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MINISTRY OF FINANCE FISCUS BUILDING



**Namibia's public enterprises
hold N\$120 billion in total assets**

THURSDAY 27 FEBRUARY 2025

MAIN STORY



Namibia's public enterprises hold N\$120 billion in total assets

Namibia's commercial public enterprises hold a total of N\$120 billion in value assets with N\$60 billion in liabilities and a net asset value of N\$60 billion.

According to the Parliamentary Standing Committee on Economics and Public Administration's report, there are currently 81 state-owned enterprises (SOEs) collectively employing approximately 25,000 Namibians.

"Namibia currently owns 81 public enterprises. Total asset value of commercial public enterprises (CPEs) stands at N\$120 billion, liabilities at N\$60 billion and net value assets at 60 billion. The employment count stands at 25,000," the report on maximising the potential of public

administration, public service management and public service delivery in Namibia, reads.

The report highlights that public enterprises continue to face several challenges, including historical debts, significant financial losses, limited foreign direct investments, corporate governance

Crucial Dates

- Bank of Namibia Monetary Policy announcement date:
 - * 16 April 2025
 - * 18 June 2025
 - * 13 August 2025
 - * 15 October 2025
 - * 3 December 2025

”
Total asset value of commercial public enterprises (CPEs) stands at N\$120 billion, liabilities at N\$60 billion and net value assets at 60 billion.

violations, non-compliance, inadequate board competency, lack of accountability, as well as issues related to corruption and mismanagement.

Noting the challenges faced by public enterprises, the Ministry of Finance and Public Enterprises, introduced measures to enhance accountability and efficiency.

One of the reforms includes the appointment of board members through competitive and transparent interviews, with 50 boards already selected through this process.

Additionally, all board positions are now publicly advertised, eliminating automatic board renewals to promote fresh leadership and stronger oversight.

“To address the challenges, the ministry introduced measures such as the appointment of board members through

competitive interviews where 50 Boards have been appointed through open interviews, all boards are being advertised in the media and no more automatic board renewals,” the report read.

Consequently, the Parliamentary Standing Committee said there is a need for stronger fiduciary responsibility among SOE board members, particularly in sectors crucial to national development, such as food security.

Enterprises managing green schemes will be closely monitored to ensure they receive adequate support and fulfill their mandates while board members will be held accountable for non-performance.

“The Ministry of Finance and Public Enterprises should conduct an online public assessment of State-Owned Enterprises to gauge their value and relevance to the public,” the report reads.

DRIVING ECONOMIC RESILIENCE: NAMIBIA'S DIVERSIFICATION STRATEGY

Namibia has developed a comprehensive Economic Diversification Strategy to address critical challenges and promote sustainable growth. This forward-thinking approach aims to reduce economic dependence on a few industries, foster innovation, and unlock new opportunities across various sectors. By leveraging this strategy, Namibia is building a more resilient and competitive economy, poised to thrive in the global market.

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Capricorn Group posts N\$1.06 billion after tax profit

Capricorn Group posted a profit after tax of N\$1.06 billion for the six months ending 31 December 2024, reflecting a 28.4% increase from N\$827.6 million in the previous year.

Earnings per share rose by 29.1% to 196.80 cents, while return on equity improved from 16.8% to 19.1%, the group announced.

Capricorn Group CEO David Nuyoma credited the performance to strong contributions from subsidiaries, including Bank Windhoek, Bank Gaborone, Capricorn Asset Management, Entrepo, and Peo Finance.

"Our outlook for Namibia's economy is promising, with expected growth of 4% in 2025 driven by a resurgence in primary

industries and positive performance in secondary sectors like manufacturing, electricity, and water," Nuyoma said.

He added that Botswana's GDP is anticipated to grow between 3% and 4% in 2025, recovering from the 2024 contraction due to the global diamond market slump.

Despite the strong financial results, Capricorn's loan book growth remained sluggish.

