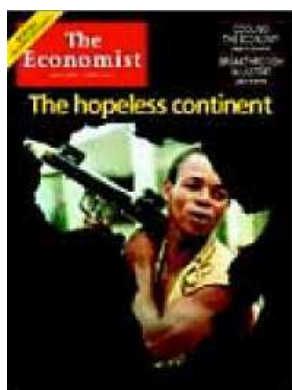


# Honing leadership for innovation

Create Uncontested Market Space

Presentation by Eva Muraya  
CEO: BSD GROUP



2000



2011



2013

## What a journey

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# GLOBAL PILLARS OF COMPETITIVENESS



## Blue Ocean

- Create uncontested market space.
- Make the competition irrelevant
- Create and capture new demand
- Value Innovation
- Attract non-customers
- Create and capture new demand

## Red Ocean

- Competing in existing market space
- Beat the competition
- Exploiting existing demand
- Create competitive advantage
- Segment existing customers
- Exploit existing demand

Blue ocean in search engines

Blue ocean in iPhone, iPad

Blue ocean in Financial Services

Blue ocean in transport payment

Blue ocean in coffee bars

Blue ocean in Money transfer

Blue ocean in music sharing and buying

These are companies that questioned the norms and boundaries set by the industry and seized their market share

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CPAK

Credibility . Professionalism . AccountAbility

?

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Companies spend too much time focusing on how to beat the competitor rather than spending time understanding and responding to the customer

Reconstruct Market Boundaries

Focus on Big Picture

Reach beyond existing demand

Overcome organizational challenges

Get the right strategic sequence

Focus on the execution of strategy

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## A close look at the scenario

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### Element 1 - Clutter

- More **Brands**
- More **Products**
- More **Choices**
- More **Info**
- More **Speed**
- More **Stress**



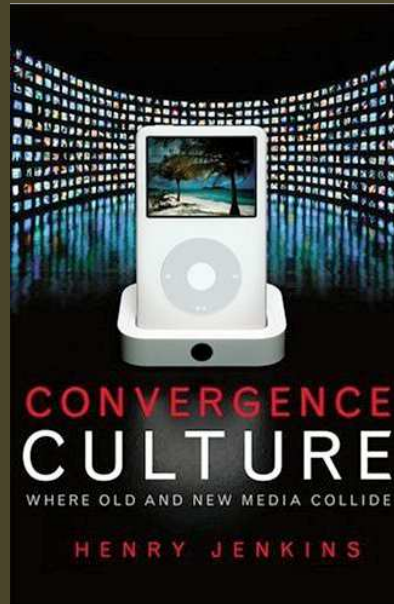
## Element 2 - Fragmenting customer segments

- Increase of different customer Segments
- Life-style difference in consumption patterns



## Element 3 - Consumers are connected

- Social Networks
- Self-generated content
- Communities
- Blogs
- Product ratings



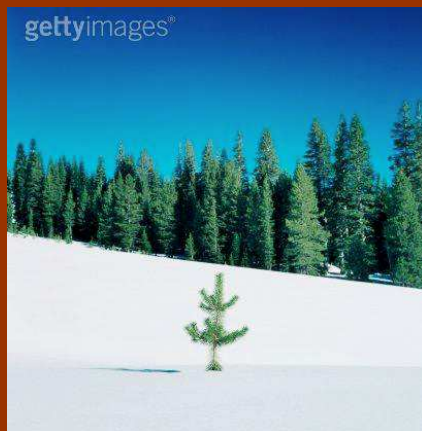
## Element 4 - Diverse communication vehicles

