

# **Strategically Targeting the Shebeen Market in Namibia with Social Media**

Case: Camelthorn Brewing Company

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<p>Social media strategies are essential for SMEs such as microbreweries that want to interact and engage with consumers with little cost. Social networks such as Facebook, Twitter, Youtube and LinkedIn provide a platform for online conversation and can be used to better understand a target market.</p> <p>The aim of this thesis is to investigate how Camelthorn Brewery Company can use social media to strategically target the shebeen market in Namibia. The scope of the thesis covers legally trading shebeens in Windhoek's lower income area, Katutura. This three-phased research examines the target market using multiple sources of data including observations, interviews, previous studies, and statistics. The research was carried out from December 2011 to April 2012, the priority and core of which is qualitative data and quantitative data added additional insight on the topic. The exploratory mixed method research consists of a relatively small sample size due to limitations such as time, language barriers, insufficient shebeen facilities and suspicions from respondents. Also, no previous studies on the potential of the shebeen market was found, but rather studies focused on the negative impact shebeens have on the local communities.</p> <p>Research found that Camelthorn Brewing Company should segment the shebeen market into a business market of shebeen owners/managers, and a consumer market of Windhoek city dwellers and tourists as a target audience. Social media has been used by microbreweries to gain a loyal following for their beers and can be strategically used by the company to get to know the target market, educate consumers and start a craft beer movement in Namibia.</p> <p>Guided by their social media strategies, an initial 90-day social media plan will allow Camelthorn Brewing Company to form partnerships with shebeens and gain better insight into their target audience's needs.</p>	
<b>Keywords</b> Strategic social media marketing, shebeens, social media platforms	

## Table of contents

1	Introduction .....	1
1.1	Camelthorn Brewing Company.....	1
1.2	Namibia and Shebeens.....	2
1.3	Research Problem.....	2
2	Literature Review.....	4
1.4	Target Market Segmentation.....	4
1.5	Marketing Planning .....	5
1.6	Types of Social Media.....	6
1.7	Social Media Marketing Strategies.....	8
1.8	Social Media R.O.I .....	10
1.9	Conclusion.....	11
2	Methodology .....	12
2.1	Exploratory Mix Method Design.....	12
2.2	Shebeen Sampling.....	13
2.3	Observations .....	13
2.4	Shebeen Owners/Managers Interviews .....	14
2.5	Previous Studies, Statistics & Publications .....	15
3	Environmental Analysis.....	16
3.1	External Analysis .....	16
3.1.1	Shebeen Industry Description .....	16
3.1.2	Shebeen Profile .....	18
3.1.3	Shebeen Customer Profile.....	19
3.1.4	Social Media Usage in Namibia.....	21
3.1.5	Social Media and Microbreweries Worldwide.....	23
3.2	Internal Environment .....	24
3.2.1	CBC's Current Strategy.....	25
3.2.2	Goals.....	27
3.2.3	CBC's Current Use of Social Media .....	29
3.3	SWOT Analysis.....	30
4	Social Media Strategic Plan .....	32

4.1 Social Media Strategy Prerequisites.....	32
4.2 Social Media Strategies.....	33
5 Recommendations.....	38
Further research.....	39
6 Conclusion.....	40
References.....	42
Attachments .....	46
Attachment 1. Shebeen Ratings .....	46
Attachment 2. Interview Leading Questions .....	47
Attachment 3. Map of Katutura’s Central Constituency.....	48

# **1 Introduction**

Social media has rapidly become one of the most effective ways for companies to use inbound marketing to communicate with current and potential customers. Social networks such as Facebook, Twitter, Youtube and LinkedIn provide a platform on which marketers and consumers can interact with each other and engage in dialogue with little cost. Social media may be challenging for companies that are used to coordinating and controlling their marketing efforts through more traditional channels such as public relations, advertising, personal selling and direct marketing to influence consumer behaviour. The main purpose of this marketing channel is to enable companies to communicate with their customers whilst also allowing their customers to talk to one another. This has diminished the power that marketing managers have over the way information related to their company enters the public domain. (Emerald 2012.) For microbreweries, social media marketing is an economic way for creating and maintaining a following for their beers.

## **1.1 Camelthorn Brewing Company**

A microbrewery is a small and independent craft beer producer focused on innovative beers with more unique tastes and styles than those of larger, mass produced beers. The ingredients of a craft beer tend to be traditional (malted barley) with interesting additions of unexpected flavours, making each microbrewery distinct and individualistic. (Brewers Association 2012a.) The craft beer industry can be segmented into four main markets: brewpubs, microbreweris, regional craft breweries, and contract brewing companies. A microbrewery is one that produces less than 17,600 hectoliters of beer per year, 75% or more of which is sold off-site. A contract brewing company is a company that is hired to produce beer or additional beer for another brewery. (Brewers Association 2012b.)

Camelthorn Brewing Company Ltd (hereafter referred to as CBC) is the first microbrewery in Namibia. The company obtained its brewing license in August 2008, the first in the country since the 1920s. The micro-brewery can also be classified as a contract brewery as several contract brews have been made in the past and the

company plans on continuing to do so in the future. (Camelthorn Brewing Company 2012a.) CBC has determined five market segments in Namibia: Private V.I.Ps, Retail, Wholesale, Gastro, and Tourism. Due to past disappointing sales in these segments, the company has decided to launch a social media marketing project targeted to a new segment i.e. shebeens.

