



Buy Malawi Strategy
MARKETING & COMMUNICATIONS PLAN

Prepared for UNDP and MoITT

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Buy Malawi Strategy
MARKETING & COMMUNICATIONS PLAN

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INTRODUCTION

This document was prepared prior to the formation of an Executive Committee and Secretariat for the Buy Malawi Strategy. Recognizing that the individuals selected for these bodies may wish to make changes based on constantly evolving market dynamics, this should be viewed as a living document, able to respond to whatever modifications and/or changes may be needed, over time.

The following pages respond to the Buy Malawi Strategy document recently published by the Government of Malawi, with the purpose of introducing a marketing and communications plan for the Buy Malawi Strategy. Based on recently concluded interviews and research, however, some of the objectives, market conditions, operational issues, and marketing activities that will be needed to support its overall operational objectives vary somewhat to the original guidelines and recommendations published in that document.

While some of the research based content, including SWOT Analysis, description of key audiences, and target markets is relatively easy to understand, there are issues linked to benefits, levels of participation, eligibility criteria, guidelines for use, and tactical considerations that will need to be reviewed and embraced by a competent marketing specialist working within the Secretariat as either its Chief Executive Director or Deputy Director.

In addition, and to properly craft an advertising campaign that supports marketing objectives, it may be necessary to engage the copywriting, creative and planning services of a qualified advertising agency.

Accordingly, and as mentioned, some of the content and recommendations presented herein may need to be modified, changed, or tailored to better suit the perspectives and competencies of the incoming management team, once they have been engaged and/or appointed.



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EXECUTIVE SUMMARY

The Buy Malawi Strategy, as outlined by the Government of Malawi, is intended to increase the quality, and subsequently sales volumes, of goods and services produced by Malawi based enterprise. In particular, and aside from changing the perceptions of Malawi made products and increasing purchase volumes among domestic consumers, there is recently passed legislation that mandates 30% of Government procurements to be localized. Ultimately, it is the goal of the Buy Malawi Strategy to address both of these goals in a manner that is productive, obvious and measurable.

Unfortunately, there is undeniable evidence that indicates a lack of trust in the quality and performance of locally made goods and services among Malawi buyers, creating an environment where higher quality imported products are overwhelmingly sought after and preferred.

In order to change buying preferences, increase sales of locally made products, realize 30% procurement from government buyers, and satisfy the objectives of the Buy Malawi Strategy, a secretariat will be established to implement the program. Some of the key responsibilities assigned to the Secretariat include:

- Identify and secure participation in the Buy Malawi Strategy by appropriate manufacturers and related organizations.
- Evaluate, tailor as needed, and implement the Marketing and Communications Plan.
- Manage operational budgets and logistics, ensuring long term sustainability of the Buy Malawi Strategy.
- Monitor and evaluate the overall success of the Buy Malawi Strategy.

There are also pressing concerns about government participation that may politicize, or negatively influence the validity and integrity of the program. Accordingly, it has been recommended that the Secretariat operate, with consent, as part of the MCCCCI, or as an independent, stand-alone, private sector entity.

Lastly, the structure of the Buy Malawi Strategy has been designed to be inclusive, affording participation from all levels of business, including village based micro-enterprise, traditionally recognized SMEs, and large scale operations that have already found success both domestically and through exports.

The following pages address all of the above mentioned issues, defining marketplace dynamics, making operational and marketing recommendations and suggesting ways to ensure ongoing success and sustainability of the Buy Malawi Strategy.



Buy Malawi Strategy MARKETING & COMMUNICATIONS PLAN

SITUATION OVERVIEW

The Buy Malawi Strategy responds to a troubling economic situation in Malawi. Due to a commonly held belief that locally made products are not high quality, coupled with an undeniable and overwhelming preference for imported goods among Malawi consumers and government procurement officers, an unhealthy trade imbalance exists. The net result is the loss of both money and jobs into foreign markets, creating an unhealthy economic environment at home.

Fortunately, there are a small number of Malawi based operators producing goods and services that represent excellent quality and are comparable to international equivalents. According to the Malawi Investment and Trade Center (MITC), there are approximately 82 active companies successfully exporting Malawi made products including:

Coffee	Macadamia Nuts	Sugar	Tea
Packaging Materials	Edible Oils	Confectionery	Flour
Soap	Beverages	Candles	Pulses & Beans
Rice	Handicrafts	Cane Furniture	Pharmaceuticals
Textiles			

Undoubtedly, some of these exports, if not already sold domestically, would be welcomed by Malawi's retailers as well as both government and corporate buyers seeking local provisions for their tendering processes.

Additionally, and according to statistics obtained from the Malawi Confederation of Chambers of Commerce and Industry (MCCCI), there are an estimated 2000 small to medium domestic enterprises (SMEs) that represent a promising foundation upon which the Buy Malawi Strategy can be built.

While the rationale for the Buy Malawi Strategy is to encourage consumption of locally produced goods and services, one of the key economic factors that will contribute to its success will be led by Government agencies. Recognizing government as the single largest buyer in Malawi, and in accordance with the Economic Environment Bill and Procurement Act, 30% of procurement, led by Government agencies, will be localized.

Accordingly, one of the key factors of the Buy Malawi Strategy will be to change and enhance the perceptions of quality commonly associated with locally produced goods and services. In addition, and once there is better understanding and appreciation of the integrity and

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Buy Malawi Strategy

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SITUATION OVERVIEW (continued)

value associated with domestic brands, the Buy Malawi Strategy will focus on import substitution, inspiring buyers to purchase Malawi made goods and services whenever possible - reinforcing the economic benefits these actions represent in terms of job availability and creation of wealth.

There are frequently mentioned concerns that these activities will benefit only those organizations that have already achieved manufacturing fluency, employ large numbers of staff, and have the resources to thrive without the support of economic enhancements such as the Buy Malawi Strategy. To the contrary, the Buy Malawi Strategy will provide support that is inclusive, allowing participation by enterprises defined as micro, small or medium sized. In addition, there will be efforts made to include frequently overlooked audiences in rural markets as well as finding ways to address youth and gender oriented issues.

It cannot be overlooked that Malawi faces challenges that go beyond buyer oriented perceptions and preferences. Issues linked to unreliable power supply, seasonably influenced rainfall and water supply overall, limited assets and access to finance, and inconsistencies in government policy and enforcement, all contribute to the quality and integrity of locally produced goods and services.

Recognizing that changes of this nature cannot be made quickly, it is estimated that building awareness and understanding of these issues, as well as changing the mindset of Malawians in a way that will prefer and support local industries, is a time intensive effort - more than likely taking three to five years before meaningful impact is achieved.

It will also be important to change the mindset of government. While the Buy Malawi Strategy is asking buyers to change their habits and prefer Malawian made products and services, it will be equally important for government to re-evaluate its policies, finding ways to make them considerably more protective of, and favorable towards, local industry.

It is important to note that the Buy Malawi Strategy is not being formed as a short term endeavor that will come and go without creating meaningful outcomes. The goal is to create and sustain a new way of thinking - a paradigm shift that will create an undeniable impact within Malawi and deliver noteworthy benefits to Malawians.



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A CAUTIONARY NOTE

In order to prepare this document, it was essential to obtain a better understanding of both market dynamics and public perceptions linked to the concepts and objectives associated with the Buy Malawi Strategy. Accordingly, meetings and interviews were conducted with representatives from government, trade associations, financial and donor organizations, and a wide variety of business owners from within the private sector. In each of these meetings, there were a few issues that came up on a regular basis that have the potential to offset and/or undermine the effectiveness of the Buy Malawi Strategy. The most troubling of these factors are:

- Unreliable power supply.
- Limited access to water.
- Price disparities created by unequal application of surtaxes, duties, VAT, and other such government imposed fees.
- Inconsistent application of policies, and lack of coordination, between ministries.
- Government not perceived as pro-Malawi enterprise.
- Perceived and/or actual corruption within government.

Knowing these issues have tremendous impact on Malawian trade practices, and have the potential to minimize or irreparably damage any positive impact the Buy Malawi Strategy may achieve, there is a pressing need for government to take action and demonstrate its undeniable and unwavering support of Malawian enterprise. Should any or all of the above mentioned issues remain unresolved, or the government fails to take visible steps to remedy these dynamics, there is a very real possibility that the Buy Malawi Strategy will fail - perceived simply as another attempt to divert attention from, or pay lip service to, the very real problems facing the country.

While there are significant and pressing concerns that could limit the successful rollout and public acceptance of the Buy Malawi Strategy, there is undeniable interest and recognition of the potential value this endeavor represents. While it would be easy to give in to the naysayers, and the risk is obvious, the ultimate recommendation is that we have to try.



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

BUSINESS OBJECTIVES

Primary Objective

- Increase the sale of goods & services, defined as import equivalents, produced within Malawi.
- Locally made goods & services represent 30% of procurements made by Government agencies.

Secondary Objectives

- Increase the competitiveness of goods and services produced within Malawi.
- Promote enterprise growth in terms of capacity, sales, and market impact.
- Increase levels of employment within Malawi.



Buy Malawi Strategy

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MARKETING OBJECTIVES

Primary Objectives

- Create awareness of the Buy Malawi Strategy
- Create an understanding, throughout Malawi, of the economic impact that purchases of imported goods and services represents.
- Persuade Malawians to change buying habits - shunning imported products - preferring locally made equivalents.

Secondary Objectives

- Diminish the perception of value associated with imported goods.
- Provide insights, ideas, and information that promotes the creation of higher quality, locally produced, goods and services.



Buy Malawi Strategy
MARKETING & COMMUNICATIONS PLAN

SWOT ANALYSIS - BUY MALAWI STRATEGY

In order to create an effective marketing and communications plan for the Buy Malawi Strategy, it is essential that a clear understanding of market dynamics in terms of strengths, weaknesses, opportunities and threats is in place. Accordingly, the following pages within this document identify the issues that will need to be addressed and resolved.



Buy Malawi Strategy

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SWOT ANALYSIS - BUY MALAWI STRATEGY (continued)

STRENGTHS

As a newly minted endeavor, the strengths associated with the Buy Malawi Strategy are limited in number. That being said, the impact and potential of these limitations should not be minimized or overlooked. These qualities include:

- The idea of the Buy Malawi Strategy makes sense and is already being well received.
- There are a significant number of products, brands and enterprises that will immediately qualify for participation in the Buy Malawi Strategy.
- Malawians in positions of power and influence want the Buy Malawi Strategy to succeed.
- The Buy Malawi Strategy will help locally produced brands gain recognition for quality, performance and integrity in line with imported equivalents.
- Initial support from the Ministry of Industry, Trade and Tourism and UNDP creates an environment for the Buy Malawi Strategy to gain a foothold and begin operations.



Buy Malawi Strategy

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SWOT ANALYSIS - BUY MALAWI STRATEGY (continued)

WEAKNESSES

In the process of interviewing business owners, government employees, executives with trade associations and other such individuals working to improve the status and impact of Malawi industry, it became quite clear that the number of challenges facing the Buy Malawi Strategy are numerous and could limit the effectiveness of the program. While we will endeavor to obtain positive and meaningful outcomes, the weaknesses we must anticipate include:

- The Buy Malawi Strategy does not yet have funding to support a secretariat, marketing tactics, and ongoing operational expenses.
- Imported products are well established, fully understood, preferred and regularly purchased by Malawian buyers.
- Changing brand preferences and mindset regarding international brands is a difficult proposition that could take years to achieve.
- There are a limited number of locally produced brands, products, and services that offer quality and performance equal to imported equivalents.
- Local products show little improvement over time, in spite of competitive pressures.
- Unreliable or non-existent supply chains.
- Local operators are already strapped for cash, limiting investment in operational upgrades that would align their offerings with international equivalents.
- Individuals embracing entrepreneurship and innovation are in short supply in Malawi.
- Individuals with limited income will prefer products at the right price, regardless of point of origin.
- The Buy Malawi Strategy has no proven track record in terms of impact or effectiveness.
- The Buy Malawi Strategy could be perceived as a government operation, political in nature, and not a longstanding, private enterprise that promotes and supports every level of Malawi industry.