- **Old Media**

- TV
- Radio
- Press

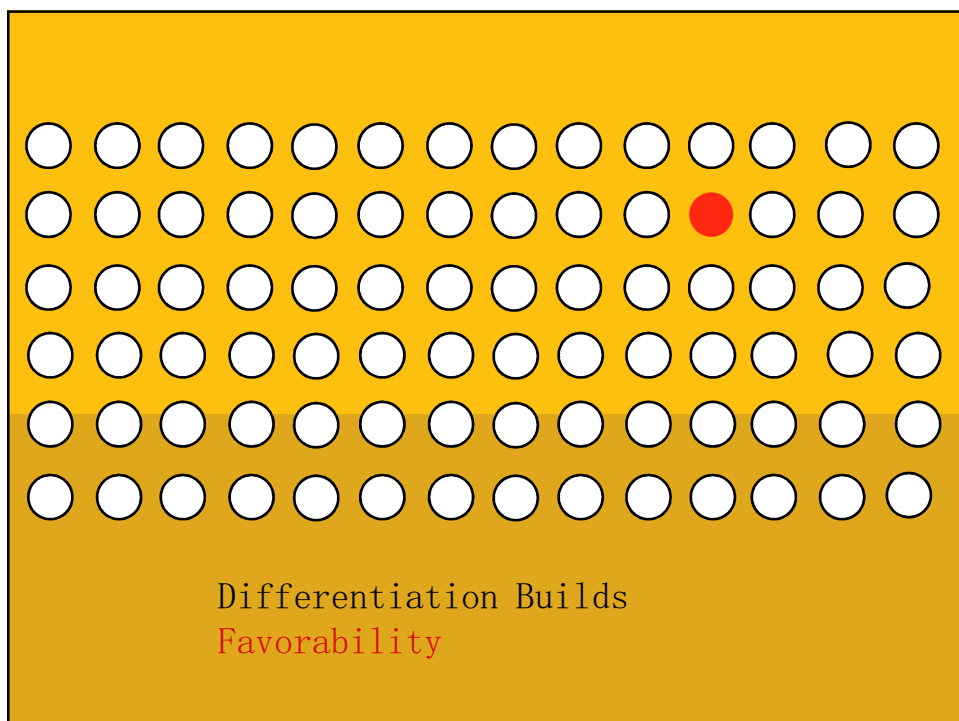
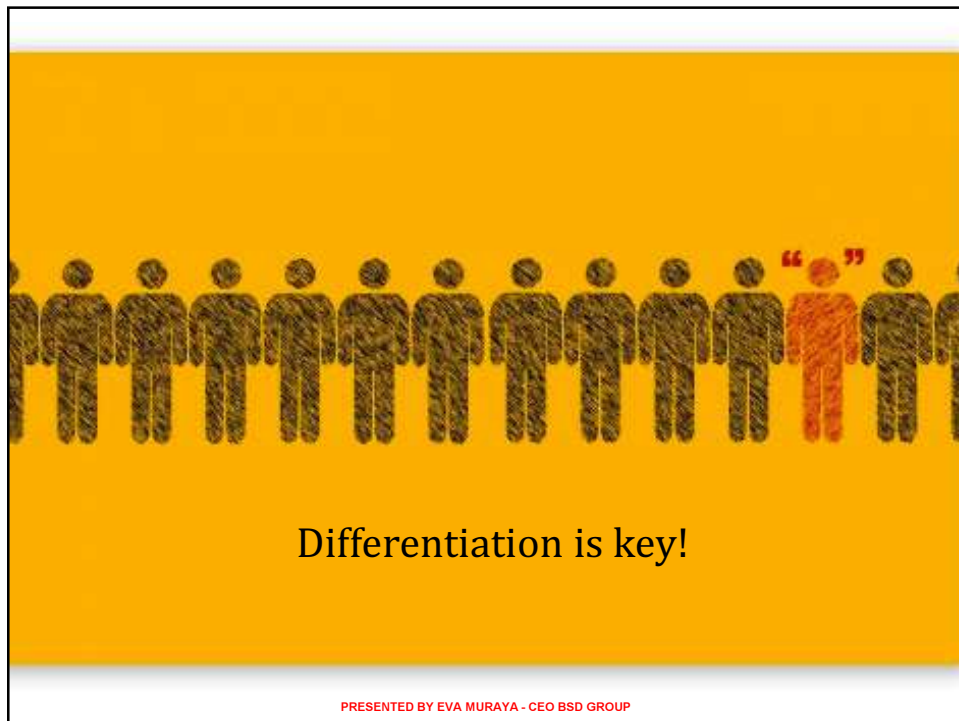
- **New Media**

- Internet
- Viral Marketing
- Product Placement
- Banner
- Online Video



## The new face of complexity

- How to **differentiate**?
- How to **create** value?
- How to **capture** value?
- How to **reach** people?
- How to **sustain** value?