## **1.2 Namibia and Shebeens**

Located in south-west Africa, Namibia is a large country with a small population. Only 2.3 million people live in over 800 000sq kms of land. The country's official language is English, but Afrikaans, Oshiwambo, German, Herero and Nama are amongst other major languages spoken. (BBC News Africa, 2011.) Namibia's capital city, Windhoek, has approximately 200 000 inhabitants but this figure continues to rise due to increasing unemployment in rural areas of the country. Shebeens are found in Windhoek's lower income township, Katutura, a vibrant area with predominantly black inhabitants. (Cardboard Box 2012.)

A shebeen (or tavern) is a local pub or bar usually found in townships or rural areas. The shebeen concept first started in the 18<sup>th</sup> century in Ireland and Scotland and the name originated from the Irish Gaelic word "seibin", meaning small mug or inferior ale. The word then started being used for small bars where alcohol was sold and consumed without a license. The alcohol in these bars was home-brewed beer or self-distilled whiskey. It is said that the first shebeens in Namibia spread in the 20<sup>th</sup> century and have stayed on as an integral part of traditional Namibia. Today, a shebeen is a cultural meeting place for predominantly black Namibians and offers basic bar amenities such as bar counters, pool tables and dance floors. (Gondwana Collection 2012.) The Namibian Sun has reported that shebeens are "vital" to the Namibian economy and amongst the top five employers in the country (Namibian Sun, 2012).

## **1.3 Research Problem**

The aim of this report is to research how CBC can strategically use social media in their marketing communication when targeting the shebeen market. The shebeen mar-

ket includes shebeen owners/managers (as a business market) and shebeen patrons (as a consumer market). The research carried out provides insight into the target audiences' demographics, behaviour, access to social media, and buying process. The results from this research will be taken into consideration when formulating social media marketing strategies for the shebeen market. The outcome of this thesis is a social media marketing plan that informs CBC on how this segment should be targeted using social media tools and can be used as a blueprint when deciding on future marketing campaigns. If successful, the plan can also be used as a template when targeting shebeen segments in other cities/towns/rural areas in Namibia. Eventually, in the long term this could help CBC towards achieving their vision of being the number one microbrewery in Africa.

## **2 Literature Review**

As the objective of this report is to create a social media strategic plan for CBC, it was necessary to study theory on marketing plans. John Westwood has written several publications on the topic and his step-by-step guide (2004) contributed to the core theory on which this research is based upon. Social media theory is relatively new compared to theories on other marketing channels. However, there are several experts in the field that provide core concepts examining how companies can use this channel successfully to interact with potential and current customers. The publications studied include Liana Evans' Social Media Marketing (2010), Stephen and Susan Dann's E-Marketing (2011), and Jaime Turner's 99 Tools to Help You Generate Leads with Social Media (2011), amongst others. Whilst Stephen and Susan Dann offered more of a conceptual framework, Evans and Turner provide more insight into actual steps and procedures in social media marketing. This allowed for a wide spectrum of information in a field where it seems everyone is a social media "guru" with their own opinion on the best social media practices.

Before a company can approach a new market, it is essential that they familiarize themselves with the environment in which the market exists i.e. CBC needs to familiarize themselves with the shebeen market's environment. Katelyn Kowalsky's article on target market analysis gives a modern outline of how to segment a market (2012). The research process also revealed that it was necessary to study theory on business-to-business market segmentation. For this purpose, theory by Art Weinstein in the Handbook of Market Segmentation (2004) proved useful.

### **1.4 Target Market Segmentation**

It is of utmost importance for any company venturing into a new target market to clearly identify their audience as well as define this audience's motivations when making choices about products and services. For this purpose it is useful to study market segmentation variables including demographics, geographic and psychographics. By segmenting a market, a company can improve their chances of influencing a broader



range of customers and it is essential to identify the different kinds of customers and how they respond in order to create effective marketing campaigns. In a consumer market the following variables are studied:

**Demographic** – age, gender, generation, education, income, occupation

**Geographic** – region, population size, population density, climate, urban/suburban?, physical location.

**Psychographics** – customer's lifestyle, interests, hobbies, opinions, activities, attitude, benefit from product and other behavioural triggers, user status (first time / potential/ loyal buyers). (Kowalsky, K. 2012.)

Below are Weinstein's (2004) segmenting variables (those related to this research) that need to be investigated when segmenting a business market:

**Demographics** – industry, company size, customer location

**Operating Variables** – technology, product usage, customer capabilities

**Purchasing Approaches** – purchasing procedures, power structure, buyer/seller relationships, purchase policies, purchase criteria

**Situational Factors** – Order urgency, order size/product applications

**Buyer Personal Characteristics** – Buyer/seller similarity, attitude toward risk, buyer motivations, buyer perceptions.

## 1.5 Marketing Planning

Studying theory on marketing plans identified the variables that needed to be highlighted in the research process. Marketing planning is a process that involves assessing marketing opportunities, determining marketing objectives, formulating target market strategies, seeking competitive advantage, creating marketing programmes, allocating company resources and developing a plan for implementation and control. The marketing plan is a document that guides companies when implementing marketing activities in a target market segment according to a marketing strategy. This planning process should develop strategies that focus on the target

audience and the marketing mix that will best serve this audience. (Dibb, S., Simkin, L. 2008, 3 – 5.)