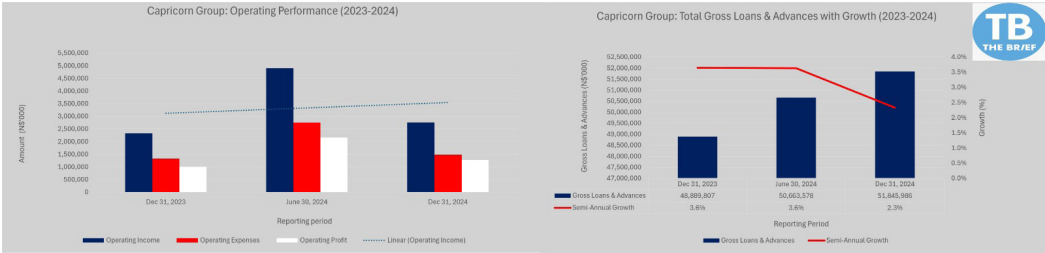
Gross loans and advances increased by N\$1.18 billion since 30 June 2024, reaching N\$51.8 billion.

The group attributed this growth primarily to term loans, which rose by N\$583 million, and installment finance, which increased by N\$403 million.

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Overdrafts and mortgage loans saw marginal increases of N\$99 million and N\$100 million, respectively.

Analysts expressed concerns over the pace of loan growth.

Simonis Storm Junior Equity Analyst Kara van den Heever noted that the 2.3% increase in gross loans and advances fell short of expectations.

"Capricorn's loan book growth is falling short of what's needed to sustain earnings momentum. The composition of this growth is underwhelming, with term loans and installment finance providing most of the uplift, while mortgage loans and overdrafts barely moved the needle," van den Heever said.

She also questioned whether Capricorn was taking a cautious approach to credit risk.

"If so, that's understandable given the economic backdrop, but without stronger loan book growth, pressure on net interest income will eventually catch up. The bottom line—Capricorn either needs to accelerate lending or face an earnings slowdown as margins compress," she added.

Capricorn Group is a Namibian listed company that acts as an investment holding company and provides consulting

and support services to the other group companies.

Its main investments comprise 100% shareholdings in Bank Windhoek Ltd (BW), Namib Bou (Pty) Ltd, Capricorn Capital (Pty) Ltd, Capricorn Investment Group (Pty) Ltd and Capricorn Hofmeyer Property (Pty) Ltd. The company has a 84.8% shareholding in Capricorn Investment Holdings (Botswana) Ltd, which in turn holds 100% of the share capital in Bank Gaborone Ltd (BG) and Peo Finance (Pty) Ltd, 95.7% in Capricorn Asset Management (Pty) Ltd and Capricorn Unit Trust Management Company Ltd, a 55.5% shareholding in Entrepo Holdings (Pty) Ltd (Entrepo) which owns 100% of Entrepo Life Ltd and Entrepo Finance (Pty) Ltd, a 29.5% shareholding in Sanlam Namibia Holdings (Pty) Ltd, a 28% shareholding in Santam Namibia Ltd, and a 30.0% shareholding in Paratus Group Holdings Ltd.

CLOSING DATE:
28 February 2025
before 17:00

(Only short-listed
candidates
will be contacted)

VACANCY



CRAN
Communications Regulatory Authority of Namibia

Suitably qualified candidates are invited to apply for the following position at the Communications Regulatory Authority of Namibia (CRAN) in Windhoek, Namibia.

EXECUTIVE: ENGINEERING & TECHNICAL SERVICES [E3]
(Five (5) Year fixed term contract)

Applicants meeting the above criteria should register their applications including motivation letter, CV, and relevant qualifications at Direct Hire by clicking on the following link:
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Postal Address: Private Bag 13309, Windhoek, Namibia **Tel:** +264 61 222 666

Email: info@cran.na **Website:** www.cran.na



Namibia leads Africa in pension fund development, highest assets per capita

Namibia has maintained its position as Africa's leader in pension fund development for the fifth consecutive

year, according to the latest ABSA Africa Financial Markets Index (AFMI) 2024.