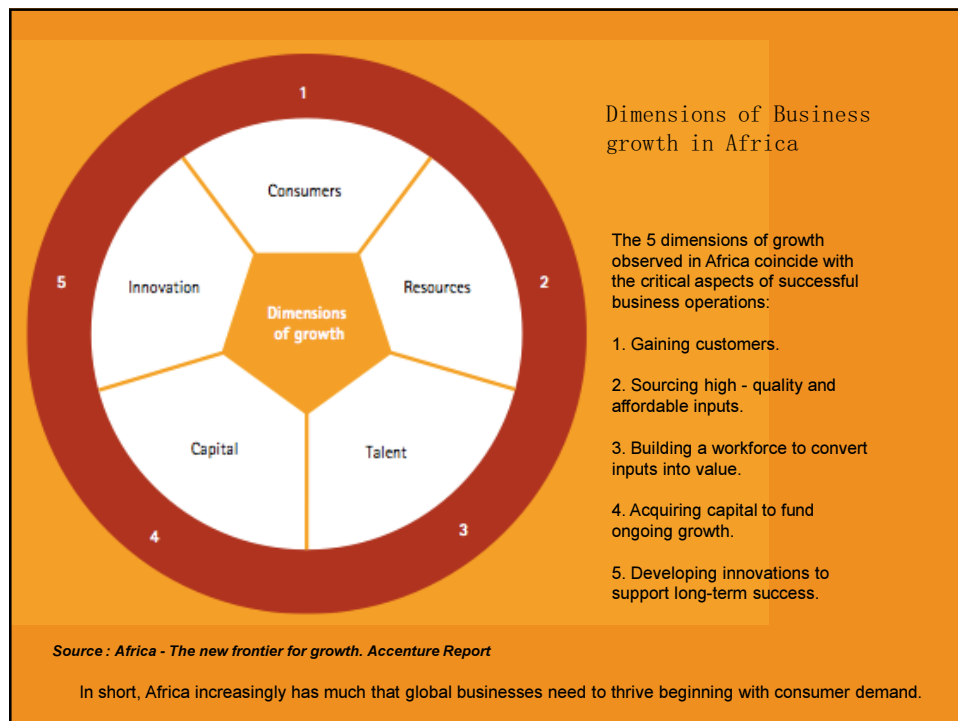




# Key Consideration: Evolution of Business in Africa

*What has changed?*

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## Category Industry Shift Summary

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### 1. Growing consumerism in one of the world's largest markets

The African continent has the world's **second-largest** population, as well as impressive growth in both consumer and business spending.

These factors will continue to drive increased consumer spending as well as capital investment from companies gearing up to meet this growing demand.

### 2. Increasing global demand for Africa's resources

Africa's plentiful reserves of natural resources have long been recognized, consequently, most of the world's resource companies have had a long-term presence on the continent.

As resources in other parts of the world grow scarcer and more expensive to extract, those in Africa will only grow in importance.

### 3. Africa as a new source of talent

**A demand for skills and knowledge embodied in the labor force, and which produce economic value in a business.**

This demand creates a favorable environment for entrepreneurs, both large and small.

These new businesses attract investment from government, private individuals and even foreign entities.

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## Category Industry Shift Summary (Cont)

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### 4. Capital is flowing more freely, which facilitates trade

Capital refers to the financial flows into and out of a country, as well as the characteristics of the financial institutions based in the country.

**Africa's abundance of natural and human resources historically has been compromised by a lack of capital to fund the launch of new enterprises and the sustainable expansion of existing businesses.**

That is changing, thanks to positive regulatory reforms, substantial increases in foreign direct investment, decreasing debt and growing intra-African trade.

### 5. Innovation is unlocking new growth areas

How will Africa ultimately earn a place among the group of the world's economic players?

One of the most powerful qualifiers will be the continent's ability to unlock new growth areas through continuous innovation.

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## THE RACE IS ON!

Africa represents a clear business opportunity for companies in search of **new markets** to **power their drive to achieve high performance** in today's tough economic conditions.

It presents some distinct challenges but, many companies are already finding ways to overcome these challenges and mitigate the risks they face, thus turning the **African market** into their next frontier for growth.