Before embarking on a marketing plan it is necessary to know and follow a step by step process that can paint a clear picture of the company and its target market. A company's vision, mission and strategic plans need to be analysed in order to align the marketing plan with the target market's needs. The first step in any marketing plan (including one for social media) is to research and analyse the environment. This is achieved using the SWOT analysis theory i.e. a company's strengths, weaknesses, opportunities and threats in the market place. External data must be analysed before internal data, and includes information concerning the marketing environment and competitors. Internal market research provides information on more specific factors of the marketing mix (4 P's) as well as the company's current marketing strategies, objectives, planning and control systems related to the strengths and weaknesses of the company. After the internal and external data has been analysed marketing strategies need to be formulated. These strategies enable a company to achieve their marketing objectives relating to the four Ps of the marketing mix. Once strategies are in place the implementation of the marketing plan can be started. (Westwood, J. 2004, 19 – 23.)

## **1.6 Types of Social Media**

There are many different types of social media sites available today and it is important to know where a company's target audience is actively having conversations. It is also important to know how the target audience functions in these sites because understanding this is essential for social marketing success. More importantly, consumers rarely stick to one social media site but rather actively take part in several conversations and content in many sites. The different types of social media sites allow users to generate their own content, known as user generated content (UGC), and allows members of social media communities to share thoughts and experiences in different ways. (Evans, L. 2012, 16) The following are the types of social media currently available.

### **Social News Sites**

These sites allow members to submit new stories, articles, blog posts, videos, and photos to the community. The submitted piece can then be voted and commented on and the more votes a piece gets, the higher the chance that it will appear on the front page of the site. Examples of these sites include Digg, Reddit, NewsVine, Kirsty, and Ball-Hype, of which Digg is the most popular. These sites can steer a lot of traffic to a company's website in a short time period. The other mentioned sites are more niche sites that can direct more valuable content and media to consumers. (Evans, L. 2010, 17.)

### **Social Networking**

Facebook is the most popular social networking site on the Internet and is essential when considering a social media strategy. Social networking sites allow users to upload pictures and videos, tag friends, post comments, create groups, add fans, invite people to events, post bulletins, use applications etc. and more features are constantly being added. (Evans, L. 2010, 17.)

### **Social Bookmarking**

These sites allow users to share and bookmark their favourite websites with a community. Examples of these sites include Delicious, Magnolia, and Diigo; communities with fanatical collectors that want to find good sites to share with friends. As with social new sites, when a community member bookmarks the same page or site, the site's popularity will increase and may be on the front page of the site. This can direct a great deal of traffic to a company's site. (Evans, L. 2012, 18)

### **Social Sharing**

Social sharing sites focus mainly on photos and videos and the most popular sites are Youtube and Flickr. Social sharing sites give users the opportunity to upload their own pictures and videos and add titles, descriptions, embed the media and see statistics for their media. (Ibid.)

## **Social Events**

Sites such as Eventful, Yahoo's Upcoming, and Google Calendar are useful for spreading the word about any upcoming public events being organized. Photos can be shared, linked with Flickr with the event information. The events organized can be both virtual and physical locations and the community users have many different options to promote the events. (Ibid)

## **Blogs**

Blogs are the original user generated content platform that allows the creators to share their opinions on the Internet. It is an easy way to share thoughts, interests, opinions, ideas, photos, videos, and basically anything else on the Internet that can be shared.

Blogs are said to be the best platform to spread word of mouth messages to a tailored audience and also allows companies to reach their target market. (Ibid)

## **Microblogging**

Microblogging involves short updates that are shown to anyone that is subscribed to receive them. Twitter is the most popular microblogging media which allows users to give prompt updates as well as share photos. (Ibid) Instagram has also become a very popular media using only photos, although only available for Apple and Android operating phones.

## **Forums and Message Boards**

Online forums and message boards are a media in which people can have conversations by posting messages to one another or to a company. There are a large number of forums, almost any topic thinkable has a forum on which people are constantly having conversations. Message boards are usually available on most blogs as well as company websites.

## **1.7 Social Media Marketing Strategies**

Like other channels, social media needs a strategy; a well thought out plan with goals that guide the company to where they want to be and how they will get there. Liana Evans, author of Social Media Marketing (2010, 3) states that social media marketing

needs “research, strategy, implementation, buy-in from the team, networking, conversing and measuring”. Evans emphasizes that social media marketing does not happen overnight, and like other marketing channels needs a great deal of planning and attention to be done correctly.

Conversations on social media sites are happening with or without a company’s involvement and it is impossible to control what is being said, good or bad. According to Evans (2010, 9), many senior executives in companies find this concept difficult to grasp, as they believe they are in complete control of the conversations about the company. However, the online community needs the company to develop a relationship with them by listening to what they are saying before entering the conversation. Many companies fail at social media marketing because they did not plan a strategy and oversimplified the use of social media sites without putting an effort into really having conversations with consumers. Finally social media marketing needs to be done by all employees in the company, even what they write about the company on their personal profiles has an effect on the company’s image. Therefore, all stakeholders need to be on board with the social media strategy and be aware of how it works. (Evans, L. 2010, 11 – 14.)