The country boasts the highest pension

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Namibia retains top position in the index for the fifth consecutive year, with the highest pension fund assets per capita in the index at US\$4,806.

fund assets per capita on the continent, standing at N\$88,425 (US\$4,806).
The AFMI report indicates that 50% of Namibia’s pension fund assets were invested domestically by the end of 2023, meeting government-mandated targets.
“Namibia retains top position in the index for the fifth consecutive year, with the highest pension fund assets per capita in the index at US\$4,806,” the report states.
Namibia’s pension system outstrips those of other African nations, with South Africa (66), Mauritius (64), and Seychelles (60)

trailing behind.
However, in market depth, Namibia ranks 13th with a score of 38, reflecting relatively underdeveloped financial markets compared to regional leaders such as South Africa (100), Morocco (63), and Nigeria (57). The report attributes this to declining large-cap stock trading, as noted in the 2023 Namibian Stock Exchange (NSX) annual report.
Efforts to modernise Namibia’s financial market infrastructure are ongoing, with the launch of a Central Securities Depository (CSD) in March 2024. Full implementation



Campaign: Jiva Product Matrix											
Subscription Offer	Package	Jiva Lite	Jiva	Jiva Plus	Jiva Surf	Jiva Supreme	Jiva Supreme Boost	14 Day Jiva Explore	30 Day Jiva Streaming	31 Day Jiva	Student Jiva
	Subscription fee (Once - off) VAT Excl	N\$15.00	N\$30.00	N\$35.00	N\$40.00	N\$50.00	N\$60.00	N\$99.00	N\$130.00	N\$185.00	N\$95.00
	Subscription fee (Once - off) VAT Incl	N\$18.00	N\$35.00	N\$41.00	N\$46.00	N\$58.00	N\$69.00	N\$114.00	N\$150.00	N\$213.00	N\$109.00
	Subscription Code	*130*775#	*130*776#	*130*777#	*130*778#	*130*779#	*130*780#	*130*782#	*130*781#	*130*780#	*130*784#
	Free Voice Minutes	100	130	250	200	200	250	300	50	1000	100
Features	Mobile SMS Volume	555	700	1155	1000	1000	1000	300	100	400	100
	Free Data Volume (GB)	1GB	1.5GB	3GB	2GB	10GB	10GB	30GB	10GB	50GB	20GB
	Social Media Data (MB)	No	No	1GB	500MB	2GB	3GB	3GB	No	No	No
	Data for streaming	No	No	No	No	No	No	No	4GB	No	No
	Night Surfer	No	No	No	00h00-05h09	00h00-05h09	22h00-07h09	00h00-05h09	No	No	00h00-05h09
	Validity Period (Days)	7	7	7	7	7	7	14	30	31	31

is expected by mid-2026, aiming to enhance market liquidity and efficiency.

“The initiative is aimed at the digitalisation of securities and the settlement process, which is intended to foster greater market liquidity. The CSD is expected to fully launch mid-2026. The NSX also embarked on a project to implement a digital bond trading system on the domestic securities exchange,” the report states.

Namibia ranks 15th in access to foreign exchange with a score of 54, positioning it in the mid-tier among African economies. It trails South Africa (87), Madagascar (79), and Mauritius (76), but outperforms Nigeria (52), Mozambique (47), and Zimbabwe (33).

“Almost all countries score 100 for

reporting standards in this pillar due to the daily frequency and publishing of official exchange rates on central bank websites. However, adoption of the FX Global Code – an internationally recognised set of best practice principles to ensure a transparent FX market – remains limited,” the report notes.

The country ranks 18th in market transparency, tax, and regulatory environment with a score of 59, behind Mauritius (95), South Africa (91), and Egypt (88), but ahead of Mozambique (45), Ethiopia (42), and Lesotho (37). The ranking suggests a moderately transparent financial market but highlights areas needing improvement in regulatory efficiency, tax policies, and governance.

Namibia ranks 7th in macroeconomic environment and transparency, scoring 77. It is among the top-performing African nations in macroeconomic stability, trailing Botswana (88), Uganda (87), and Tanzania (85), but ahead of Mauritius (74), Nigeria (74), and Egypt (73).

In legal standards and enforceability, Namibia ranks 9th with a score of 40, placing it in the lower-mid range. The country significantly lags behind leaders such as Mauritius (100), South Africa (100), and Ghana (90), but is on par with Mozambique (40) and Zimbabwe (40), and outperforms Angola (25) and Botswana (10).

While Namibia’s legal framework is functional, the report highlights gaps in enforcement and regulatory effectiveness, signaling areas that require improvement to enhance investor confidence and economic competitiveness.