Buy Malawi Strategy

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SWOT ANALYSIS - BUY MALAWI STRATEGY (continued)

OPPORTUNITIES

While there are obvious weaknesses and threats that could easily limit or deny the success of the Buy Malawi Strategy, the strengths and opportunities available to the program are promising. When it comes to opportunities, some of the more encouraging are:

- The Malawi government represents significant buying power - the single largest buyer in Malawi.
- There is an undeniable and pressing desire to improve the performance and vitality of Malawi based industry.
- Consumers are eager and willing to support local enterprise, as long as quality, reliable availability, consistent performance and overall integrity of product and/or service can be ensured.
- Operational obstacles notwithstanding, there are plenty of enterprises producing commodities, added value products, and highly sought after services that have not fully exploited growth opportunities and market potential.
- When you consider the youthful nature of Malawi's population, locally made products and/or services that cater exclusively to younger audiences are in short supply.
- Well established, Malawi based NGOs and donor organizations have numerous programs that are designed to support and enhance local enterprise.
- Trade and enterprise support organizations and associations including, but not limited to, MITC, SMEDI, NASFAM, Grain Traders and Processors Association, FUM, and MCCCCI are ready and willing to help MSMEs create brands and products that will compete with imported equivalents.
- Programs similar to the Buy Malawi Strategy that have been implemented in South Africa (Proudly South African) and Nigeria (Made in Nigeria Goods - MING) have generated meaningful results.



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SWOT ANALYSIS - BUY MALAWI STRATEGY (continued)

THREATS

If we focus entirely on the threats, or even the existing obstacles, that limit manufacturing potential, the likelihood of success for the Buy Malawi Strategy is minimal. This being said, and once we understand and address these issues, brand owners and producers in Malawi who demonstrate a desire to compete can easily meet or exceed the standard of quality necessary to achieve parity with imported equivalents. Some of the more pressing threats to recognize and overcome include:

- Global trade is an accepted business practice widely accepted throughout Malawi.
- Ongoing shortages of water and power that show no sign of improvement are causing lower levels of productivity and business failure.
- Inconsistent application of policies and lack of focus from government creates an unstable environment for business innovation and improvement.
- In many cases, regulations, tariffs and taxes favor imported goods.
- Smuggling of unregistered and untaxed goods.
- Importers understand, can afford, and have access to, better and more influential packaging and marketing services.



Buy Malawi Strategy - SWOT Analysis

STRENGTHS

- The idea of the Buy Malawi Strategy makes sense and is already being well received.
- There are a significant number of products, brands and enterprises that will immediately qualify for participation in the Buy Malawi Strategy.
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- The Buy Malawi Strategy will help locally produced brands gain recognition for quality, performance and integrity in line with imported equivalents.
- Initial support from the Ministry of Industry, Trade & Tourism and UNDP creates an environment for the Buy Malawi Strategy to gain a foothold and begin operations.

WEAKNESSES

- The Buy Malawi Strategy does not yet have funding to support a secretariat, marketing tactics, and ongoing operational expenses.
- Imported products are well established, fully understood, preferred and regularly purchased by Malawian buyers.
- Changing brand preferences and mindset regarding international brands is a difficult proposition that could take years to achieve.
- There are a limited number of locally produced brands, products, and services that offer quality and performance equal to imported equivalents.
- Local products show little improvement over time, in spite of competitive pressures.
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- Local operators are already strapped for cash, limiting investment in operational upgrades that would align their offerings with international equivalents.
- Individuals embracing entrepreneurship and innovation are in short supply in Malawi.
- Individuals with limited income will prefer products at the right price, regardless of point of origin.
- The Buy Malawi Strategy has no proven track record in terms of impact or effectiveness.
- The Buy Malawi Strategy could be perceived as a government operation, political in nature, and not a long standing, private enterprise the promotes and supports every level of Malawi industry.

OPPORTUNITIES

- The Malawi government represents significant buying power - the single largest buyer in Malawi.
- There is an undeniable and pressing desire to improve the performance and vitality of Malawi based industry.
- Consumers are eager and willing to support local enterprise, as long as quality, reliable availability, consistent performance and overall integrity of product and/or service can be ensured.
- Operational obstacles notwithstanding, there are plenty of enterprises producing commodities, added value products, and highly sought after services that have not fully exploited growth opportunities and market potential.
- When you consider the youthful nature of Malawi's population, locally made products and/or services that cater exclusively to younger audiences are in short supply.
- Well established, Malawi based NGOs and donor organizations have numerous programs that are designed to support and enhance local enterprise.
- Trade and enterprise support organizations and associations including, but not limited to, MITC, SMEDI, NASFAM, Grain Traders and Processors Association, FUM, and MCCCCI are ready and willing to help MSMEs create brands and products that will compete with imported equivalents.
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THREATS

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KEY AUDIENCES

In order for the Buy Malawi Strategy to succeed, it will be essential to deliver informative and persuasive messages to a wide variety of audiences and in a manner that is relevant to each. To start, key audiences can be defined in terms of their direct purchasing power or the degree of influence they can impose on purchasing decisions. Accordingly, these key audiences include:

- PRIVATE SECTOR - BUSINESS OWNERS AND BRAND MANAGERS

MSMEs - Micro, Small and Medium sized Enterprises

This group of businesses represents the largest number of potential participants in the Buy Malawi Strategy. As defined by the FinScope MSME survey, this includes Micro enterprises that employ 1 to 4 individuals and generate an annual turnover up to MK120,000, Small enterprises that employ 5 to 20 individuals with annual turnover between MK120,001 and MK4 million, and Medium sized enterprises that employ 21 to 100 individuals generating more than MK4 million to MK10 million.

Unfortunately, these are also the businesses that have difficulty maintaining, or fail entirely to deliver, consistent levels of product integrity, quality and performance equal to, or even approximating imported goods. Accordingly, the need that the Buy Malawi Strategy can satisfy, and the messages that can be delivered, will be aspirational - providing guidance and access to information, training and services that can help these organizations improve operations, enhance the quality and consistency of products, and embrace marketing practices that better align with international best practices and would effectively compete against imported brands. For organizations that meet or exceed international standards, the messages that would appeal to, and resonate with, them would be the same as those delivered to Large Enterprise and Established Exporters (below).

Large Enterprise and Established Exporters

Companies that are currently able to meet or exceed international standards in Malawi are, for the most part, large enterprises with more than 100 employees generating in excess of MK10 million in annual turnover. While some of these companies maintain a manufacturing focus on mass produced, lower quality products that compete on price alone, they have the capacity and resources for improvement and the creation of higher quality offerings.

Alternatively, other large enterprises may be manufacturing exclusively for export. According to the Malawi Investment and Trade Center, there are currently 82 companies successfully

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MARKETING & COMMUNICATIONS PLAN

KEY AUDIENCES (continued)

maintaining exports (see Annex). Undoubtedly, some of these companies are also catering to local buyers or have the potential to introduce a domestic line of products.

Regardless of manufacturing focus, the messages that would appeal to all of these enterprises would provoke them to learn about the benefits associated with, and subsequently participate in, the Buy Malawi Strategy.

- CONSUMERS

This audience is, in effect, the entire population of Malawi. After all, at some point in time throughout the day, every individual in the country is a consumer. While they may not be responsible for the supermarket shopping for the family, they do make purchasing decisions for themselves and, when working in a procurement capacity, for their employers on a regular basis. Since the primary objective of the Buy Malawi Strategy is to increase the sale of goods and services produced within Malawi, this goal does not specify whether these sales are specifically attributed to individual households, private sector enterprises or government. Accordingly, the messages that will be delivered to consumers will raise awareness and understanding of the Buy Malawi Strategy, persuade them to prefer, value and purchase domestically made products and services, and appreciate the impact that each individual can make in terms of economic gains and availability of jobs in their own families, nearby communities, and country overall.

- GOVERNMENT

Recognizing government and all of its agencies, collectively, as the largest single buyer in the country, making sure they consider and prefer locally produced goods and services is essential. In addition, there is legislation (Economic Environment Bill, Procurement Act) that mandates government to include locally made products as 30% of their procurements. While consumer oriented messages will have reached individuals within government operating in a buying or procurement capacity, there will need to be outreach efforts that focus on their specific needs and concerns apart from general consumer issues.

In addition, there is frequently occurring comment about government's lack of interest in local enterprise, inconsistencies linked to the application of policies and, accusations that corruption in government works in opposition to enterprise growth within Malawi. Marketing and communications endeavors, along with procurement related messaging, will need to minimize or offset these concerns as well.

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KEY AUDIENCES (continued)

- NGOS, DONOR ORGANIZATIONS AND TRADE ASSOCIATIONS

Understanding that various non-manufacturing organizations maintain and offer programs and services that can directly impact the capacity, quality, and competitiveness of locally made products and services, it is important for the Buy Malawi Strategy to maintain direct communications with these groups. While consumer oriented messages will have reached these individuals, marketing activities will suggest ways in which they can effectively connect with enterprises (most likely MSMEs) who would like to participate in the Buy Malawi Strategy. Knowing that a large number of Malawi based enterprises do not currently possess the capacity, quality or resources to match the standards embraced by imported goods and services, and these organizations can provide the support and essential services that will help producers overcome these shortcomings, the Buy Malawi Strategy will seek ways to create connections that represent significant and meaningful value.

In addition to these definitions, audiences can be further defined according to demographics (age, gender, income, and marital status) and geographics (place of residence). In Malawi, the population is quite youthful, with an average age of 16.5 years. In addition, and according to the National Statistical Office of Malawi, there is no significant difference between the number of men and women in the majority of population centers throughout the country (the national average is 49% men, 51% women). Of course, and depending on place of residence, the degree of literacy varies, running close to 66% of the overall population. The average household size is 4.6 individuals.

While all of these statistics are significant, the idea of preferring products made in Malawi appeals to, and has significance across, all demographic profiles. Coupled with an initial focus on professionals working in industry, government and other such professional activities, we can direct our activities based on major population centers around the country as described under Target Markets on the following page.

Please keep in mind that, as Buy Malawi Strategy promotional efforts are implemented, create influence, and impact buying habits, the nature of key audiences and messages deemed most relevant may change. With the support of a qualified copywriter and/or advertising agency, more focused communications can be developed and deployed on an as needed basis.



KEY AUDIENCES - KEY MESSAGES

<i>Audience</i>	<i>Level of Participation</i>	<i>Reason for Participation</i>	<i>Key Messages</i>	<i>Action Expected</i>
Government	Second Tier	Visible support of Malawi enterprise.	Support and assist local producers. Seek out, and include, local products in your next tender.	Identify and contact local producers through the Buy Malawi website.
NGO's, Trade Associations, Donor Organizations	Second Tier	Visible support of Malawi enterprise.	Support and assist local producers. Include local producers in your next development program.	Post your existing and upcoming programs on the Buy Malawi Strategy website. Submit white papers and announce events on the Buy Malawi Strategy website.
Emerging Enterprise 1-4 employees	First Tier	Attract new customers, increase marketshare, increase sales volumes.	You have great products. Increase visibility and sales.	Apply for First Tier participation. Submit success stories, case studies and stories of interest for promotional purposes.
	Second Tier	Improve quality, capacity and overall productivity.	Pursue success. Build a better business.	Find the information, contacts, trainings, access to finance, and support you need for your business on the Buy Malawi Strategy website.
Small Enterprise 5-19 employees	First Tier	Attract new customers, increase marketshare, increase sales volumes.	You have great products. Increase visibility and sales.	Apply for First Tier participation. Submit success stories, case studies and stories of interest for promotional purposes.
	Second Tier	Improve quality, capacity and overall productivity. Visible support of Malawi enterprise	Proudly Malawian. Build a better business.	Find the information, contacts, trainings, access to finance, and support you need for your business on the Buy Malawi Strategy website.
Medium Enterprise 20-99 employees	First Tier	Attract new customers, increase marketshare, increase sales volumes.	You have great products. Increase visibility and sales.	Apply for First Tier participation. Submit success stories, case studies and stories of interest for promotional purposes. Advertise on the Buy Malawi Strategy website.
	Second Tier	Improve quality, capacity and overall productivity. Visible support of Malawi enterprise.	Proudly Malawian. Build a better business.	Find the information, contacts, trainings, access to finance, and support you need for your business on the Buy Malawi Strategy website.
Large Enterprise 100+ employees	First Tier	Attract new customers, increase marketshare, increase sales volumes.	You have great products. Increase visibility and sales.	Apply for First Tier participation. Submit success stories, case studies and stories of interest for promotional purposes. Advertise on the Buy Malawi Strategy website.
	Second Tier	Improve quality, capacity and overall productivity. Visible support of Malawi enterprise	Proudly Malawian. Build a better business.	Find the information, contacts, trainings, access to finance, and support you need for your business on the Buy Malawi Strategy website.