Social media optimization is ensuring that a company’s social media strategy is being followed in a way that links online communities and search marketing. It is important that company’s profiles have the right keywords that community members are talking about and can be related to the company. (Evans, L. 2010, 8.) For this reason, it is important to study the shebeen market to know what this market segment would most likely talk about and search for online and include these keywords on CBC’s social media websites. Furthermore, once a company participates in social media marketing it is not simply about creating a page, profile, blog post, or tweet. It is rather about having conversations and sharing experiences with the online community and eventually gaining individuals’ trust. (Evans, L. 2010, 8 – 10.)

## 1.8 Social Media R.O.I

According to Jaime Turner (2011), businesses go through three stages on the Social Media ROI (Return on Investment) Cycle as they evolve their social media efforts, namely Launch, Management and Optimization.

The first stage, Launch, is when the company focuses all their attention on the “the Big 4”: LinkedIn, Facebook, Twitter, and YouTube. Some companies also focus on other sites other than the Big 4, including Flickr, blogs, e-newsletters etc. The main aim of this stage is to get the social media marketing of the company started. There is often little long-term planning at this point. The launch stage can only begin with an analysis of the target market’s needs and how the company’s social media practices might meet these needs. (Turner, J. 2011.) This is the most important stage of the Social Media ROI Cycle because, as Liana Evans (2010) stated, advanced planning is necessary to ensure social media success. Therefore a social media marketing plan is needed before taking any further steps in social media initiatives. This thesis focuses on the Launch stage of the social media ROI cycle. However, it is important that CBC is aware of the following stages of the cycle as well.

The Management stage of the cycle is as tactical as stage one but focuses on mid-term results of social media campaigns. The aim is to engage current and potential customers in a way that allows them to connect with the brand. Preferably, this interaction between the company and consumers may result in them buying something, but it can also include Liking a Facebook page, retweeting, or responding to a question. The main objective is that there is some tangible, measurable evidence that consumers are interacting with the brand. However, the results at this stage cannot be expected to be as good as in later stages. (Turner, J. 2011.)

The final stage is Optimization, a stage that many companies do not reach because they are not consistent with their efforts. It is important, at this stage, to improve the conversations being had between the company and consumers and track the inbound leads and traffic in all social media platforms. This can be done by outsourcing this service to another business of using Atlas and Dart tracking programs, for example. At

this stage it is also useful to test the success of a company's social media campaigns by comparing two landing pages and seeing which one gets more attention or using multivariate testing for more than one part of a company's website at a time. Finally, a social media campaign can be measured at this point using ROI theory. This includes understanding the Customer Lifetime Value (CLV) i.e. total revenue the average customer generates for a company during the lifetime of their interaction, and then comparing the CLV to the results of the the social media campaign. (Turner, J. 2010.)

## 1.9 Conclusion

The studied theory gave a clear picture and direction in which the research needed to be conducted. Figure 1 shows the stages needed in the strategic social media planning relevant to this thesis.

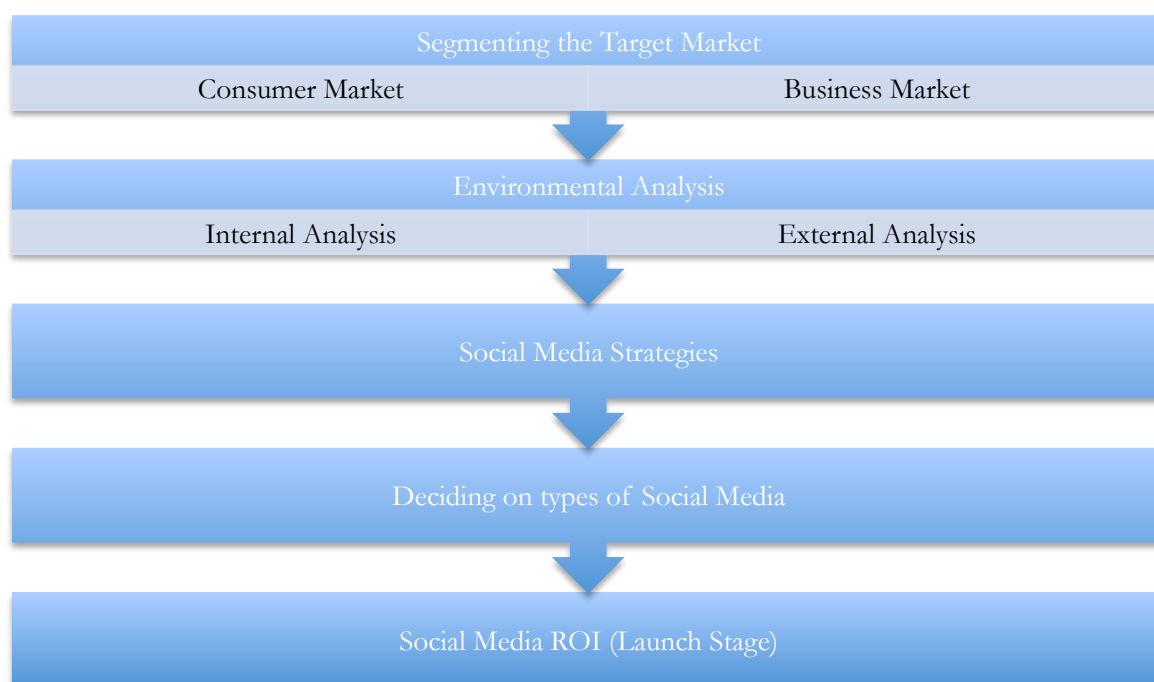


Figure 1. Theoretical Framework for Stages in Strategic Social Media Planning.