REPUBLIC OF NAMIBIA

MINISTRY OF AGRICULTURE, WATER AND LAND REFORM

Request for Proposals (RfP)

Leasing of Small-Scale Farmer's Plots at Green Scheme Irrigation Projects

PROCUREMENT REFERENCE NO.: SSF Plots-Green Schemes/MAWLR/01-2024

Applicants are invited through Open Advertised Bidding (OAB) for Leasing of the following Vacant Plots at the Green Scheme Projects:

- a) Lot 1: Etunda Green Scheme (28) vacant plots
- b) Lot 2: Musese Green Scheme (1) vacant plots
- c) Lot 3: Ndonga Linena Green Scheme (4) vacant plots
- d) Lot 4: ORIP (3) vacant plots

1. Interested applicants may download complete set of Bidding Documents for free at the website <https://mawf.gov.na/> or obtain further information from MAWLR, through Eng. Felix Ndinamwene at Felix.Ndinamwene@mawlr.gov.na, or Tel: + 264 (61) 208 7784.
2. Qualifications requirements and additional details are provided in the Bidding Documents.
3. Bids must be delivered to the address given below at or before 29 February 2025 at 11h00 am. Electronic bidding will not be permitted. Late bids will be rejected. Bids will be opened in the presence of the applicants' representatives who choose to attend in person at below address at 11h05 am on 29 February 2025.
4. The address referred to above is:

Bid Box
Ministry of Agriculture, Water and Land Reform
Lands Building, Ground floor
c/o Rorbet Mugebe & Dr. May Street
Windhoek, Namibia


Ndiyakupi Nghituwamata (Ms.)
EXECUTIVE DIRECTOR



What happens to your data after it is stolen?

By Kondjeni Ndadeva and
Leake Ileka

You wake up one morning, check your email, and see a notification that your bank account has been accessed from a foreign country. You scramble to check your transactions, only to realise that money has already been transferred out. How did this happen? The truth is, your data may have been stolen long before you noticed, sold to the highest bidder in the hidden corners of the internet.

In Namibia, while cyberattacks have become an increasingly concerning threat, many individuals and organizations remain unaware of the processes and implications that follow once their sensitive information has been compromised. Understanding what happens to breached data is essential to grasp the full extent of the risks posed by such incidents. This article explores the life cycle of stolen data, shedding light on the dark world of cybercrime and the number one step individuals can take to protect themselves.

Reasons Behind Data Stealing

The most popular and most obvious reason is financial gain. According to a Verizon Data Breach Investigations Report (2023), approximately 95% of cyberattacks are financially motivated. However, hackers are not always after money. Some seek fame and recognition, while others view hacking as a sport. Disgruntled ex-employees have also been known to engage in cybercrime for revenge.

How Stolen Data is Used

After a data breach, stolen information often finds its way to the dark web. The



dark web is a concealed part of the internet not accessible through standard browsers. Cybercriminals transact stolen data on the dark web using cryptocurrencies, such as Bitcoin, to maintain anonymity during these illicit exchanges.

The buyers then exploit this information for various malicious activities, such as identity theft, unauthorized financial transactions, or further cyberattacks.

The following are some of the key criminal activities facilitated by the exploitation of stolen data:

1. Identity theft and financial fraud:

Your personal information can be used by sophisticated criminals who trade on the dark web and are involved in the business of selling fake identification documents and passports. Leaked information or data can be used by online romance scammers to create catfish accounts on social media platforms and dating apps to trick vulnerable people into giving them money.

Identity theft can lead to some financial losses as follows:

- **Loan and credit applications:** Hackers can use your identity to apply for loans, credit cards etc.
- **Payment card Information:** Stolen card details can result in immediate transfers or online purchases from online shops.

2. Password Cracking: Cybercriminals can use a cracking mechanism called brute force to crack passwords. Since the hackers have access to your email and usernames, they can use this method to crack passwords to other platforms you have signed up for

by guessing your passwords using multiple passwords at their disposal.

3. Phishing and Business Email Compromise (BEC) Scams:

- Phishing refers to a deceptive tactic used by attackers to steal sensitive personal information, such as passwords or financial details, by posing as legitimate entities. In Namibia, this might involve receiving fake emails from what appear to be local banks, government agencies, or trusted service providers.