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TARGET MARKETS

While the entire population of Malawi is the intended beneficiary of the Buy Malawi Strategy, and the expressed desire of the program is to be as inclusive as possible, it can be expensive, cumbersome and wasteful to launch a nationwide marketing program all at once. Accordingly, it makes sense to break the country into smaller, regionally oriented, segments and roll out marketing tactics in smaller batches, over time. The benefits to this approach are several:

- Resources are limited - with a smaller number of ads, billboards, brochures, stickers, and other such tactical products needed at any one time, the cost of implementation can be reduced.
- Messages that fail to resonate effectively, or have limited impact, can be changed and re-deployed without major economic impact.
- Tactics that fail to attract attention, or create the level of impact desired, can be eliminated and budgets redistributed.

Accordingly, the country will be broken into Northern, Central and Southern regions with an emphasis on major population centers. Based on recent statistics (see Annex), it makes sense to launch the first wave of marketing activity in the seat of government and industry in Lilongwe, including neighboring communities throughout central Malawi. Once this is achieved, and assuming evaluation, adjustment and redeployment has taken place, a second wave of marketing activity can begin in the prominent manufacturing community in Blantyre along with surrounding population centers throughout the southern part of Malawi. Once this is completed, a third and final release of marketing activity can be introduced to the towns and villages in the Northern Region of the country.

This phased rollout will not only allow for evaluation, adjustment and redeployment of tactics over time, but enable the greatest possible return on limited marketing investments.



Buy Malawi Strategy

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KEY MANUFACTURING SECTORS/PRODUCTS

Understanding that the Buy Malawi Strategy is intended as all inclusive, open to all producers of goods and services within the country, and considering the pressing need to improve economic conditions in Malawi, the initial structure and criteria for participation in the Buy Malawi Strategy has been configured to be easily embraced by industry and efficiently managed by the Secretariat. This being said, and in order for the Secretariat to identify and secure participation by qualified enterprises at the onset of this program, it was important to identify manufacturing sectors and products that would most likely qualify for inclusion in the Buy Malawi Strategy in the first year of operation, either as First Tier or Second Tier participants.

When attempting to identify these enterprises, guidance and recommendations were sought during interviews and discussions with MoITT, MITC, NASFAM, and other such government and trade support organizations.

In short, and due to the large number of enterprises based in agribusiness, agricultural products were the most easily identified for inclusion with rice, coffee, sugar, edible oils, and macadamia nuts being suggested most frequently. In addition, pharmaceutical and forestry based products were also identified.

It goes without saying that there are a wide range of producers working in a variety of sectors that can be approached for inclusion. Accordingly, the start-up list offered below will be expanded over time, as the Secretariat establishes its operations, methodologies and prioritizes needs.

Agricultural Products

There are a large number of growers and processors operating in Malawi, many of which have products that easily align with, and represent suitable substitution for, imported products. Since agricultural products can be purchased for supermarket, hospitality (including restaurants and hotels), and institutional (hospitals, schools, etc.) environments, they appeal to both consumer and procurement buyers. Accordingly, the whole ingredients and/or added value products most likely to qualify as the first participants in the Buy Malawi Strategy (in alphabetical order) include:

Beans & Pulses, including soya products	Beverages
Chilies & Spices	Coffee & Tea
Edible Oils	Eggs and Poultry
Nuts - groundnuts, macadamias	Rice
Sugar	Sweet and Salty Snacks

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Buy Malawi Strategy

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KEY MANUFACTURING SECTORS/PRODUCTS (continued)

Pharmaceuticals

According to the Central Medical Stores Trust, there are five approved pharmaceutical companies operating in Malawi, collectively producing 42 products with approximately 40 more being considered for approval. These products can be best categorized as:

Syringes	Syrups
Tablets & Capsules	

Forestry Products

There are a number of enterprises working to restore Malawian forests through careful management and operational practices. From a manufacturing perspective, they are creating products made from wood and wood replacement materials including bamboo. The forestry products most likely to qualify for the Buy Malawi Strategy include:

Construction Timber	Flooring
Furniture	Household Products
Pressure Treated Utility Poles	

According to the Malawi Investment and Trade Center (MITC), there are approximately 82 companies successfully exporting Malawi made products including:

Coffee	Macadamia Nuts	Sugar	Tea
Packaging Materials	Edible Oils	Confectionery	Flour
Soap	Beverages	Candles	Pulses & Beans
Rice	Handicrafts	Cane Furniture	Pharmaceuticals
Textiles			

Undoubtedly, some of these exports, if not already sold domestically, would be welcomed by Malawi's retailers as well as both government and corporate buyers seeking local provisions for their tendering processes, making them ideal candidates for the Buy Malawi Strategy.

Additionally, and according to statistics obtained from the Malawi Confederation of Chambers of Commerce and Industry (MCCCI), there are an estimated 2000 small to medium domestic enterprises (SMEs) that represent a promising foundation upon which the Buy Malawi Strategy can be built.



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

BENEFITS OF PARTICIPATION

The primary marketing agenda of the Buy Malawi Strategy is to maintain robust promotional activity featuring noteworthy stories and achievements provided by First Tier and Second Tier participants. Accordingly, products (First Tier) and companies (Second Tier) that are selected and/or apply for participation in the Buy Malawi Strategy will realize a variety of promotional benefits - most notably increased brand and product exposure.

While the promotional benefits offered by the Buy Malawi Strategy are adjunct to whatever promotional activities are already maintained by the company, larger companies will be able to create effective and meaningful tie-ins. For smaller companies that do not employ, or cannot afford, marketing programs, participation in the Buy Malawi Strategy offers a way to build brand awareness and compel purchase.

The greatest benefit for all participants, regardless of operational size, is obtaining third-party credibility and increased brand awareness that effectively positions companies as category leaders and improves the likelihood of increased sales. Ultimately, participation provides a layer of communication that effectively links buyers with sellers in a manner that cannot be achieved through other promotional channels.

From a marketing perspective, this is achieved through placement of the Buy Malawi Strategy logo on products and enterprise related promotions along with valuable promotional opportunities exploiting public relations, online communications and advertising.

Of course, benefits linked to products (First Tier participation) and companies (Second Tier Participation) are somewhat different. The following pages outline the specific benefits associated with each.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

BENEFITS OF PARTICIPATION (continued)

- BENEFITS OF PARTICIPATION - FIRST TIER

Logo Placement

Selected products will be granted a license to feature the Buy Malawi Strategy First Tier logo on the front of their packaging at any size and in full color. In addition, the logo can also be integrated into their advertising other aspects of their own marketing programs. With this application, consumers will be able to immediately recognize participating products as high quality, locally produced, import equivalents. Coupled with the levels of exposure the participating products may realize through the promotional endeavors maintained by the Buy Malawi Strategy, brand owners are able to improve and enhance the way their products are perceived.

In addition, and since First Tier participation includes Second Tier benefits as well, the participating companies enjoy even greater impact and influence from the use of the logo (see Second Tier Participation)

Public Relations

One of the key communication tactics that will be utilized to support and grow the Buy Malawi Strategy is public relations - disseminating engaging stories to national audiences in a fashion that builds awareness and explains the value of the Buy Malawi Strategy. When products are approved for First Tier participation, there will be stories worth telling that highlight the ways in which the product managed to achieve this selection, technical achievements within the company linked to the product, and related stories associated with enterprise growth and successful market penetration that will make compelling content for media outlets (print/broadcast), newsletters, website and other such communication vehicles.

White Papers and Special Reports

The Buy Malawi Strategy will seek white papers and special reports from First Tier brand owners, allowing them to distribute valuable technical, operational and marketing related content. The content will include advancements in manufacturing, new operational practices, innovation in terms of product configuration, technical and/or educational achievement, etc. In turn, and as previously mentioned, their brands and products will be clearly positioned as industry and category leaders.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

BENEFITS OF PARTICIPATION (continued)

- BENEFITS OF PARTICIPATION - FIRST TIER (continued)

Monthly Email Newsletters

It will be important to keep all stakeholders informed about the activities and achievements encountered by the Buy Malawi Strategy, including the addition of products enjoying First Tier participation. Product specific information, when appropriate, will be distributed through monthly email newsletters that contain operational updates, newsworthy content, and time sensitive announcements. As part of this endeavor, First Tier participants will be given opportunities to provide relevant content, include announcements, and place ads in each issue. Depending on how the Secretariat chooses to manage advertising opportunities within monthly emails, this could be developed as a revenue producing item.

Online Advertising

The Buy Malawi Strategy will maintain a website that functions as the primary information portal for the program. While First Tier participants will be clearly featured in the First Tier portion of the website that will include a comprehensive listing of company and product details, there will be opportunities to place brand and product specific banner ads within the site. These ads may be small sized placements that appear in the margins, or headline banners that are given priority placements on key pages. As with advertising in Monthly email newsletters, the Secretariat may wish to develop online advertising as a revenue producing item.

Awards

Since all First Tier products will have undergone qualitative and quantitative evaluation, and market penetration and sales will be tracked, it will be an easy matter to create awards that recognize quality, innovation and growth. While the details for these awards will need to be further defined by the Secretariat, they will increase visibility for the winning products and manufacturers and, at the same time, add to the variety of content promoted by the Buy Malawi Strategy via public relations and online activities.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

BENEFITS OF PARTICIPATION (continued)

- BENEFITS OF PARTICIPATION - SECOND TIER

Logo Placement

Recognizing that Second Tier participation is open to any and all companies, regardless of industry or market status, it is critical to avoid confusion with these companies and the products selected for First Tier participation. Accordingly, the design of the Second Tier logo, while bearing resemblance to the First Tier logo, must be obviously different (see Tactical Considerations). Second Tier participants will be granted a license to feature the Buy Malawi Strategy Second Tier logo on the back of their packaging at a limited size and in black and white only. While the logo can also be integrated into their advertising and other aspects of their own marketing programs, it cannot be applied to their individual products. While this will not aid in purchasing decisions, it will position the company as a supporter of the Buy Malawi Strategy, actively engaged in the program, and looking out for the well-being of the country. Coupled with the levels of exposure the participating companies may realize through the promotional endeavors maintained by the Buy Malawi Strategy, companies will be able to improve and enhance the way their organization is perceived.

Public Relations

One of the key communication tactics that will be utilized to support and grow the Buy Malawi Strategy is public relations - disseminating engaging stories to national audiences in a fashion that builds awareness and explains the value of the Buy Malawi Strategy. When companies elect Second Tier participation, there will be stories worth telling that highlight their technical achievements. Coupled with related stories associated with enterprise growth and successful market penetration, The Buy Malawi Strategy will distribute this content for media outlets (print/broadcast), newsletters, website and other such communication vehicles.