## **2 Methodology**

This research contains primary and secondary data collected mainly with qualitative methods but also a limited amount of quantitative data in order to understand the research problem as clearly as possible. This mixed method of research was chosen because neither quantitative nor qualitative methods alone would be able to reveal the full details in the scope of this research, but together complement each other for a complete analysis to be made of CBC and their target audience (shebeens). Furthermore, this approach was chosen because there was no sole data source that provided the depth needed to answer the research question. The exploratory mixed method design was the most fitting for this research because the results of the qualitative helped develop the quantitative research i.e. the results from the qualitative research identify variables that should be included in the quantitative research. (Creswell, J & Plano Clark V. 2007, 75 – 79.)

### **2.1 Exploratory Mix Method Design**

This three-phased research examined CBC's target market (shebeens) using multiple sources of data including observations, interviews, previous studies, and statistics. The priority and core of this research was the qualitative data and the quantitative data added additional insight on the topic. The exploratory design was necessary because several shebeens could be explored by way of interviews and observations before generalizing the results to the broader shebeen market. Then, existing studies on this market could be compared to the research done from the first phase.

Due to the focus of this research, detailed information was gathered primarily from shebeen owners and/or managers (Phase I). This was done by conducting face-to-face, semi-structured interviews and by simply observing the shebeens. Phase II of the research included researching previous studies on shebeens and microbreweries use of social media, face to face interviews with CBC's CEO Jörg Finkeldey, as well as an analysis of internal company documentation. Phase III included statistical data previously collected related to the topic. Very few studies have been made on the shebeen market in Namibia and no studies could be found on their use of social media. She-



beens have been featured in major newspaper publications in Namibia and provided some insight into shebeens as a part of the Namibian society. Additionally, there is a vast amount of information available on microbreweries around the world and their use of social media as a marketing channel.

## **2.2 Shebeen Sampling**

When selecting a sample of shebeens to participate in the research, there were several criteria that needed to be met. Firstly, the shebeen had to be located in Katutura, a township of Windhoek, because this is the area CBC strategically wants to target. Secondly, as there are many unlicensed shebeens in Katutura, participating shebeens had to be licensed as to avoid CBC dealing illegally with unlicensed shebeens. There is no directory of shebeens' telephone numbers or addresses in Katutura, therefore the next stage in sampling was driving around the Katutura area and randomly selecting shebeens. Convenience sampling was used, meaning that shebeens were selected according to the basis of their availability and the researcher's personal judgement that they are representative of the target market. This sampling method only allows some members of the [shebeen] population to be sampled and therefore it cannot be said with certainty to what extent the sample is representative of the entire (shebeen) population. (Sudman, S. 1976.) The researcher had no experience or history in this area and therefore a CBC employee that has worked with shebeens in the past was employed as an assistant for this part of the research. His judgement on shebeens that would be suitable for the research and knowledge of unlicensed and licensed shebeens proved to be very beneficial to the research. The map in Attachment 3 shows Katutura's central constituency, an area where many of the legal shebeens can be found and does not include the outskirts of Katutura where more illegal shebeens are found.

## **2.3 Observations**

Observational research techniques were used to study the shebeens visited. This research technique involved an initial observation of a shebeen before approaching the owners or managers and requesting an interview. This also proved as a useful sampling

tool as shebeens that did not fit the sampling criteria mentioned in chapter 3.2 would not be interviewed and were left out of the research data.

According to the observation, each shebeen was given a rating according to a zero to four-star scale. The six factors that influenced the rating included (as seen in Attachment 1):

- Cleanliness of the establishment
- Behaviour of the patrons
- Size of the establishment
- Facilities available
- Service of the staff
- Variety of stock (as seen available behind the bar)

The observation was non-participant in nature, meaning that the people and shebeen were observed without initially interacting with anyone and did not know that they were being observed. It was only once the observation was done that the owners or managers were approached and asked for an interview. Some observations made were then asked to be clarified or confirmed in the interviews. This part of the research proved to be relatively easy with no major challenges occurring.

## **2.4 Shebeen Owners/Managers Interviews**

In addition to sampling procedures, there are other factors that affect the quality of data in this research. One of the major aims of qualitative research is to gain insight into decision problems and opportunities and focuses on collection of data from relatively few respondents by asking questions and observing the behaviour (Shukla, P. 2008). For this reason, it was important to evaluate the lead questions used in the interviews and the validity of the interviews (how accurately the questions measure what is meant to be measured). (Sudman, S. 1976.) The questions that were asked to the shebeen owners/managers (as seen in Attachment 2) were therefore tested on CBC employees before the interviews to ensure that the questions were not misleading, ambiguous or complex. Finally, in order for the respondents to feel comfortable to respond to the questions and to avoid any biases, CBC was not mentioned in any of the questions and it was made clear that the research was for academic purposes.

A total of 7 shebeen owners or managers were interviewed over the course of two days, each lasting between 15 and 30 minutes, depending on the willingness of the respondents to speak to the interviewee. The interviews conducted were open ended, in-depth and relatively unstructured, allowing for the respondents to speak freely and uncover information openly. This allowed for each interview to be flexible to each respondent depending on observations made and topics that were brought up by the respondents.