## Key Principles

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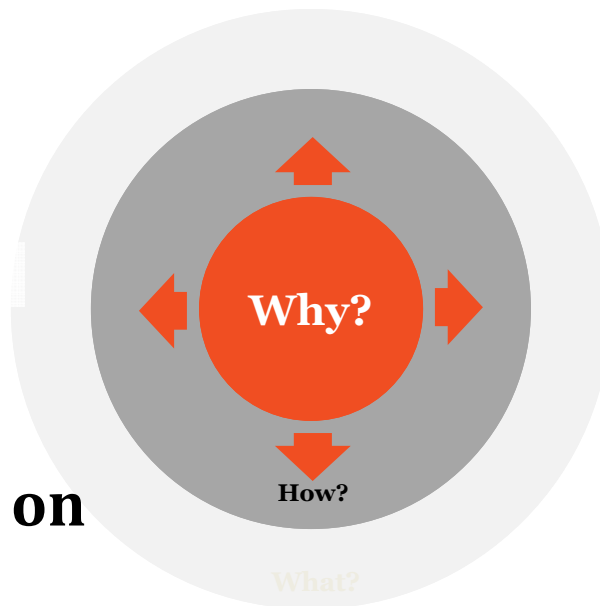
# 1. Doing what you love

Innovation doesn't happen without passion. Dig deeper to identify true passion.

Apple – Passionate about building tools to help people unleash their potential. This has given birth to iTunes, iPod etc

Golden circle

**Focusing on the why**



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by Simon Sinek

## 2. The rise of the experience brand

Creating “insanely great” experiences

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From...

Brand as a *Noun*

To...