White Papers and Special Reports

The Buy Malawi Strategy will seek white papers and special reports from Second Tier companies, allowing them to distribute valuable technical, operational and marketing related content. In turn, and as previously mentioned, their companies will be clearly positioned as supporters of the Buy Malawi Strategy and concerned about the well-being of Malawi.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

BENEFITS OF PARTICIPATION (continued)

- BENEFITS OF PARTICIPATION - SECOND TIER (continued)

Monthly Email Newsletters

It will be important to keep all stakeholders informed about the activities and achievements encountered by the Buy Malawi Strategy, including the addition of companies enjoying Second Tier participation. When appropriate, and as part of Second Tier participation, companies will be given opportunities to provide success stories, announcements, and place ads in each issue. Depending on how the Secretariat chooses to manage advertising opportunities within monthly emails, this could be developed as a revenue producing item.

Online Advertising

The Buy Malawi Strategy will maintain a website that functions as the primary information portal for the program. While Second Tier participants will be clearly featured in the Second Tier portion of the website that will include contact details and a brief description of the company, there will be opportunities to place brand and product specific banner ads within the site. These ads may be small sized placements that appear in the margins, or headline banners that are given priority placements on key pages. As with advertising in Monthly email newsletters, the Secretariat may wish to develop online advertising as a revenue producing item.



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

LEVELS OF PARTICIPATION

The Buy Malawi Strategy is designed for all Malawians, making any and all domestic enterprises and individuals, regardless of their operational or professional status, eligible to participate. This being said, and recognizing a large component of the Buy Malawi Strategy focuses on import substitution, there will be two levels of participation.

- FIRST TIER - IMPORT EQUIVALENTS

First Tier participation is for products that are good enough to be considered import equivalents. Recognizing that identifying and promoting the purchase of locally made goods and services in place of imports is one of the key issues of the Buy Malawi Strategy, a First Tier license will be granted to products that have met these criteria. For buyers, it can be assumed that products or services that qualify for First Tier participation will have qualities and performance criteria that align with imported equivalents.

It is important to note that many companies manufacture a wide variety of products that are sold under a variety of brand names. Accordingly, First Tier licenses will be evaluated on a product by product basis, and granted specifically to individual products that demonstrate qualities associated with imported equivalents. The First Tier license will not apply to any enterprise or company as a whole.

For additional information and clarification regarding First Tier participation, see Eligibility Criteria that follows.

- SECOND TIER - PARTICIPATING ENTERPRISE

Finding ways to reverse the trade imbalance, add local jobs and increase domestic revenues are goals of the Buy Malawi Strategy that appeal to, and resonate with, all Malawians. In order to allow widespread participation by companies whose products do not necessarily qualify as First Tier, a Second Tier license will be granted. Second Tier participation applies to any and all organizations and individuals throughout Malawi and facilitates a public display of support. As mentioned, it does not represent, qualify or imply products as being certified import equivalents.

For additional information and clarification regarding Second Tier participation, see Eligibility Criteria that follows.



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

ELIGIBILITY CRITERIA

In an effort to establish eligibility criteria for the Buy Malawi Strategy, it was important to establish guidelines that would be manageable by all levels of enterprise in Malawi. When researching programs of a similar nature to see what has been utilized in other countries, some of the common criteria include:

- Manufacturing policies that specify organic, non-GMO and/or fair trade certifications.
- Environmental impact policies that describe recycling practices, use of environmentally friendly materials, and carbon footprint.
- Labor and hiring practices that address gender equality, policies regarding children in the workplace, and attitudes towards individuals practicing alternative lifestyles.
- Proven membership in relevant trade associations and/or support from relevant trade unions.
- ISO quality certificates
- Percentage of imported ingredients

In Malawi, however, documentation and criteria of this nature are simply not feasible. Accordingly, the operational criteria recommended at this time for participation in the Buy Malawi Strategy are:

First Tier Participation - for each product submitted for participation

- Certification from the Malawi Bureau of Standards.
- Proof that final assembly and/or processing and packaging take place in Malawi
- Approval from the Secretariat, based on subjective evaluation by category specialists.
- Ability to pay participation fees.

Second Tier Participation - for each company

- Documentation certifying number of employees
- Letter of recommendation from 2 qualified trade organizations (i.e. SMEDI, NASFAM, MCCI, FUM, NASME)
- Ability to pay participation fees.

In addition, and recognizing that operations in small rural villages survive on annual revenues that are considerably less than major national organizations, there must be a fee structure that takes these stark contrasts into account. Accordingly, and whether the applicant is looking at First Tier or Second Tier participation, fees are based on size of enterprise in terms of number of employees.

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Buy Malawi Strategy
MARKETING & COMMUNICATIONS PLAN

ELIGIBILITY CRITERIA (continued)

- FIRST TIER PARTICIPATION - PRODUCTS

The purpose of First Tier Participation is to identify those locally made products and services that buyers can trust as equivalents to high quality, imported products. For the Buy Malawi Strategy to succeed, there can be no compromise when approving participation at this level. Products will need to pass both technical evaluation (certified by the Malawi Bureau of Standards) and subjective evaluation (satisfying performance criteria as judged by a team of 3 to 4 category specialists appointed by the Buy Malawi Strategy secretariat).

NOTE: In order for this process to succeed, there can be no favors or waivers granted. The evaluation process must be vendor neutral, fully transparent, and decided based on the merits of imported competitor products and the locally produced equivalent. Should any aspect of this evaluation process be compromised, and as soon as consumers see flaws in the process, the Buy Malawi Strategy will fail.

Since First Tier participation includes all of the promotional benefits that the Buy Malawi Strategy has to offer, the company must also apply for Second Tier participation. Accordingly, the annual fees for First Tier participation includes a one-time payment of Second Tier fees plus fees for the total number of individual products that have been submitted, and approved for First Tier participation.

Calculating total fees is as follows: When Company A (27 employees) submits three products for First Tier participation, the fees they will pay are 3 x MK75,000 plus MK525,000). Similarly, when Company B (2 employees) submits one product for First Tier participation, they incur fees 1 x MK25,000 plus MK175,000.

Fees for individual products - First Tier participation

These fees listed below are tiered, based on size of enterprise (numbers of employees) and assumes an ability to pay. Should these numbers prove unmanageable, they can be adjusted to better suit the financial capacity of participating companies.

100+ employees	100% participation fee	MK	100,000
20 - 99 employees	75% participation fee	MK	75,000
5 - 19 employees	50% participation fee	MK	50,000
1 - 4 employees	25% participation fee	MK	25,000

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

ELIGIBILITY CRITERIA (continued)

- SECOND TIER PARTICIPATION - ORGANIZATIONS

Second Tier participation is open to all organizations, regardless of size or quality of products. As long as they can satisfy the criteria for participation, they are welcome to participate and take advantage of all of the benefits available to participants (see Benefits of Participation).

Fees for Organizations and Individuals - Second Tier participation

These fees listed below are tiered, based on size of enterprise (numbers of employees) and assumes an ability to pay. Should these numbers prove unmanageable, they can be adjusted to better suit the financial capacity of participating companies.

100+ employees	100% participation fee	MK	700,000
20 - 99 employees	75% participation fee	MK	525,000
5 - 19 employees	50% participation fee	MK	350,000
1 - 4 employees	25% participation fee	MK	175,000



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

GUIDELINES FOR USE

In order to distinguish between First Tier and Second Tier participants, and ensure that buyers make no mistake about products reviewed and certified for excellence as import substitutions, two different logos will be designed. While both will bear resemblance to each other, there will be obvious and unmistakable differences between the two. When it comes to license and acceptable usage, the guidelines and restrictions described below will apply.

First Tier

- Packaging Applications

The First Tier logo is licensed and designed for use on product labels and packaging only and will appear on the front panel of the label. While it is preferred that the First Tier logo appear in full color, it is understood that not all manufacturers will have access to 4-color printing. Accordingly, the logo may also appear as a 1-color version (preferably black & white). Printer ready files in both configurations will be provided. When it comes to size, it will be up to individual users to determine what works best on their labels from both design and marketing perspectives.



NOTE: These images are fictitious, provided simply as examples to illustrate how the Buy Malawi Strategy logo might appear on a product approved for First Tier participation. The two brands shown have not applied, nor have they been approved in any way, for participation at this time.

- Marketing and Promotional Applications

Companies with products approved as First Tier will receive two logos. The First Tier logo will be provided to appear on the front panel of the certified First Tier product. A Second Tier logo will be provided for all other marketing and promotional applications (see guidelines for Second Tier)

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Buy Malawi Strategy MARKETING & COMMUNICATIONS PLAN

GUIDELINES FOR USE (continued)

Second Tier

- Packaging Applications

The Second Tier logo may not appear on the front panel of any product at any size. It is, however, licensed and may appear on the back panel, adjacent to the name of the manufacturer, and at a size not to exceed 7mm in width. In this application, the logo will be limited to 1-color (preferably black & white).

- Marketing and Promotional Applications

A Second Tier logo will be licensed and provided to all companies participating in the Buy Malawi Strategy. Aside from restrictions described above in Packaging Applications, this logo will be licensed for use in all marketing and promotional applications, from advertising and point of sale display to websites and sales literature. While it is preferred to have this logo appear in full color, it is understood that not all manufacturers will have access to 4-color printing. Accordingly, the logo may also appear as a 1-color version (preferably black & white). Printer ready files in both configurations will be provided.



NOTE: These images are fictitious, provided simply as examples to illustrate how the Buy Malawi Strategy logo might appear on a product approved for Second Tier participation. The two brands shown have not applied, nor have they been approved in any way, for participation at this time.



Buy Malawi Strategy MARKETING & COMMUNICATIONS PLAN

TACTICAL CONSIDERATIONS

In order to build awareness, create understanding and promote participation in the Buy Malawi Strategy, an integrated marketing effort that embraces a variety of tactics and delivery mechanisms will be employed. Knowing that brand comprehension, persuasion and the motivational pressure necessary to achieve action relies on repetition and exposure to key messages in a variety of environments and times throughout the day, a number of tactical recommendations have been made. Ultimately, the marketing objectives set out for the Buy Malawi Strategy will be satisfied through an integrated marketing endeavor that reaches individuals at home, in the office and during leisure hours. While budgetary considerations and promotional priorities will determine which tactics will be used at what time, the following tactics are those considered most viable and effective.

- Logo

The Buy Malawi Strategy currently employs a logo displaying an iconic silhouette of the map of Malawi coupled with the phrase BUY MALAWIAN - BUILD MALAWI. While this symbol can be used in its current configuration for Second Tier participation, a companion icon will be needed for application onto products that have been identified and certified for First Tier participation.

The key to designing a First Tier logo will be an obvious and distinctive difference, as well as a family resemblance, to the Second Tier (existing) Buy Malawi Strategy logo. When deployed, and as directed by the Guidelines for Use, these icons will become the visible and tangible representation of all of the ideas, concepts and activities associated with the Buy Malawi Strategy.

Buy Malawi Strategy
Logo - First Tier Participation



Buy Malawi Strategy
Logo - Second Tier Participation



NOTE: These logos are provided as examples only. They are not intended as final designs and have not been approved for use.

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Buy Malawi Strategy MARKETING & COMMUNICATIONS PLAN

TACTICAL CONSIDERATIONS (continued)

- Website

Recognizing that the Buy Malawi Strategy will reach and communicate with a varied and growing number of stakeholders, participants and interested parties over time, an open, accessible and content rich resource is needed to answer questions, provide methodologies for participation, and keep all audiences informed and updated regarding the program's activities and achievements. In order to satisfy these objectives, a Buy Malawi Strategy website and informational portal will be developed.