- BEC, on the other hand, is a sophisticated scam where attackers gain access to an email account and impersonate a trusted executive or business partner. They use this false identity to deceive employees into authorizing

fraudulent electronic fund transfers.

4. Blackmail and extortion: Anyone who has access to your cloud platforms such as email accounts and data storage platforms like iCloud, Google Drive etc. can have access to your private photos and videos, which they can use to blackmail you into giving them money. Your private and personal information like email address, location, photos and phone messages can be shared on the internet exposing you to the risk of harassment and threats.

5. Intellectual Property (IP) Theft: Cybercriminals infiltrate databases to steal valuable intellectual property, including trade secrets, patents, and proprietary information. This stolen IP is often used for reverse engineering or sold to competitors, potentially disrupting market dynamics and causing significant economic harm to the original owners. The theft of IP can undermine innovation and competitiveness, as it allows unauthorized parties to exploit sensitive information for their own gain.

Regularly Change Your Passwords

One of the most effective and accessible strategies for individuals is to regularly update passwords and log-in information associated with online accounts and emails. This practice significantly reduces the risk of password cracking and unauthorized access to sensitive information. Use Two Factor Authentications or Multi-factor Authentication mechanisms, this prevents

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TENDERS



TENDER ENQUIRY NO. E002-ND-2025
INVITATION TO TENDER FOR THE SUPPLY AND DELIVERY OF 65-SEATER BUSES

1. OVERVIEW
 Namdeb Diamond Corporation (Pty) Ltd (Namdeb) is a wholly owned subsidiary of Namdeb Holdings (Pty) Ltd, and performs land-based prospecting (exploration), mining and rehabilitation operations.


2. SPECIFICATION OF THE GOODS AND SERVICES
 Namdeb hereby invites reputable and qualified suppliers and/or service providers to submit tenders for the supply and delivery of 65-Seater Buses to Namdeb in Oranjemund, and after-sales support.


The supply requirements are any one of the following:
 A) Four (4) Diesel 65-Seat Buses, or
 B) Four (4) Battery-Electric 65-Seat Buses and 1x charger, or
 C) Four (4) Buses which could consist of Diesel and Battery-Electric 65-Seat Buses including or excluding a charger

3. TENDER ENQUIRY DOCUMENT
 Interested parties must contact the following person to obtain a copy of the tender enquiry documents by no later than **16h00 pm (Namibian time) on Tuesday, 4 March 2025**:


Contact: Supply Chain Helpdesk
 Email: Elizabeth.Markowitz@namdeb.com
 Tel: +264 (63) 23 8502

4. CLOSING DATE
 The closing date for the tender is **16h00 (Namibian time) on Monday, 31 March 2025**, and tender submissions must only be delivered to the address as specified in the tender enquiry document.





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A NAMIBIA DE BEERS PARTNERSHIP

anyone who has access to your password from logging into your accounts as there is a need of double authentication by means of third-party authentication apps or an SMS to your cellphone number.

A notable example underscoring the importance of robust password management is the Canva data breach in May 2019. Hackers exploited vulnerabilities in Canva's systems, compromising approximately 137 million user accounts worldwide. The data breach exposed email addresses, usernames, names, cities of residence, and passwords.

In response, Canva took immediate action to secure user accounts by resetting passwords and enhancing its security infrastructure. Canva also urged users to change their passwords, especially if they used the same credentials on other platforms. This proactive approach not only mitigated potential damage but also set a precedent for robust cybersecurity measures in the face of evolving threats.

Conclusion

Not all cyberattacks can be stopped, but we can play a major role in preventing becoming easy targets of cybercrimes once our data is stolen. While no method is foolproof, proactively and regularly changing passwords and using a multi-factor authentication mechanism is a straightforward yet powerful tool in the fight against cyber threats. It is time for organizations and individuals to strictly lock down their data and prevent unwanted and unauthorized access to their data. Protecting information is a shared responsibility among individuals and organizations. With the heightened cyberattacks on Namibia cyberspace, we can only be vigilant and apply the most stringent ways to protect ourselves.

**Kondjeni Ndakeva is a Data Scientist, Software Developer and Database Administrator with a master's degree in data science. He*

is passionate about leveraging data to drive impactful decisions and enhance democratic accountability in Namibia.