Brand as a *Verb*

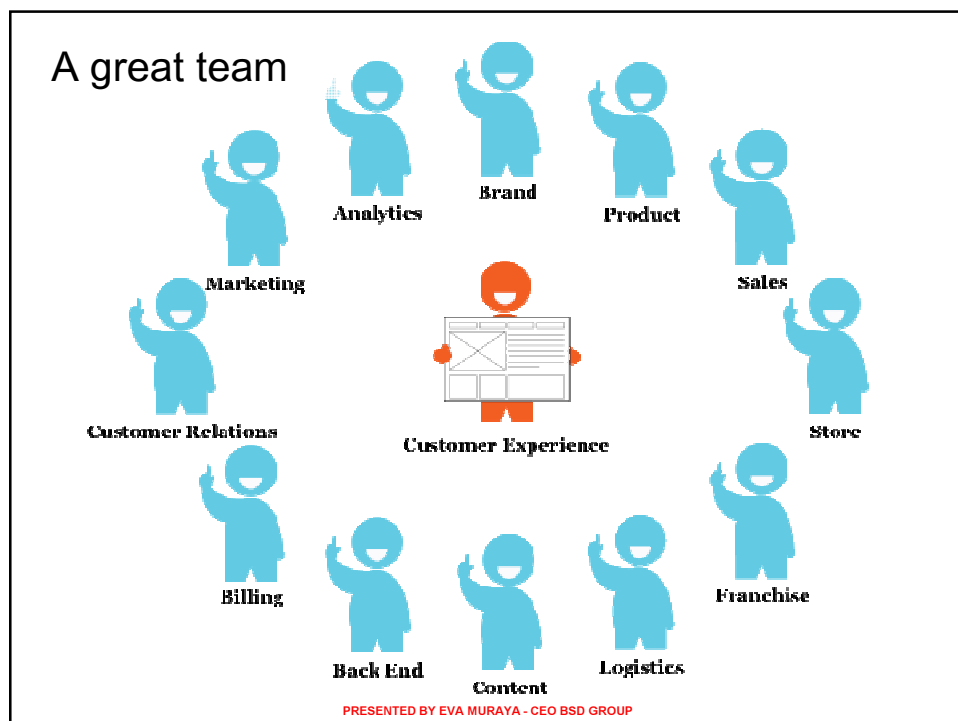


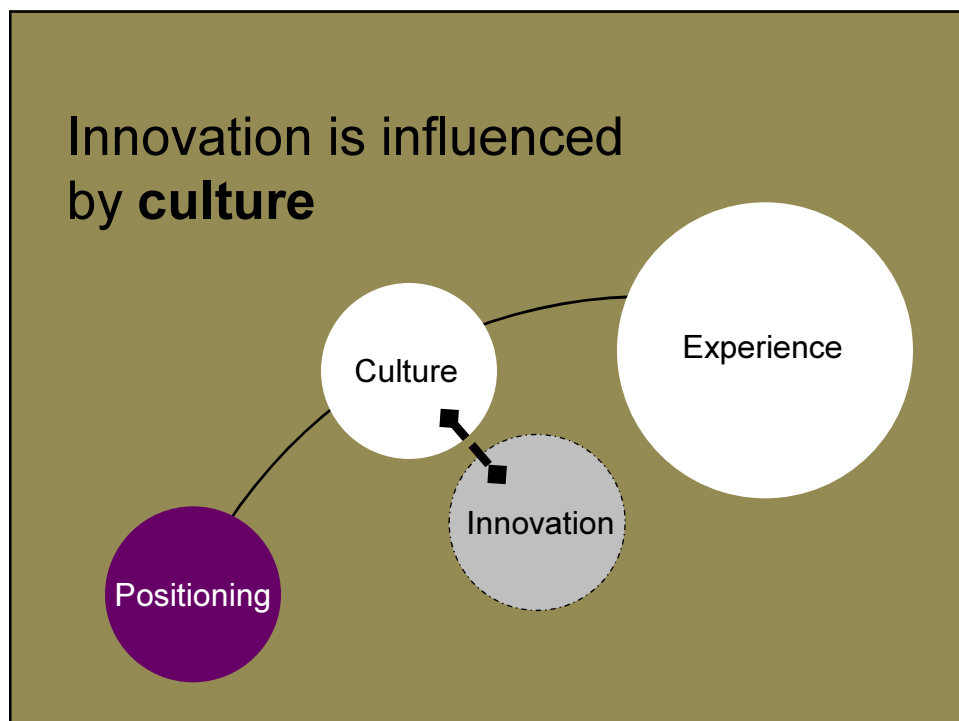
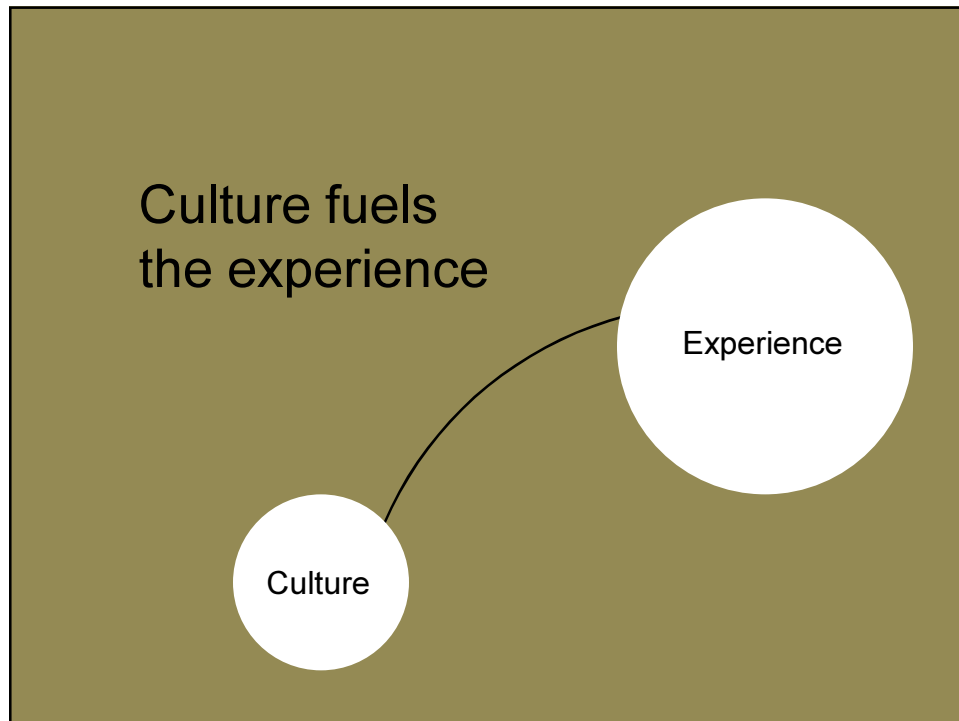
In today's attention economy,  
**consumers** have come to **care less**  
about what brands are **saying** and  
more about what they're **doing**.