The Buy Malawi Strategy website will respond to several key audiences - consumers, manufacturers, prospective participants, and representatives from both government and trade agencies. In order to efficiently address and satisfy their needs, the website will embrace a navigation strategy, logical pathways, and destination pages, that deliver relevant content.

A few examples of essential content are:

- Participate in the Buy Malawi Strategy, including links to criteria, forms, contact details.
- Identify participating products and brands, including company links.
- Recent activities - links to achievements, articles and calendar of activities.
- Find support - links to funding and training programs as well as related institutional support services (i.e. MCCI, SMEDI, trade associations, MBS, NASME, Consumer Association of Malawi).

The website will also set aside space for online advertising by participants in terms of banners, headers and other such linked content. As previously mentioned, how this is organized, and any potential for revenue generation, will be decided by the Secretariat once appointments are made.

From an engineering perspective, the site will be developed in a fully responsive mode, ensuring that it can be easily and efficiently displayed on desktop, laptop, tablet and handheld (phone) devices and easily navigated by all visitors.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

TACTICAL CONSIDERATIONS (continued)

- Public Relations

Public relations will be used as the primary information and communication conduit between the Buy Malawi Strategy, the media, and key audiences throughout Malawi. Whether it is breaking news, industry developments, changes in government regulations, introductions of new technologies, scheduling of special events, success stories of note, availability of new funding sources or other such opportunities, a steady stream of press releases and compelling stories will be quickly and efficiently distributed, published and/or broadcast.

It is important to note that the focus of public relations, especially during the first year of implementation, will be raising awareness and understanding of the Buy Malawi Strategy and attracting participation. Subsequently, the agenda will shift to persuade a change in buying habits from imports to locally made equivalents and, at the same time, support all of the agenda items that may arise from key stakeholders and participants.

As part of the public relations process, it has been suggested that March 18, the date that the Buy Malawi Strategy was launched, be declared Buy Malawi Day. While this idea will need to be approved and organized by the Secretariat, having a special day to acknowledge the accomplishments of local industry has merit and is worth developing further.

- Social Media

Knowing how vital online communications are to the majority of Malawians, it will be essential for the Buy Malawi Strategy to have a significant presence within social media channels. Along with stories from public relations, social media will provide the opportunity to establish dialog with Malawians who embrace, and engage in conversation, on Facebook, Twitter, Instagram, Snapchat and/or other such channels.

- Advertising

Advertising provides the perfect medium to reach key audiences in major population centers throughout Malawi. Whether it is print, broadcast, outdoor or interactive, each medium has qualities and advantages we can use to promote the marketing objectives of the Buy Malawi Strategy.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

TACTICAL CONSIDERATIONS (continued)

- **Print - Newspaper**

In Malawi, there are two newspapers that are valued and trusted - The Nation and the Daily Times. Knowing that their readership includes leading representatives from government, NGOs, trade executives, associations, and leading members of industry, not to mention a broad consumer audience across the country, there is no doubt that strategically placed, and well timed, ads will effectively support the marketing objectives of the Buy Malawi Strategy.
- **Broadcast - Radio and TV**

Broadcast is one of the most effective ways to reach a large number of individuals at one time. Recognizing that television may not be available to all households, and that radio is a proven communications tool, especially in rural communities, implementing a mix of promotional activity that utilizes both mediums will ensure meaningful impact. While some paid advertising may be employed, it will be the job of public relations to secure air time on both television and radio for some of the more compelling and impactful stories associated with the Buy Malawi Strategy. The use of jingles and sponsorship of related programming will also be employed to gain maximum exposure, reach and impact.
- **Outdoor - Banners, Billboards and Street Furniture**

In order to build awareness, provoke curiosity, and sustain impact of the Buy Malawi Strategy, and as an essential part of an integrated promotional effort, outdoor advertising including banners, billboards and other such street furniture will be employed. Through outdoor advertising, key messages and recognition of the Buy Malawi Strategy (First Tier) logo can be achieved while buyers travel to and from home on their way to work, to the store and other personal destinations. This will assist in creating comprehensive recognition and understanding of the program.
- **SMS/Text**

While the majority of audiences interested, or participating, in the Buy Malawi Strategy will be based in or near urban centers, and will be impacted by most or all of the marketing tactics employed, it will be important to ensure contact with younger audiences as well as individuals living and working in rural villages. In both cases, reaching these audiences through more traditional means may not be as effective as desired. Accordingly, and on an as needed basis, we will employ text messaging to deliver key messages and calls to action associated with events, activities and announcements that would be deemed important and valuable to these individuals.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

TACTICAL CONSIDERATIONS (continued)

- Point of Sale Display

Recognizing that a significant number of items approved for participation as First Tier products will be sold in supermarkets, it will be important to remind buyers to purchase locally made products as they enter the store and subsequently help them identify these products at the shelf face. This will be achieved, with the cooperation of store management, through the use of door stickers, posters, shelf talkers, and point of sale displays. Of course, conducting in-store events, product demonstrations and tastings that tie in with public relations endeavors will also be considered.

- Brochures

There will be many situations (i.e. press conferences, sales meetings, in-store events) where the distribution of essential program information will be needed. Accordingly, an overview brochure that describes program objectives, participation criteria, links to the Buy Malawi Strategy website and contact details for key staff within the Secretariat will be produced. Once a reasonable number of products (First Tier) have been approved, this brochure, or a second document, can identify these products along with a directory of participating companies (Second Tier). In order to ensure recall of the Buy Malawi Strategy, the design will reinforce the look and feel of the Buy Malawi Strategy logo (First Tier).

- Branded Garments

There will be many situations where individuals associated with the Buy Malawi Strategy will make public appearances, appear in televised news reports, and host special events. In order to create undeniable visibility for these individuals, and to aid in brand recognition and recall, specially designed garments that embrace the Buy Malawi Strategy logo (First Tier) and its colors will be produced. This could include sports coats, business shirts/blouses, hats, wrist bands and/or T-shirts.

There may also be a desire on the part of participants to wear these garments while conducting business or simply as colorful additions to their everyday wardrobe. Accordingly, some of these garments can be produced and sold in sufficient quantities to satisfy these needs.



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

THE SECRETARIAT

In order to ensure the successful launch and sustainability of the Buy Malawi Strategy, a key executive and support staff will be appointed. Based on numerous interviews with industry leaders, and concerns that the Buy Malawi Strategy may become a political tool, it has been made clear that this support should not be an extension of an existing government office. Accordingly, an independently operated, private sector secretariat will be established.

It will be the responsibility of the Secretariat to develop, oversee, manage, implement and control every aspect of operations. This will include frequent and ongoing communication with government, industry and consumer audiences, identifying and securing participants in the Buy Malawi Strategy (First Tier products and Second Tier organizations), implementing and maintaining the marketing plan, planning and hosting special events, and ensuring in every possible way that the Buy Malawi Strategy is an undeniable success - satisfying both marketing and business objectives outlined in this plan.

At this writing, it may be possible for the Secretariat to be an extension of existing operations at the Malawi Confederation of Chambers of Commerce and Industry (MCCCI). While the overall operating agenda of both the MCCCI and Buy Malawi Strategy are well aligned, further discussion and review of this plan are needed to confirm this approach.

Should the MCCCI decide this idea would be unworkable, another non-government host organization will need to be contacted, or a standalone operation established.

Regardless of operational structure, costs related to salaries, operational expenses, rents and other such business expenses will need to be covered. Based on hiring practices and wage standards, annual salaries for a management team comprised of three staff are estimated as follows:

Chief Executive/Director	MK	24,000,000
Deputy Director	MK	20,400,000
<u>Public Relations Manager</u>	<u>MK</u>	<u>18,000,000</u>
Total Wages	MK	62,000,000

Depending on the qualifications and number of staff employed by the Secretariat, and the specific marketing skills they possess (practical fluency in public relations and social media, at a minimum, is expected), there will be a need for marketing service providers including, but not limited to advertising agencies, graphic designers, web developers, printers, manufacturers, etc. While costs for these services are included in the budgets for individual tactics, it will be essential for the Secretariat to fully qualify internal capabilities and subsequently identify and establish working relationships with credible external providers to make up for any shortcomings.



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

ANNUAL REVENUES

It will be necessary to project annual revenues based on both First Tier and Second Tier participation, as well as other fees and income generated by advertising, event admissions and other such offerings. Based on participation alone, and estimating fairly widespread acceptance of the Buy Malawi Strategy, annual revenues can be projected using the formulas indicated below. It is important to note that, in the first year, and while operations are being established, it is unlikely that any revenues will be generated. Accordingly, seed money to get things underway will be needed. In subsequent years, and depending on the popularity, perceived benefits and demand for participation, annual revenues should grow well beyond the numbers outlined below.

The following is prepared for estimating purposes only and is not presented as an accurate projection of participation in the Buy Malawi Strategy for any particular year.

- First Tier Participation (assumes 2 products per company)			
100+ employees	MK 100,000	20 products	
20 x MK100,000 plus 10 x 700,000			MK 2,700,000
20 - 99 employees	MK 75,000	10 products	
10 x MK75,000 plus 5 x 525,000			MK 3,375,000
5 - 19 employees	MK 50,000	4 products	
4 x MK50,000 plus 2 x MK350,000			MK 900,000
1 - 4 employees	MK 25,000	0 products	
0 x MK25,000 plus 0 x MK175,000			MK 0,000
<i>Total Revenues - First Tier Participation</i>			<i>MK 6,975,000</i>
- Second Tier Participation (number of participating organizations)			
100+ employees	MK 700,000	50 participants	MK 35,000,000
20 - 99 employees	MK 525,000	50 participants	MK 26,250,000
5 - 19 employees	MK 350,000	50 participants	MK 17,500,000
1 - 4 employees	MK 175,000	50 participants	MK 8,750,000
<i>Total Revenues - Second Tier Participation</i>			<i>MK 87,500,000</i>
<i>Gross Revenues</i>			<i>MK 94,475,000</i>



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

BUDGET

While operational (secretariat) expenses will remain relatively constant from year to year, it may be prudent to launch operations with two staff and grow to three as funding and overall financial stability are confirmed. This being said, the nature of marketing messages, intended audiences, reach and frequency are all dynamic and will need to be flexible over time. In addition, and especially in Year 1, there will be a few expenses incurred that will not repeat in subsequent years. They will, however, require ongoing investments in maintenance, updates and enhancements in subsequent years.

At the same time, and as participation and revenues increase, the level of marketing investment and promotional activity will need to increase proportionately. As you will see, the proposed budgets anticipate this dynamic and reflect subtle increases from year to year.

It is important to note that estimates and projections are provided for budgeting purposes only. Depending on the availability of seed monies, numbers of staff required, and revenues generated through participation, these numbers may need to be significantly modified.

Year 1 - Operations and Marketing	MK	181,800,000
- Secretariat staff (2 or 3 individuals)	MK	62,000,000
- Marketing - all tactical expenses	MK	119,800,000
Year 2 - Operations and Marketing	MK	162,000,000
- Secretariat staff (2 or 3 individuals)	MK	62,000,000
- Marketing - all tactical expenses	MK	100,000,000
Year 3 - Operations and Marketing	MK	168,000,000
- Secretariat staff (2 or 3 individuals)	MK	62,000,000
- Marketing - all tactical expenses	MK	106,000,000
Year 4 - Operations and Marketing	MK	176,000,000
- Secretariat staff (2 or 3 individuals)	MK	62,000,000
- Marketing - all tactical expenses	MK	114,000,000



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

4-YEAR IMPLEMENTATION PLAN

As previously mentioned, marketing projections for the first four years of operation of the Buy Malawi Strategy are estimates provided for budgeting purposes only. Depending on the availability of seed monies, numbers of staff required, and revenues generated through participation, these budgets may need to be significantly modified. For now, they provide a starting point from which the Buy Malawi Strategy can evolve.