**Leake Ileka is a Chevening Alumnus and 2024 graduate of Bournemouth University, England, where he completed his Master's in Intellectual Property Law.*

PROCUREMENT
NOTICE

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MTC hereby invites companies to participate in the following procurement opportunity:

TENDER NO: MTC02-25-O

REQUEST FOR PROPOSAL FOR THE DESIGN, SUPPLY AND INSTALLATION OF SERVICE CONTAINERS FOR MOBILE TELECOMMUNICATIONS LIMITED (MTC)

Briefing Meeting:
Friday, 28th February 2025 @ 09H00

Briefing Meeting Venue:
Microsoft Teams, the link will be on MTC's website.

Closing Date: Friday, 14th March 2025 by 14h30

TENDER NO: MTC03-25-O

REQUEST FOR PROPOSAL FOR THE SUPPLY AND DELIVERY OF PROMOTIONAL ITEMS FOR MOBILE TELECOMMUNICATIONS LIMITED (MTC)

Briefing Meeting:
Tuesday, 25th February 2025 @ 14H30

Briefing Meeting Venue:
Microsoft Teams, the link will be on MTC's website.

Closing Date: Friday, 7th March 2025 by 14h30

TENDER NO: MTC06-25-O

REQUEST FOR PROPOSAL FOR THE SUPPLY AND DELIVERY OF GROCERIES AND CLEANING MATERIALS FOR MOBILE TELECOMMUNICATIONS (MTC)

Briefing Meeting:
Friday, 28th February 2025 @ 11H30

Briefing Meeting Venue:
Microsoft Teams, the link will be on MTC's website.

Closing Date: Friday, 7th March 2025 by 14h30




TENDER NO: MTC08-25-O

REQUEST FOR PROPOSAL FOR THE SUPPLY AND DELIVERY OF PRE-PRINTED STATIONERY AND MARKETING MATERIALS FOR MOBILE TELECOMMUNICATIONS LIMITED (MTC)

Briefing Meeting:
Tuesday, 25th February 2025 @ 09H00

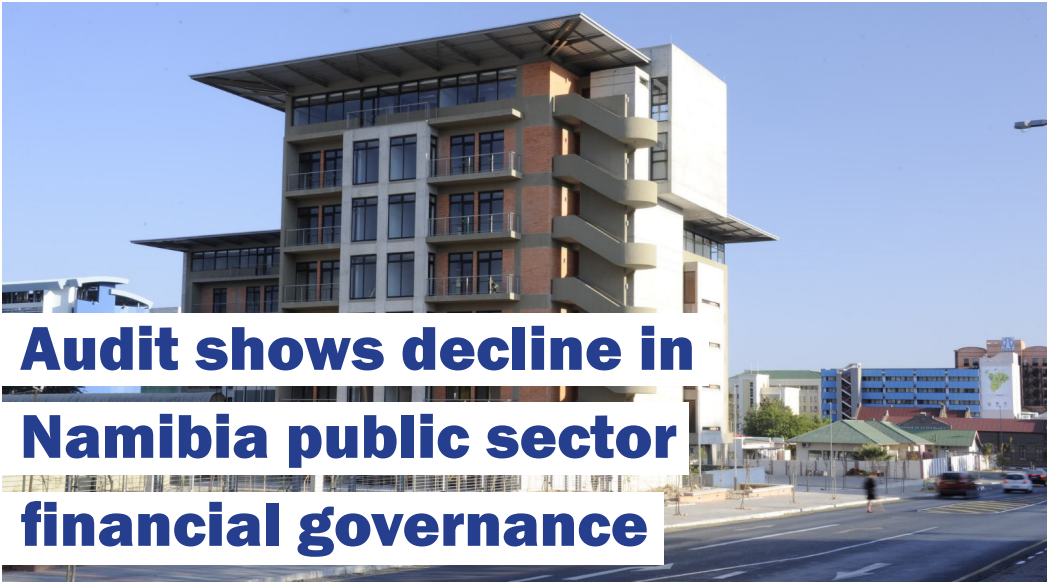
Briefing Meeting Venue:
Microsoft Teams, the link will be on MTC's website.