### 3. People as a source of value creation

*"In an ideal world, the people ARE the brand."*

**Jarrett Nixon**

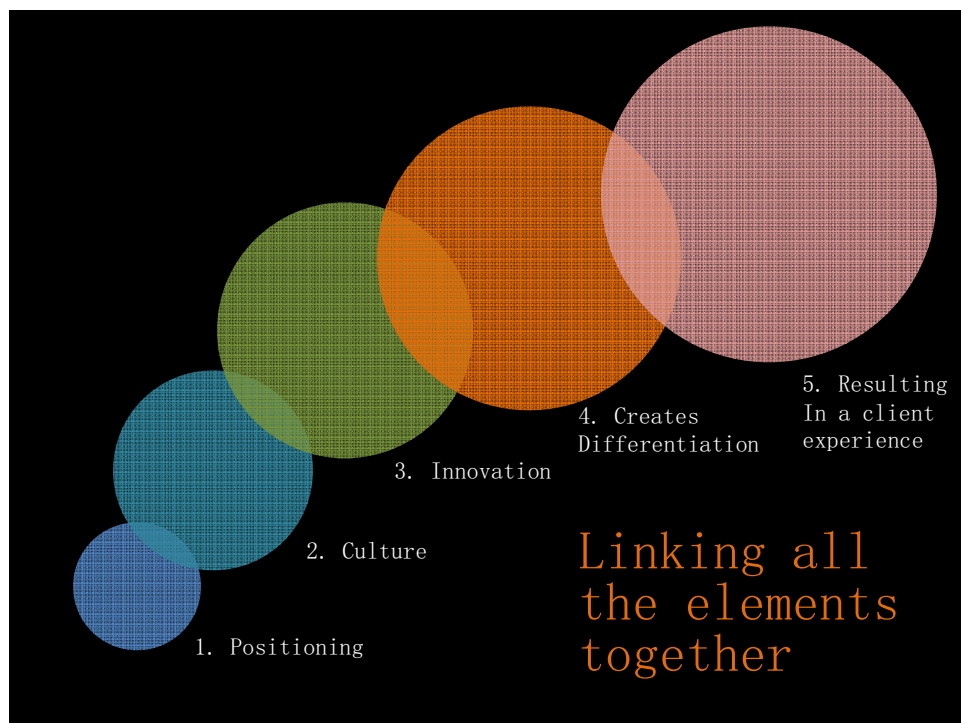




**Our culture will drive behavior**

Driver

Result





## 4. Focusing on the bigger picture

Selling dreams, not products



Apple grew to its success by focusing on selling of the dreams, not products.

When the first Apple Store was opened in 2001, the idea within was not to 'sell computers' but instead to 'enrich lives'

Focus on the constituents!