Some challenges that arose include language barriers, owners or managers being unwilling to do interviews, respondents rushing through interviews, a rowdy crowd that did not allow for a peaceful interview, and respondents being suspicious of our aims of research. These challenges were handled by having a CBC employee that spoke several local languages that could translate the interviews, asking to do the interview in a quieter area or arranging for a later interview time, and reassuring the respondents that the researcher was indeed a student and not a company representative or salesman.

## **2.5 Previous Studies, Statistics & Publications**

Shebeens in Katutura and Namibia in general have been a controversial topic politically and socially for several reasons, as discussed in Chapter 4. Little to no research has been done on the market's potential and the little statistics available are difficult to interpret. However, an overall picture of the market was provided from previous publications related to shebeens and their role in the Namibian society.

### **3 Environmental Analysis**

Analysing CBC's microenvironment helps the company get an understanding of the company's internal strengths and weaknesses as well as external opportunities and threats within the marketplace. The SWOT analysis is a tool of that can help paint a clearer picture of the company in the shebeen market and better understand the environment.

#### **3.1 External Analysis**

Previous studies have shown that the shebeen market is a complex and changing one. This is due to factors such as shebeens only in recent history becoming legally operating establishments and little research being done on the market. Also, there are many social issues related with the sale of alcohol and therefore a stronger focus in media is placed on this rather than the business potential of the market. This chapter gives an overview of the shebeen industry, its operating and purchasing procedures and gives a better understanding of the types of customers/patrons that visit shebeens. It is necessary to research the shebeen as a business market as well as a consumer market in order to identify the main influencers in the market. It is also essential to know the current social media habits of both shebeen owners/managers and shebeen customers. Finally, the social media usage in Namibia, as well as microbreweries use of social media in general is also examined.

##### **3.1.1 Shebeen Industry Description**

According to The Namibian newspaper, Abraham Kanime, Windhoek City Police Chief stated that there are approximately 5000 shebeens and bars in the city. Of these 5000, up to 1500 are illegally selling alcohol without the required alcohol permit. (The Namibian, 2012.) This leaves approximately 3500 shebeens and bars that CBC may consider in their target market in Windhoek. Andreas Nuule, leader of the Namibian Shebeen Association, further states that there are over 1000 registered members in the association in Namibia. The role of the association is to ensure that all members ac-

quire liquor licenses, abide to the operating laws and represent its members in any legal disputes that may arise. (African NewsWire 2012.)

The shebeen industry in Windhoek has seen significant changes in recent years that provide opportunities for CBC. Interviews revealed that although originally only visited by lower income majority black inhabitants of Katutura, shebeens are now becoming a trendy option for black and white city dwellers from more affluent areas looking for a change from the city's pubs and bars. Many middle and upper class people now visit shebeens in Katutura for a "local" experience. These customers often search for a back-to-basics experience where they can drink beer or other beverages with locals and strip off their professional attire for more relaxed, "weekend" attire. To cater to this trend, shebeen owners stated that have begun to offer more options i.e. more sophisticated shebeens to this new clientele and changed the shebeen industry in so doing.

According to the shebeen owners/managers interviewed, shebeens were originally classified as cheaper, local alternatives to pubs and bars in the Katutura area. However, with a raise in popularity of these establishments, more affluent people began opening shebeens in Katutura and as a result created different classes of shebeens. Shebeens are now unofficially ranked as shebeens, shebeen bars, action bars and nightclubs. All shebeen owners/managers interviewed agreed on the following: shebeens are considered to be the least "sophisticated" of the establishments; shebeen bars have basic facilities such as a tables, chairs and a juke box; action bars offer activities such as a pool table, slot machine, darts etc.; and nightclubs have a set out dance floor, special lighting and a resident DJ. The variety of drinks offered also varies according to the type of shebeen – shebeens have the least variety, whereas action bars and nightclubs tend to have a much wider variety. The City of Windhoek (2012), however, still officially classifies all the establishments researched as shebeens i.e. only limited goods are sold on residential property with the agreement of affected neighbours with a valid shebeen license to allow alcohol to be sold. Therefore, despite shebeen owners/managers classifying their establishments, they are still considered shebeens according to the law.

### **3.1.2 Shebeen Profile**

In order to better understand the shebeen market as a business market, the operating variables and purchasing approaches of owners/managers were investigated by interviewing owners/managers (interview questions seen in Attachment 2). No additional source of information related to this topic was found, so the profile of shebeens in Katutura is based entirely on the respondents' answers.

#### **Operating Variables**

In terms of technological access, it is highly unlikely for shebeens to have a registered landline phone number. Instead, shebeens' owners/managers own mobile phones. Therefore, it is necessary to physically visit a potential shebeen in order to set up any initial meetings. It is then the owner/managers prerogative whether to share his/her personal number. Email or Internet correspondence is certainly not an option when doing business, as there is no Internet connection in shebeens and owners/managers use the Internet on their personal time at home. Only one of the shebeens interviewed had any presence on social media, with a Facebook page that is actively updated regularly. The other shebeens have never considered using social media as they felt that they have enough customers without the use of this marketing channel. There have, however, been special events organized on their premises by third party organizers that advertised and covered the events on Facebook. These third party organizers include alcohol, cigarette, and tourism companies. All shebeen owners/managers agreed that they were satisfied with the current use of technology in their establishments and see no need to change.