Closing Date: Friday, 7th March 2025 by 14h30



mtc.com.na

Terms of reference are available at:
<https://www.mtc.com.na/procurement/tenders>



Audit shows decline in Namibia public sector financial governance

The office of the Auditor-General says the number of state-owned enterprises, regional councils and local authorities with clean audits dropped from 13 to six, indicating worsening financial management.

The Auditor-General identified a growing number of government offices with financial report issues, with the count increasing from two to eight between the 2018/19 and 2022/23 financial years.

According to recent audit reports from the Auditor-General's office, in the 2023/24 year, two organisations received "adverse opinions," which indicates even more serious problems.

According to the Parliamentary standing committee on economics and public administration's report on maximising the potential of public administration, public

service management and public service delivery in Namibia, the office of the Auditor-General raised concerns about the state of financial accountability in Namibia's public sector.

The reports highlight systemic weaknesses in internal auditing across Offices, Ministries, and Agencies (OMAs), State-Owned Enterprises (SOEs), regional councils, and local authorities.

"Between the 2018/19 and 2022/23 financial years, financial accountability in Namibia's public sector has shown concerning trends, particularly within Offices, Ministries, and Agencies. The number of OMAs receiving unqualified audit opinions is a sign of sound financial management. In contrast, qualified audit opinions, which indicate issues with financial reporting, rose from 2 to 8 OMAs,"



THE

BR/EF

06:40
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MOOKS & ADORA In the Morning



the report read.

The report notes that although there were slight improvements in reducing disclaimer audits and adverse opinions, the overall trend remains troubling.

It added that several entities continue to request audit extensions, turning what should be an exception into a norm, further weakening accountability.

The report also says that Namibia's current auditing mechanisms appear ineffective, contributing to public distrust, procurement violations, and increasing cases of financial mismanagement.

"Disclaimers have also improved slightly, declining from 35 to 14, yet these numbers remain worrisome. Furthermore, many OMAS and State-Owned Enterprises, regional councils, and local authorities request special extensions, however, this extension tends to be a continuous cycle and a norm which hampers true accountability," the report read.

To address these challenges, the standing committee recommended that the internal audit mechanisms should be reinforced to better detect and address financial mismanagement by ensuring auditors' independence and providing adequate resources for comprehensive assessments.

The committee noted that there is a need for increased oversight of entities with recurring audit issues through more frequent and targeted audits.

Additionally, stricter enforcement of audit submission deadlines must be implemented to prevent habitual delays, with additional scrutiny for entities that frequently request extensions.

A comprehensive review of audit legislation and practices should be conducted to close gaps, strengthen enforcement, and promote transparency in public financial management.

The report further says that the Auditor-General must propose amendments to the relevant Acts to provide clear timelines for financial statement submissions by Local Authorities and introduce corrective or punitive measures for non-compliance.

It also recommended that the Auditor-General should be empowered to audit the Procurement Board and Public Enterprises, ensuring comprehensive financial oversight of these critical institutions.



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The brand and product performance

By The Brand Guy

I am not keen on spending money when I don't have a lot. I will use mobiles as an example. I have to have a mobile for work. I need it to communicate for work or for friends. It's also a device for entertainment (recreational reading for an hour or two every day).

I understand that mobile devices are commoditized, all offering a similar set of features and benefits, elaborations aside. I go out in search of a combination of price and performance. The process of making a decision is actually fun, even though it inevitably leads to a familiar low to mid-range Korean handset.

The underlying factor, performance, is key. It is a tool, not a luxury, the use of which gives me pleasure (for recreation) or satisfaction (for productivity). Possessing the tool does not make me feel better and I don't need to use it to prove my worth to others.

Kevin Lane Keller's brand equity schema places performance at the base of his pyramid. In the 'brand meaning' foundation Without the facet, the equity of the brand will fall apart. Consider luggage. It may come in an expensive variant, but if it is not fit for purpose, if it falls apart after one or two instances of use, that will reduce sales and the premium that the brand can command in future.

I have mentioned fitness for purpose. What can be added to the train of thought is efficiency and innovation. In a competitive market, a brand's ability to perform efficiently (e.g., in delivering quick service or having user-friendly features) also shape its



I understand that mobile devices are commoditized, all offering a similar set of features and benefits, elaborations aside.

performance. Brands that keep innovating tend to create more value for their customers, which augments their position in the market.

