house talent

7. Would you enlist the services of a company which specializes in analyzing, visualizing and interpreting big data for marketers?

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