#### **Purchasing Approaches**

The purchasing procedure of shebeens is largely an informal weekly activity. Namibian Breweries delivers larger amounts of beer to the larger shebeens on schedule every week. For smaller shebeens and for stronger alcoholic beverages, wholesalers are used to purchase weekly demands. The amount purchased every week depends on the amount needed by evaluating the current stock and also by fulfilling customer demands. If a regular customer or several customers demand a beverage that the shebeen does not stock, then the shebeen owners/managers will purchase this beverage (initial-

ly in smaller quantities). None of the shebeens interviewed would be willing to introduce a new beverage in their stock without it either being demanded by their customers or if there is no big “buzz around town” about the beverage.

It is most often the case that shebeens approach their suppliers and not vice versa. The people in charge of stock control and ordering is most often the shebeen manager and at times the owners. It is very common that the shebeen managers are either related to or are good friends with the owner. The owners/managers were not willing to provide more information on the buyer/seller relationship nor their purchasing policies with their suppliers but all agreed that over time, once a good relationship is established, negotiations on price can be made. However, several owners/managers agreed that the wholesalers held all the power when it comes to their buying/selling relationship because there are hundreds of shebeens that need their beverages, diminishing their negotiating power. Also, the smaller the shebeen, the more likely it will be treated as inferior and not serviced with the same care as larger shebeens.

### **3.1.3 Shebeen Customer Profile**

As stated in Chapter 4.2, shebeens’ customers determine the beverages that are available in shebeens. It is therefore important to gain a better understanding of the average shebeen customer, especially when considering how to target these customers using social media. According to shebeen owners/managers, there are two basic types of customers. They all agreed that there is a difference in the customer profile of local i.e. people that live in Katutura or neighboring informal settlements and city dwelling (more affluent suburbs) customers and tourists, as summarized below.

#### **Locals**

Although statistics are difficult to verify, it is estimated that in 2006 Katutura had approximately 150 000 inhabitants and the number continues to grow monthly. People living in rural areas of the country move to Katutura in search of jobs and a better life in the capital city. (Katutours 2011.)

Local shebeen customers tend to be more regular, visiting shebeens daily or several times a week. The drinking patterns of these customers vary from light drinkers (1 to 3 drinks per visit) to heavy drinkers (that drink until asked to leave or closing time). Local customers tend to be majority men that consume cheaper beverages and often do not stray from their usual drink of choice (usually beer). Professionally, these customers are often labor workers, unemployed or retired, aged anywhere between 18 and 70, depending on the shebeen. As expected, rowdier or busier shebeens offering current music or activities are more appealing to a younger demographic, whereas quieter shebeens that play older music at a lower volume tend to be more appealing to an older demographic. A popular street in Katutura filled with several shebeens, Eveline Street, has become a trendier attraction for younger locals and city dwellers. The street has several shebeens next to one another, each competing with the music played, facilities offered and extra services such as car washes and barbecued meat.

It is relatively easy to have a good idea of the demographic of customers in a shebeen by simply walking in. Observations revealed that a common laborer's "uniform" for men is a blue overall and in shebeens that are more appealing to locals, several customers will most likely be wearing this uniform. Furthermore, there are little to no cars parked in front of shebeens frequented by locals. This is due to the fact that they live nearby and/or use taxis (cheapest form of transportation in Windhoek).

According to shebeen owners/managers all their customers have phones and most have smartphones. However, local customers do not spend a lot of time on their phones whilst at the shebeen and most likely have no Internet access on their phones, or at home.

### **City Dwellers and Tourists**

As previously mentioned, visiting shebeens has become a popular trend for people living in the city center or other more affluent suburbs in Windhoek. Also, more tourists visiting Namibia are interested in taking part in the local, back-to-basics shebeen experience in Katutura. A bike tour company, Katutours, even has one of the shebeens interviewed in this research on their daily tour itinerary. Shebeen owners/managers



class city dwellers and tourists in the same customer group as they feel that their needs are similar.

Respondents revealed that city dwellers visit shebeens most often during the weekend, on a Saturday or Sunday when they have time off work. Most of these customers are professional adults between 20 and 50, working in different fields. They often dress in their casual clothes and leave all professional attire at home. Shebeen owners/managers noted that the younger customers (20 – 30 years old) tend to come in larger groups of friends, whereas older customers often come alone or with a companion. Tourists that visit shebeens are often younger (20 -30 years old) and behave similarly to young city dwellers when visiting shebeens.

Both city dwellers and tourists tend to prefer shebeens that offer a wider variety of beverages, facilities and extra services such as car washes and barbequing. Due to the relatively longer drive from the city centre, these customers often stay for several hours at a time and buy a large amount of drinks and food from the shebeens they visit. The owners/managers interviewed try to keep city dwellers as regular customers by making sure they provide a wide variety of drinks and services as these customers often spend large amounts of money over the time spent at the shebeen. It is common that city dweller and tourist customers recommend shebeens to their friends. As shebeens do not do any traditional marketing, this is the best way for them to increase their clientele. Therefore, a shebeen's reputation spread by word-of-mouth marketing is very important amongst this customer group.

According to shebeen owners/managers all their city dweller customers own smart phones and majority of them use Internet on their phones especially to log on to Facebook. Although tourists often do not have smart phones with them they, like city dwellers, take a lot of pictures and share them with their friends on Facebook.