It is important to note that initial expenditures and investments in setting up staff and operations for the Secretariat, as well as a variety of marketing tactics, especially the logo, website and initial rollout of public relations, are essential. Since this could consume a significant amount of time in the first year of operations, and little to no revenues derived from participation any sort will be generated, it is expected that Year 1 will record a financial loss. Until value can be clearly demonstrated through a fully functional and content rich website, and effective communications touchpoints are available, expecting anything more would be unrealistic.

When it comes to annual sales projections, and to calculate net profit and/or loss, this will need to be handled by the Secretariat, based on the number of companies and products they can attract for participation and the overall revenues they believe they can generate on an annual basis.

Tactical and budgetary recommendations for the next 4 years are outlined on the pages that follow.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

4-YEAR IMPLEMENTATION PLAN (continued)

YEAR 1

Proposed Budget: MK 119,800,000

Tactical Recommendations:

(see Tactical Considerations - pages 33 to 37 - for detailed explanation)

- Logo Design	MK	700,000
- Website	MK	20,000,000
- Public Relations (includes regular stakeholder updates)		Provided by Secretariat
- Social Media		Provided by Secretariat
- Advertising (includes print, broadcast, outdoor & SMS)	MK	60,000,000
- Point of Sale Display	MK	14,000,000
- Brochures	MK	2,000,000
- Garments	MK	3,500,000
- Design and related services*	MK	19,600,000
<hr/>		
TOTAL INVESTMENTS	MK	119,800,000
STAFFING	MK	62,000,000
NET ANNUAL EXPENSES	MK	181,000,000
NET INCOME	MK	tbd
GROSS PROFIT / LOSS	MK	tbd

** Depending on the capabilities employed by the Secretariat, it may be necessary to obtain creative support from a qualified advertising agency or graphic design studio. Some of the services provided could include design, copywriting and manufacturing of logo design (First Tier logo), advertising, banners, signage, photography, brochures, point of sale display items, garments, and other such promotional items.*

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

4-YEAR IMPLEMENTATION PLAN (continued)

YEAR 2

Proposed Budget: MK 100,000,000

Tactical Recommendations:

(see Tactical Considerations - pages 33 to 37 - for detailed explanation)

- Website - maintenance and expansion	MK	5,000,000
- Public Relations (includes regular stakeholder updates)	Provided by Secretariat	
- Social Media	Provided by Secretariat	
- Advertising (includes print, broadcast, outdoor & SMS)	MK	70,000,000
- Point of Sale Display	MK	10,000,000
- Brochures	MK	2,000,000
- Garments	MK	2,000,000
- Design and related services*	MK	11,000,000
<hr/>		
TOTAL INVESTMENTS	MK	100,800,000
STAFFING	MK	62,000,000
NET ANNUAL EXPENSES	MK	162,000,000
NET INCOME	<u>MK</u>	<u>tbd</u>
GROSS PROFIT / LOSS	MK	tbd

** Depending on the capabilities employed by the Secretariat, it may be necessary to obtain creative support from a qualified advertising agency or graphic design studio. Some of the services provided could include design, copywriting and manufacturing of logo design (First Tier logo), advertising, banners, signage, photography, brochures, point of sale display items, garments, and other such promotional items.*

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**Buy Malawi Strategy - Marketing Plan
IMPLEMENTATION TIMELINE**

YEAR 1												
Activity / Tactic	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Logo Design	█											
Website Development	█	█	█	█	█	█				█		
Public Relations	█	█	█	█	█	█	█	█	█	█	█	█
Stakeholder Updates		█	█	█	█	█	█	█	█	█	█	█
Social Media	█	█	█	█	█	█	█	█	█	█	█	█
Advertising	█	█	█	█	█	█	█	█	█	█	█	█
Point of Sale Display												
Design & Manufacturing	█	█	█	█								
Placement, as feasible			█	█	█	█	█	█	█	█	█	█
Brochures	█	█	█	█	█	█						
Garments		█	█	█	█	█						

**Buy Malawi Strategy - Marketing Plan
IMPLEMENTATION TIMELINE**

YEAR 2												
Activity / Tactic	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Website - Maintenance	█			█			█			█		
Public Relations	█	█	█	█	█	█	█	█	█	█	█	█
Stakeholder Updates		█	█	█	█	█	█	█	█	█	█	█
Social Media	█	█	█	█	█	█	█	█	█	█	█	█
Advertising	█	█	█	█	█	█	█	█	█	█	█	█
Point of Sale Display												
Addl Design & Mfg, as needed	█	█										
Placement, as feasible	█	█	█	█	█	█	█	█	█	█	█	█
Revised/Additional Brochures, as needed	█	█	█	█	█	█	█	█	█	█	█	█
Additional Garments, as needed	█	█										



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

4-YEAR IMPLEMENTATION PLAN (continued)

YEAR 3

Proposed Budget: MK 106,000,000

Tactical Recommendations:

(see Tactical Considerations - pages 33 to 37 - for detailed explanation)

- Website - maintenance and expansion	MK	5,000,000
- Public Relations (includes regular stakeholder updates)	Provided by Secretariat	
- Social Media	Provided by Secretariat	
- Advertising (includes print, broadcast, outdoor & SMS)	MK	80,000,000
- Point of Sale Display	MK	10,000,000
- Brochures	MK	2,000,000
- Garments	MK	2,000,000
- Design and related services*	MK	7,000,000
<hr/>		
TOTAL INVESTMENTS	MK	106,000,000
STAFFING	MK	62,000,000
NET ANNUAL EXPENSES	MK	168,000,000
NET INCOME	<u>MK</u>	<u>tbd</u>
GROSS PROFIT / LOSS	MK	tbd

** Depending on the capabilities employed by the Secretariat, it may be necessary to obtain creative support from a qualified advertising agency or graphic design studio. Some of the services provided could include design, copywriting and manufacturing of logo design (First Tier logo), advertising, banners, signage, photography, brochures, point of sale display items, garments, and other such promotional items.*

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

4-YEAR IMPLEMENTATION PLAN (continued)

YEAR 4

Proposed Budget: MK 100,000,000

Tactical Recommendations:

(see Tactical Considerations - pages 33 to 37 - for detailed explanation)

- Website - maintenance and expansion	MK	3,000,000
- Public Relations (includes regular stakeholder updates)	Provided by Secretariat	
- Social Media	Provided by Secretariat	
- Advertising (includes print, broadcast, outdoor & SMS)	MK	90,000,000
- Point of Sale Display	MK	10,000,000
- Brochures	MK	2,000,000
- Garments	MK	2,000,000
- Design and related services*	MK	7,000,000
<hr/>		
TOTAL INVESTMENTS	MK	114,000,000
STAFFING	MK	62,000,000
NET ANNUAL EXPENSES	MK	176,000,000
NET INCOME	<u>MK</u>	<u>tbd</u>
GROSS PROFIT / LOSS	MK	tbd

** Depending on the capabilities employed by the Secretariat, it may be necessary to obtain creative support from a qualified advertising agency or graphic design studio. Some of the services provided could include design, copywriting and manufacturing of logo design (First Tier logo), advertising, banners, signage, photography, brochures, point of sale display items, garments, and other such promotional items.*

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**Buy Malawi Strategy - Marketing Plan
IMPLEMENTATION TIMELINE**

YEAR 3 Activity / Tactic	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Website - Maintenance	█			█			█			█		
Public Relations Stakeholder Updates	█	█	█	█	█	█	█	█	█	█	█	█
Social Media	█	█	█	█	█	█	█	█	█	█	█	█
Advertising	█	█	█	█	█	█	█	█	█	█	█	█
Point of Sale Display Addl Design & Mfg, as needed	█	█										
Placement, as feasible	█	█	█	█	█	█	█	█	█	█	█	█
Revised/Additional Brochures, as needed	█	█										
Additional Garments, as needed	█	█										

**Buy Malawi Strategy - Marketing Plan
IMPLEMENTATION TIMELINE**

YEAR 4 Activity / Tactic	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Website - Maintenance	█			█			█			█		
Public Relations Stakeholder Updates	█	█	█	█	█	█	█	█	█	█	█	█
Social Media	█	█	█	█	█	█	█	█	█	█	█	█
Advertising	█	█	█	█	█	█	█	█	█	█	█	█
Point of Sale Display Addl Design & Mfg, as needed	█	█										
Placement, as feasible	█	█	█	█	█	█	█	█	█	█	█	█
Revised/Additional Brochures, as needed	█	█										
Additional Garments, as needed	█	█										



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

STAKEHOLDER UPDATES

In order to maintain interest, enthusiasm and ongoing support of the Buy Malawi Strategy, regular updates relating to operations, industry relations, new developments in industry, and market impact will be distributed to all key stakeholders. This information will be communicated as part of the marketing process via regular updates posted onto the website, email newsletters and in direct response to emails and queries sent by government, UNDP (while supporting the program) and media representatives directly to the Secretariat.

Anticipating that many of these communications will be time sensitive, and expecting there could be a direct impact upon the Buy Malawi Strategy and the way it is perceived in the community, it will be expected that information will be distributed and responded to promptly, efficiently and without delay.



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

SUSTAINABILITY

One of the key objectives of the Buy Malawi Strategy is to change the buying habits of Malawians, getting them to demonstrably prefer locally made products over equivalent imports. Additionally, and based on the previously issued Buy Malawi Strategy document (including legislation that is already in place), we want to ensure that procurement of locally produced products is led by the government, reaching no less than 30 percent of total agency procurements.

Knowing that persuading change on a national basis is a sizable and time consuming task, generating meaningful gains will be incremental, and statistical achievement will take at least three to five years to realize. Accordingly, it will be essential to establish an operational structure that is responsive to changes in market dynamics and a marketing and communications plan that is carefully monitored by the Secretariat and Executive Committee.

In particular, this will be achieved by:

- identifying, qualifying and approving a significant number of products for First Tier participation on a regular basis, increasing the numbers of import equivalents available to, and recognized by, Malawian buyers.
- creating, sharing and publishing meaningful content that will help business owners enhance productivity and develop products that can be approved for First Tier participation.
- scheduling, planning and producing highly visible events that will increase the impact of the Buy Malawi Strategy as well as the First Tier and Second Tier participants.
- using every connection and resource available to the Buy Malawi Strategy to make meaningful connections between buyers and producers of locally made goods and services.
- attracting new participants to the Buy Malawi Strategy, whether as producers or supportive agencies and/or organizations.
- creating a financial environment that is profitable, allowing for expanded scope of operations and support to local enterprise.

In addition, and with the support of ever evolving and creatively stimulating public relations, advertising and other such essential communications programs, the Buy Malawi Strategy must be constantly positioned and perceived as vital, relevant and essential to the economic well-being of Malawi. Depending on the skill sets available through the staff operating the Secretariat, it may be necessary to seek out additional marketing and creative support from outside agencies and related service providers.

Once the Buy Malawi Strategy demonstrates how it effectively contributes to the impact and desirability of Malawian brands, as well as productive business connections, maintaining levels of participation and financial support from the business community will be ensured.