Durability or reliability focuses on how long-lasting and durable the product is. Products that stand up to repeat use tend to earn a reputation for reliability, which strengthens the brand's equity. Innovation is interesting in this regard. Untried innovation can be complex and expensive to repair. In the event of product failure, this can reduce the equity and premium. In spite of the implicit luxury in owning the latest technological advance, the brand manager has to reduce the risk in product development. The latest is not always the greatest.

Consistency is particularly important in the long term. Products will be made redundant due to process improvements, new technology and economies of scale. Normal wear and tear will also lead to product replacement. Consistent product quality is fundamental to keeping existing customers satisfied. If satisfied, customers will have an inclination to buy again. Consistency establishes a reputable, sustainable and competitive brand in the marketplace. This,

That value is not measured by price alone, but by a complex set of judgements based on performance.

in turn, drives profitability, operational efficiency, and sustainable business growth.

Finally, the customer will establish in her / his mind an estimation of pricing fairness, value for money. If the pricing is excessive among the category selection set, the customer will inevitably switch down to a lower-priced option, particularly when making a repeat purchase. The fact that the customer has money does not indicate willingness to spend. The corollary to this is that an excessively low price can indicate lower quality, not value for money, and the customer will switch up to a product with a higher price. Beware of discounts.

Every product comes with a particular value. That value is not measured by price alone, but by a complex set of judgements based on performance. Ensure that the aspects of performance are correct either as standalones or for inclusion in the product portfolio.

****Pierre Mare has contributed to development of several of Namibia's most successful brands. He believes that analytic management techniques beat unreasoned inspiration any day. Reach him at contact@pressoffice7.com if you need thought-leadership, strategy and support.***



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with adventure, lifestyle, feel good stories and more.



Enriching Generations

FINANCIAL MARKET MONITOR

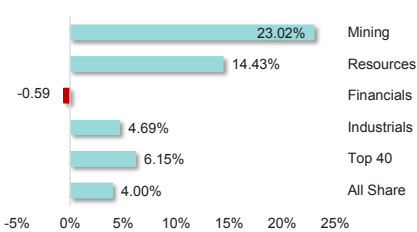
Commodities

Spot Gold	2879.85
Platinum	959.94
Palladium	926.36
Silver	32.58
Uranium	65.55
Brent Crude	73.51
Iron Ore	100.21
Copper	9476.02
Natural Gas	4.01
Lithium	9.85

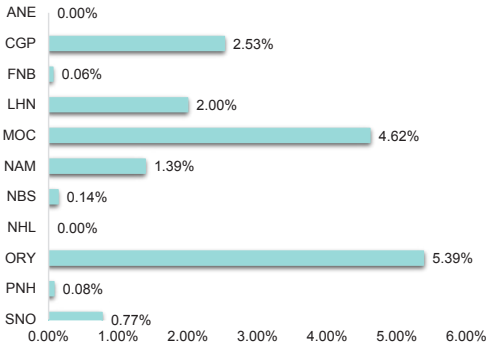
Currencies

USD/ZAR	18.4675
EUR/ZAR	19.2300
GBP/ZAR	23.3280
USD/CNY	7.2858
EUR/USD	1.0420
GBP/USD	1.2632
USD/RUB	87.4842
CPI	3.20%
Repo Rate	6.75%
Prime Rate	10.50%

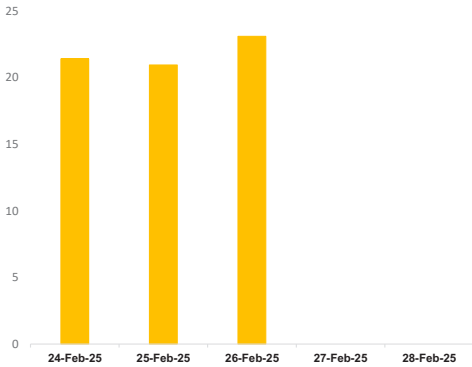
JSE Sectors: Year to Date in %



NSX Local Stocks: Year to Date in %



JSE ALL SHARE VALUE TRADED (ZAR BILLIONS)



Global Indices: Year to Date in %