## 5. The customer in the middle

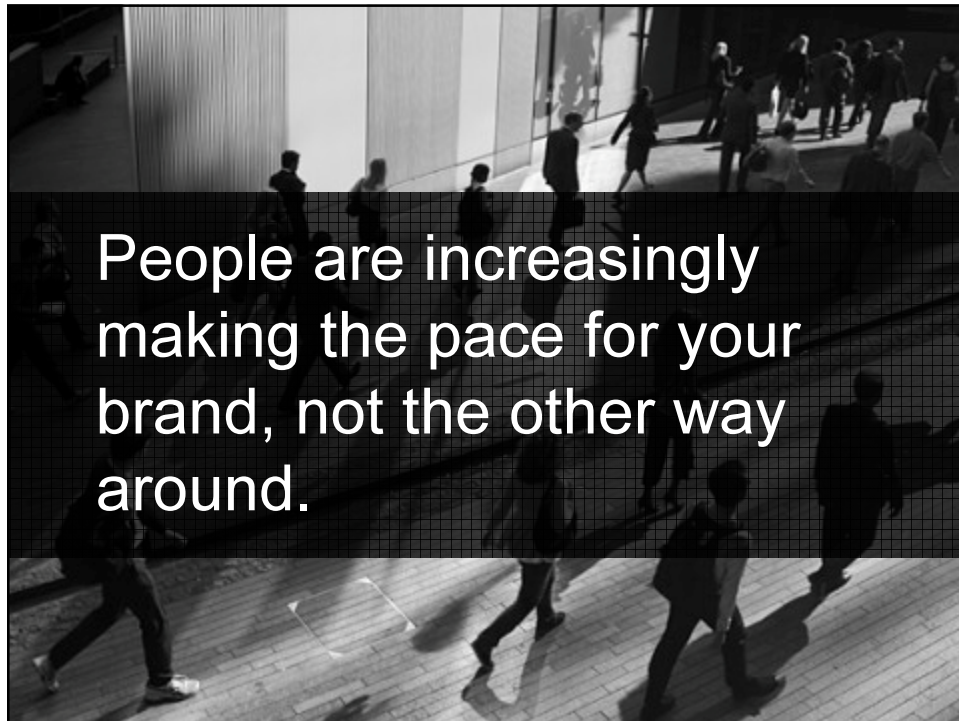
Followed by the product



Simon Sinek

*"If you don't understand people, you don't understand business"*

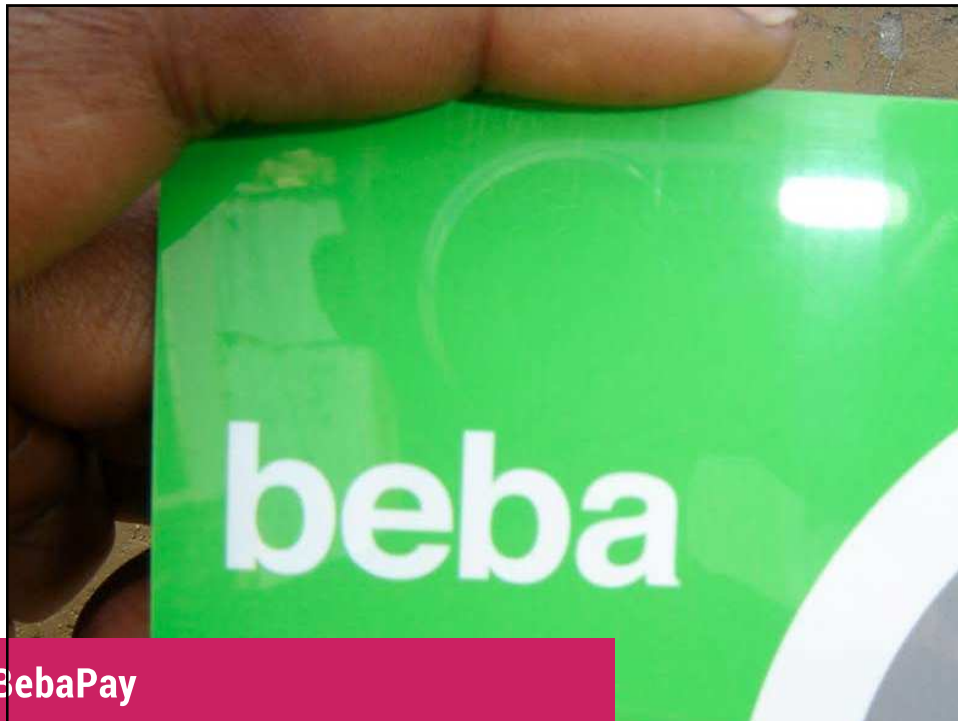
*Our ability to build trust and relationships is the key to our survival as a race, and to thriving as ideamakers.*



## 6. Africa (Collabo) Rising

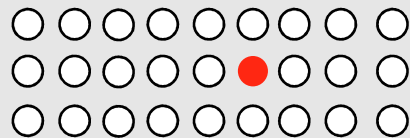
Recent years have seen more African organizations achieve global excellence, especially telecoms and financial services brands such as MTN, Google, Equity Bank, Safaricom etc

[www.trendwatching.com/africa](http://www.trendwatching.com/africa)



BebaPay

- Differentiation Builds Favorability



- Consistency Builds Trust

- Awareness Builds Familiarity



- Reputation Builds Value

## Brand misconceptions

Myth	Fact
Branding is about logos	Branding is about creating meaning around a logo
Great brands make great promises	Great brands make and keep great promises
Branding is an expense	Branding is an investment
Brands are a tactical tool	Brands are a strategic asset
Brand responsibility sits with marketing	Brand responsibility sits with the CEO
Companies create brand value	Companies co-create brand value with their stakeholders
The value of a brand can't be measured	It can – you just need to be willing to pay for it

## Why Brands Matter

### Brands increase the level of cash flow

Greater market share & premium prices

### Brands accelerate cash flow

Launching new products faster

### Brands extend the duration of cash flow

Higher levels of customer loyalty

### Brands reduce the risk attached to future cash flow

Higher barriers to entry

## Let's light up the continent

Global Education      Competitive Financial Markets  
 Strong Leadership      Global Best Practice      Macroeconomic stability  
 Goods market efficiency      Labor market efficiency      Enterprise Development  
 Infrastructure      **Brand Growth, Promotion & Innovation**      Strong Values  
 Positive Attitude      Strong Institutions      Technological readiness  
                                  Skilled Human Capital  
 Stringent Resource Management      Business sophistication  
                                  Healthy & Energetic Population

Realizing Brand Potential



Asanteni!