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

MONITORING AND EVALUATION

In order to ensure the success and sustainability of the Buy Malawi Strategy, there must be relevant metrics obtained, and timely evaluations made, to ensure that both marketing and business objectives are being met. As such, the following monitoring and evaluation metrics are recommended:

- **Timeliness**
Recognizing that impact and effectiveness will be achieved by the regularity and frequency of communications, ensuring that tactics and communications are completed in a timely manner is essential. Accordingly, it will be important to document all deliverable deadlines, making sure that all responsible parties deliver on time and according to project specifications.
- **Adherence to Budgets**
In order to ensure sustainability, keeping track of operational and marketing budgets must be an ongoing process. Accordingly, proper accounting systems that fully identify pre-determined budgets, compared and contrasted to actual expenditures, must be maintained.
- **Gross Annual Sales**
Working with the Ministry of Industry, Trade and Tourism (MoITT), as well as other relevant government institutions, the Buy Malawi Strategy will obtain sales statistics attributed to goods and services throughout Malawi. These figures will subsequently be quantified and compared in terms of percent increase/decrease of both imported and domestic products. This analysis will be conducted quarterly, providing evidence of financial change in line with, or contrary to, the business objectives of the Buy Malawi Strategy. Regardless of the outcomes, this information will be promoted and published via ongoing press releases, email updates and on the Buy Malawi Strategy website.
- **Levels of Participation - sorted by eligibility tier**
In the absence of startup funding, the Buy Malawi Strategy must derive all of its income through product registration (First Tier participation) and support from Malawi based enterprise (Second Tier participation). As such, tracking participation and maintaining sufficient numbers of participants to meet or exceed operational budgets on a yearly basis is critical to day to day operations and long-term sustainability.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

MONITORING AND EVALUATION (continued)

- Website Tracking - numbers of visitors, percent change
Assuming the tracking mechanism is properly connected, and especially if customized URLs are attached to individual tactics, websites can offer a wide range of data. At the most basic level, numbers of visitors and pages visited on a daily, weekly, monthly and annual basis will reveal the impact of tactics that invite further investigation. Additional information can include visitor's point of origin by city, pages visited, time spent on the site and frequency of visit. With this data, it will become clear which tactics are generating the most interest, what content is most regularly sought and which markets within Malawi are responding most favorably. All of this information can be used to refine the marketing plan, deliver more relevant content, and better communicate with key audiences.
- Consumer Interviews
While other methods of monitoring and evaluation will help maintain financial stability and provide insights into the relevancy and impact of the Buy Malawi Strategy, consumer interviews will provide additional insights regarding levels of awareness and the degree of understanding achieved from marketing activity. Most importantly, and assuming these interviews are conducted in front of supermarkets and other major shopping destinations, gauging the degree of influence regarding preference and purchase of Malawian products can be quantified. Please note: How these interviews are organized, and the nature of the questions asked, are critical to ensuring accurate and meaningful outcomes.



Buy Malawi Strategy
MARKETING & COMMUNICATIONS PLAN
ANNEX





Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

ANNEX

INTAKE MEETINGS - INTERVIEW QUESTIONS

As part of primary research, a number of meetings and interviews were scheduled to better understand market dynamics and the potential impact of the Buy Malawi Strategy. The information and insights sought included:

- the individuals understanding of purpose and expectations for the Buy Malawi Strategy.
- industries and products deemed most likely to participate in, and realize meaningful benefits from, the Buy Malawi Strategy.
- suggestions that could improve the likelihood of success for the Buy Malawi Strategy.
- levels of interest, and likelihood of participation, in the Buy Malawi Strategy.
- identification of issues that could negatively impact the Buy Malawi Strategy.

To obtain this information, some of the open ended questions asked, and to promote deeper conversation, included:

- Are you aware of Buy Malawi Strategy? What are your expectations for this program?
- What are your best selling products?
- What issues or challenges keep you from expanding marketshare?
- Do you get worthwhile support from the Ministry of Industry, Trade and Tourism?
- Do you have difficulties obtaining raw materials?
- How many employees do you have?
- Do Malawians care about locally produced brands and products?
- What percentage of capacity are you utilizing?



Buy Malawi Strategy
MARKETING & COMMUNICATIONS PLAN

ANNEX

ORGANIZATIONS INTERVIEWED

- Government
 - Ministry of Agriculture
 - Ministry of Industry, Trade and Tourism (MoITT)
 - Ministry of Industry, Trade and Tourism (MoITT) - Department of Industry
 - Ministry of Industry, Trade and Tourism (MoITT) - Department of Planning
 - Ministry of Industry, Trade and Tourism (MoITT) - Department of Tourism
 - Ministry of Industry, Trade and Tourism (MoITT) - Department of Trade
 - Ministry of Finance and Economic Planning - Department of Revenue
- Private Sector
 - Airtel
 - Candlex
 - Central Medical Stores
 - Central Medical Stores
 - Charles Stewart Day Old Chicks
 - Chipiku Stores
 - Consolidated Processing Industries
 - Exagris
 - Imani Development
 - Maleta Gems & Jewels
 - Mapeto (David Whitehead & Sons Malawi)
 - Mtalimania Holdings Ltd.
 - Nali Ltd.
 - Nampak
 - Press Corporation
 - SADM Pharmaceuticals
 - Sunseed Oil
 - Universal Industries

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Buy Malawi Strategy
MARKETING & COMMUNICATIONS PLAN

ANNEX

ORGANIZATIONS INTERVIEWED (continued)

- Trade Associations, NGOs, Donor Organizations
 - Africa Development Bank
 - Consumer Association of Malawi
 - Cooperation Network for Renewable Energy in Malawi (CONREMA)
 - Farmers Union of Malawi (FUM)
 - Grain Traders and Processors Association
 - Malawi Bureau of Standards
 - Malawi Confederation of Chambers of Commerce and Industry
 - Malawi Investment and Trade Center (MITC)
 - National Association of Small and Medium Enterprises (NASME)
 - National Smallholder Farmers' Association of Malawi (NASFAM)
 - National Youth Council of Malawi
 - Office of the Director of Public Procurement (ODPP)
 - Small and Medium Enterprises Development Institute (SMEDI)
 - World Bank



Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

ANNEX

INTERVIEW AND MEETING NOTES

Interviews and conversations with all levels of government, banking, trade associations, NGOs and private sector operators were conducted from October 31 - November 18. These are the relevant notes that were taken, unattributed to protect confidentiality, and sorted according to key topics and industry relevance.

Industry Specific Issues

Solar Power

- Solar power is an emerging industry in Malawi
- There is no domestic manufacturing of solar energy products
- There is a strong service industry for sales, installation and service of solar products
- No reliable supply chain for solar products or industry
- Cheap knockoff products are creating challenges, not reliable in the long term
- Solar irrigation is an attractive future-oriented industry worth developing

Construction

- Imported products are cheaper
- Uncertainty about locally made products.
- Capacity is limited, cannot meet demand. Could grow over time.

Travel & Tourism

- There is a profound shortage of craft centers and art galleries
- Malawian destinations patronized by locals are not as polished as those catering to wealthier foreign travelers.
- Crafts, souvenirs and clothing are typically poor quality.
- Increase use and identification of Malawi made products in tourism destinations.
- Tourism is already a “buy Malawi” strategy.

Gemstones and Jewelry

- Industry very new to Malawi.
- Limited awareness of global best practices or access to training.
- Buyers come from outside and smuggle finished gemstones. No reliable local industry to support enterprise.
- Local sales outlets are limited.
- Micro enterprise - limited resources and/or ability to expand.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

ANNEX

INTERVIEW AND MEETING NOTES (continued)

Farming

- Farming is a business - not a subsistence industry
- There are many support associations (estimated as 52) set up to assist farmers
- Need to produce 2-3 crops per year
- Lack of irrigation makes survival difficult
- Farmers do not understand consistency of quality as well as hygienic operational practices.
- No single processor or structure to ensure standardization of agricultural products.
- Local fruits and vegetables are diseased, inconsistent quality, unreliable.

Attitudes Towards Imports

- If the price is the same as domestic goods, the import wins (perceived as superior)
- Hard to compete on price when foreign governments are subsidizing production, allowing producers to bring lower priced goods into Malawi.
- Tariffs applied to imports are essential for locally made products to compete in terms of price.
- Tourists visiting Malawi seek out products and standards of service that align with what they are familiar with at home.

Smuggling

- Smuggling is the single most impactful factor that limits our growth
- Revenue authorities are not investigating smuggling operations, in spite of evidence provided
- Smuggled products do not incur duties.
- Non-regulated shops are selling without MRA receipts.
- Manage the borders properly so that threats to local manufacturing are minimized.
- Need to tighten borders, increase penalties for smuggling, and publicize effective and meaningful government intervention.
- Conduct more regular store visits. Confirm customs certificates. Ensure compliance at every level.
- Smuggled products are lower priced, cannot be matched by legitimate business.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

ANNEX

INTERVIEW AND MEETING NOTES (continued)

Attitudes Towards Government

- There are obligations to international trade agreements (WTO) that are not understood.
- Government is slow - takes its time to resolve tax rebates, pay invoices - coupled with current interest (finance) rates, has a significant and negative impact on private sector operations
- Price discrepancies between domestic and imported products are created by government imposed taxes, VAT, surtaxes, etc.
- Prices could be improved if VAT was removed from cost of raw materials.
- Lack of coordination between Ministries of Treasury and Trade
- No incentive to expand operations and increase capacity when government fails to be proactive and supportive of local industry.
- Malawi Revenue Authority embraces unethical business practices - they are thugs.
- Tax benefits/subsidies from government will demonstrate support and allow preference of locally made products.
- Government procedures for licensing and permits are time consuming and sometimes unpredictable.
- Tender process is difficult, rules and standards are rigid, difficult for smaller enterprise to participate.
- Government must have procurement policies specifically aimed at SMEs.
- Difficulty obtaining payments from government - typically 4 to 6 months past due.
- Promises made by government not always delivered.
- Inconsistent application of fees, duties, taxes, etc. by government - demonstrates favoritism
- Need unquestionable support of local enterprise - eliminate obstacles to capacity building.
- Need to make access to finance easier and affordable.
- When it comes to local enterprise, government lacks focus and commitment.
- Tender process could include an enforceable Malawi mandate - a percentage locally produced
- No programs or incentives that promote innovation.
- Barriers to imports not strong enough.
- Can't improve manufacturing and facilitate growth when government is corrupt.
- Innovative new products are unlikely, if not altogether impossible, to obtain rebates from the Industrial Rebate System.
- Government is seen as more interested in generating operational revenues for itself than supporting domestic enterprise.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

ANNEX

INTERVIEW AND MEETING NOTES (continued)

Obstacles to Effective Production - Water & Power

- Restoration is underway, will eventually be resolved, a long term endeavor.
- Unreliable power supply limits productivity, makes planning impossible.
- Limited water supply and/or reliable irrigation limits operational continuity and ability to pursue growth.

Operations

- There is no marketing infrastructure that local producers know how to exploit
- Under current conditions, taking risk and/or expanding operations has no obvious benefit.
- Sales opportunities are seasonal - no year round market for our products
- Raw materials are not available locally - when imported, attract duties and taxes
- Price is the primary driver of business.
- Manufacturing in land locked Malawi relies heavily on trucking. Increases costs that importers may not incur.
- Individuals who embrace global best practices, innovation and growth are limited.
- Brand loyalty is limited.
- Smaller enterprises do not understand marketing issues. Focus solely on production.
- Products are not competitive - not focused on quality assurances.
- Companies need to embrace Malawi Bureau of Standards hygiene (21) and packaging (19) regulations.
- Small enterprise, including smallholder farmers, need an effective government lobby.
- Capacity is limited - building cooperatives that can deliver a consistent, graded, and sorted product and meet commercial demand would be beneficial.
- Need to increase efficiencies in operations.
- Best practices need to be a priority.
- Products need to be relevant to local buyers.
- Quality assurances, even when certified by MBS, are not consistent or all encompassing.
- Producers are reluctant or unwilling to invest in better quality or capacity.
- There is a demand for innovative new products. Why not make them here in Malawi?
- Consistency of availability is essential. Creates loyalty.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

ANNEX

INTERVIEW AND MEETING NOTES (continued)

Attitudes Towards the Buy Malawi Strategy

- Program should be run by MCCI
- Program is long overdue
- Should not be politically driven.
- Trust in Malawi made products does not exist.
- Needs a compelling reason to participate.
- Cynical, will have to work hard to make an impact and motivate change.
- No real effort made to understand why buying locally made products is important. Avoidance on the part of both government and public sector.
- There will be no effective benefit for us to participate in the Buy Malawi Strategy
- There are approximately 2M SMEs operating in Malawi.
- There are a limited number of companies with products that would qualify for the Buy Malawi Strategy.
- Quality needs to be proven. Communicate via radio, TV and newsworthy events.
- Companies lack the resources or training to meet standards imposed by the Malawi Bureau of Standards.
- Must have a high level of inclusion.
- Invite participation among younger audiences.
- Partner with, or include content from Innovation Nights.
- Majority of Malawians are young. Program must resonate to youthful population
- Promote ideas for products and innovations that will appeal to younger audiences.
- There can be no compromises made when qualifying products as import equivalents.
- Fee structures must be in line with neighboring countries.
- Companies must produce the very best or not bother.
- Malawi Bureau of Standards is not comparable to standards adhered to by importers.
- How do we define Malawi made - percent raw materials, source of added value?
- For companies to succeed, and subsequently participate, there must be a product development component.
- Malawians embrace products made locally, assuming their quality and performance meet needs.
- Opportunities to promote (could partner with Tourism) domestic travel, destinations, activities.
- Worried about implementation - limited to no available resources.
- Buy Malawi Strategy should be most effective linking buyers and domestic sellers.

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Buy Malawi Strategy

MARKETING & COMMUNICATIONS PLAN

ANNEX

INTERVIEW AND MEETING NOTES (continued)

Attitudes Towards the Buy Malawi Strategy (continued)

- Need to change mindset - when you buy locally made products, you create jobs, empower families, reduce pressure from foreign exchange.
- Government will need to create, and visibly demonstrate an enabling environment.
- It's a good idea and good direction but very real challenges exist.
- Executive committee not yet formed.
- Chamber of Commerce (MCCCI) could run the Buy Malawi Strategy.
- No decisions in place for Secretariat or individuals responsible for implementation.
- Malawians are historically slow to change.
- Need to be careful about how communication is maintained with rural poor - concerned more with survival and price than issues linked to import substitution.
- Door to door campaigns may be more effective than traditional advertising.
- Encourage and enhance demand for Malawi grown fresh fruits and vegetables.
- When you buy Malawi made products, you are expressing a commitment to local businesses.
- Focus on producers. Their import equivalent products will be the incentive for change.
- The Buy Malawi Strategy could end up being a "feel good" initiative, not contributing effectively to quality of locally made products. Would not facilitate import substitution.
- We don't need a Buy Malawi Strategy. International trade and global brands are an established part of retailing.
- Need to include support for music, dance and performance arts.
- Think "import substitution"
- Not sure you can certify import equivalence.
- While buying locally made products makes sense, we have to give customers what they want.
- If products are salable, we will support the program.
- Include procurement tab on website.
- Exploit celebrity endorsements (need to identify individuals most likely to incite interest and participation.
Secretariat should include individuals who have experience, know how to navigate government, create interest and motivate action from leadership.
- Some companies may be exporting lower priced, lower quality products. Just because they are an exporter does not immediately mean their products are suitable for import substitution.
- Promote activities linked to border protection and efforts to limit smuggling.



National Statistical Office

Table 1: Population (de-facto) by sex, region, district and TA

Region and District	Sex		
	Total	Male	Female
Malawi	13,077,160	6,358,933	6,718,227
Northern Region	1,708,930	829,612	879,318
Chitipa	178,904	86,244	92,660
Karonga	269,890	130,591	139,299
Nkhata Bay	215,789	105,016	110,773
Rumphi	172,034	84,691	87,343
Mzimba	727,931	350,956	376,975
Likoma	10,414	4,917	5,497
Mzuzu City	133,968	67,197	66,771
Central Region	5,510,195	2,707,978	2,802,217
Kasungu	627,467	313,082	314,385
Nkhotakota	303,659	150,833	152,826
Ntchisi	224,872	109,982	114,890
Dowa	558,470	274,192	284,278
Salima	337,895	165,015	172,880
Lilongwe	1,230,834	600,326	630,508
Lilongwe City	674,448	344,890	329,558
Mchinji	456,516	227,351	229,165
Dedza	624,445	297,529	326,916
Ntcheu	471,589	224,778	246,811
Southern Region	5,858,035	2,821,343	3,036,692
Mangochi	797,061	380,175	416,886
Machinga	490,579	233,385	257,194
Zomba	579,639	276,650	302,989
Zomba City	88,314	44,755	43,559
Chiradzulu	288,546	135,346	153,200
Blantyre	340,728	164,766	175,962
Blantyre City	661,256	336,234	325,022
Mwanza	92,947	44,679	48,268
Thyolo	587,053	278,102	308,951
Mulanje	521,391	243,970	277,421
Phalombe	313,129	148,434	164,695
Chikwawa	434,648	215,598	219,050
Nsanje	238,103	115,219	122,884
Balaka	317,324	152,056	165,268
Neno	107,317	51,974	55,343



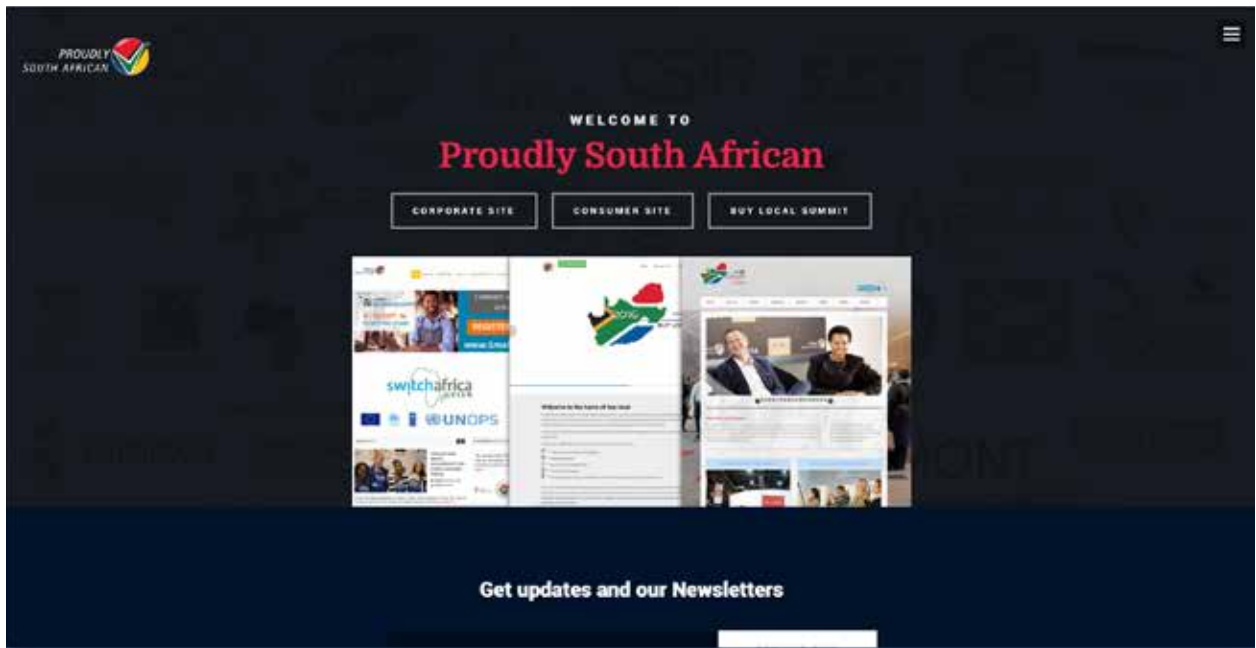
Malawi Investment and Trade Center - Exporters Directory

AERO PLASTIC INDUSTRIES Plastic Packaging Materials, Cosmetics	KRAZY KOOL BEVERAGES Non-alcoholic Beverages	PREMIUM TAMA TOBACCO LTD Tobacco
ALLIANCE ONE TOBACCO CO, LTD Tobacco	LIMBE LEAF TOBACCO COMPANY Tobacco	RAB PROCESSORS MALAWI LTD Confectionery Groundnuts, Rice, Pulses
ARKAY PLASTICS Plastic Bottles, Baby Products, Food Containers, Drums, Furniture	LIMPHASA SUGAR CORPORATION Sugar	RAIPLY MALAWI LTD Timber Products
BAKEMANS CONFECTIONARIES LTD Confectionery	LINGA FINE FOODS AND WINERY Alcoholic Fruit Wines	ROBRAY LIMITED Mattresses, Pillows
BAKHRESA MALAWI LTD Wheat Flour, Soap	LUJERI TEA ESTATE Tea	SABLE FARMING COMPANY Coffee, Macadamia Nuts
BATA SHOE COMPANY Plastic Shoes	MACOHA BANGWE FACTORY Textiles, Souvenirs	SEBA FOODS (MALAWI) LTD Soya Pieces, Instant Sweet Beer, Cooking Oil
BNC PACKAGING LTD Packaging Materials	MAKANDI TEA AND COFFEE ESTATES Macadamia Nuts, Tea, Coffee	SATEMWA TEA ESTATE LIMITED Coffee
BOWLER BEVERAGE COMPANY Alcoholic, Non-alcoholic Beverages	MALAWI LEAF COMPANY Tobacco	SMALLHOLDER TEA COMPANY Tea
CABLE MANUFACTURES House Wiring, Cables	MALAWI MANGOES Mango, Pineapple, Banana Puree, Juice	STICKMAN CANE FURNITURE Cane Furniture
CANDEX MALAWI LIMITED Candles, Polish, Laundry Soap, Hair Products, Soap, Personal Care Lotions	MAPETO DWISM Textiles	SUN SEED OIL LIMITED Cooking Oil
CAPITAL OIL REFINING INDUSTRIES Cooking Oil	MIKES TRADING GROUP Metal Products, Trailers	THYOLO NUT Macadamia Nuts
CARLSBERG MALAWI BREWERY LIMITED Alcoholic, Non-alcoholic Beverages	MPL (2005) LIMITED Pharmaceuticals	TOBACCO ASSOCIATION OF MALAWI Tobacco
CHIPUNGA COFFEE LIMITED Coffee	MULTI-PACK LIMITED Packaging Materials	TRANSGLOBE PRODUCE EXPORTS LTD Sunflower Seeds, Pulses, Beans
CHOMBE FOODS LIMITED Tea	MZUZU COFFEE PLANTERS Coffee	UNIVERSAL FARMING AND MILLING Coffee
CONFORZI PLANTATION LTD Tea, Macadamia Nuts	NALI GROUP Chilli sauce	UNIVERSAL INDUSTRIES Confectionery
DEDZA POTTERY Pottery, Ceramics	NAMING'OMBA TEA ESTATE Tea	VENETIA BLIND Blinds
EXPORT TRADING COMPANY LTD Pulses	NASFAM Pulses	VICTORIA INVESTMENT LIMITED Macadamia Nuts
FADETH FURNITURES Furniture	NU LINE TEXTILES Blankets, Shawls	VIZARA PLANTATIONS LIMITED Rubber, Timber
GREAT LAKES COTTON CO Cotton Lint, Cotton Seeds	NZIKA ARTS Textiles	
HMS FOOD AND GRAINS Pulses, Beans	OG PLASTIC INDUSTRIES Plastic Pipes, Fittings, Packaging	
ILLOVO SUGAR LIMITED Sugar	PARADISE WEAR Textiles	
JTI LEAF MALAWI LIMITED Tobacco	PATSON PRODUCE (PTY) LTD Pulses	
KAMUSU ART SHOP & GALLERY Paintings	PETROLEUM SERVICES LTD Not disclosed	
KAWALAZI ESTATE COMPANY Tea, Macadamia Nuts	PHARMA NOVA MALAWI LIMITED Pharmaceuticals, Cosmetics	
KENTAM PRODUCTS LTD Pharmaceuticals, Cosmetics	PIPECO LTD Pipes	
KNITWEAR INDUSTRIES Textiles	PNAMPAK HOLDINGS LIMITED Corrugated Boxes, Paper Sacks	
	POLY PLAST LTD Plastic Pipes	



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