#### **3.1.4 Social Media Usage in Namibia**

It is important to note that out of a population of 2.3 million, only 127 500 (5.5% of the population) are home or office Internet users in Namibia according to CNN

(2012). Additionally, there are 231 720 Facebook users in the country (Social Baker 2012). This number is higher than the number of Internet users in the country, which allows us to conclude that a large amount of people (over 100 000) log on to Facebook on portable devices e.g. smart phones. Of the top 6 brands in Namibia on Facebook, 3 are alcoholic beverages; Tafel Lager (2<sup>nd</sup>), Smirnoff Namibia (5<sup>th</sup>), and Windhoek Beer (6<sup>th</sup>) (Social Baker 2012.)

There are no statistics available on Twitter, Google+, or LinkedIn usage in Namibia, most likely due to the low usage rates in comparison to worldwide usage statistics. However, according to Marianne Young, Digital Communication Manager for the UK High Commissioner in Namibia, social networking is becoming more popular and “has the potential to change the way that government, businesses and the press engage with their audience”. She also states that Twitter is gradually gaining popularity and one of the local papers (The Namibian) has a column based entirely on notable tweets by or about Namibians. (Foreign & Commonwealth Office 2011.) Although relatively low in comparison to worldwide usage, social media is now being seen as an important aspect of business in Namibia. For example, the Namibia Business Innovation Center (NBIC) has organized workshops aimed at training young people on social media in order to develop their networking skills (Namibia Economist 2011). This shows that there is growing interest in using social media for business and social interaction.

A good example of social media usage in Namibia for marketing is the launch of a campaign on Facebook called “Share My Namibia” by Solimar, a company that “supports global development through sustainable tourism”. The campaign aims to increase awareness of the country and to generate new sales leads for tour operators in Namibia. The Facebook page (<http://www.facebook.com/NamibiaEndlessHorizons>) includes storytellers, artists, adventurers, and community leaders that highlight the beauty of Namibia as a tourist destination. Beautiful photos, competitions and applications support the campaign and not only create awareness of tourism in Namibia but also aims to generate consumer sales. “Solimar recognizes the importance of targeted, effective online marketing. The destination needs to stay top of mind among potential

travelers – this means going beyond one mailing email, info packet distribution or Facebook post.” (Solimar International 2012.)

### **3.1.5 Social Media and Microbreweries Worldwide**

Microbreweries around the world (predominantly in the U.S.) have found many benefits to using social media as a their primary or main marketing channel. Many breweries have been successful in their use of social media to create a buzz and build strong communities on social media sites such as Facebook and Twitter. One example is Finch’s Beer Co. from Chicago. The company relied heavily on aggressive social media marketing even before their first beer was brewed, which resulted in many bars and customers waiting in anticipation for their first keg. The company states that expensive marketing campaigns are not an option for microbreweries because they are too costly and impersonal. The company began their social media efforts by using Facebook and Twitter to share photos of the brewery’s construction and sharing recommendations of local bars in their “Daily Social Love” posts (which encouraged future partnerships). Their social media strategy is simple and they use Sprout Social, to manage social media activity. The founder of the company states that word-of-mouth is the most important marketing channel for any microbrewery and is facilitated by the effective use of social media. (Entrepreneur 2012.)

Mashable.com (2010), gives examples of large and medium sized breweries that have successfully used social media to market their beers. The article emphasizes that beer is social and breweries should therefore create social media strategies based on this. Breweries that stay relevant to their audience find the most success as they create tools and strategies that allow fans to share, communicate and get involved. Stone Brewery Co. is a microbrewery based in California with a successful social media presence. The brewery has over 150 000 likes on their Facebook page, actively tweets (several people within the brewery), daily updated Google + profile, regularly updated Wordpress blog, active Youtube account, and Google calendar with all upcoming events. Jacob McKean, the social media lead for Stone Brewing states that the brewery decided from the beginning not to advertise because “we have nothing in common with mega-brewers, so why imitate their strategy?” The company uses social media because it al-

lows them to speak straight with fans and cultivate a community of craft beers enthusiasts. The community is engaged and is kept as up to date as possible. Furthermore, the company's blog is often rated amongst the top ten most read beer blogs on the Internet. McKean further adds that their social media success is largely due to their high quality content shared with their community and making sure that the content is also funny and interesting. A sense of humor has been the company's backbone in all communication with fans and they seem to appreciate the authenticity of this interaction. (Communications Conversations, 2011.)

Social media has been a key factor in the rise of popularity of the craft beer movement in North America. There is no real craft beer following or excitement in Namibia and the same principles and strategies used by microbreweries in North America can be applied and adapted to the Namibian shebeen market in order to promote the growth of this potential emerging trend. In the brewery, bar and consumer relationship it is important for a craft beer brand to be constantly hyped and demanded in order for sales to continue flourishing. Facebook and Twitter are the best mediums for both the brewery and the consumer because it provides a win-win situation where both brewery and consumer benefit. Bars in North America have used social media to update their menus according to customer demands and have been able to direct their own social media language and presence according to the demographics of the people in the craft beer community. All in all, social media has made beer and the brewing process more approachable. It is a great resource for information on craft beer and where to find it. Critical customer feedback may also result in breweries tweaking or changing their methods, try new things and take the craft beer industry to new levels. (Philly Beer Scene 2012.)

### **3.2 Internal Environment**

When analyzing the internal environment of CBC, it is useful to make a company profile that summarizes the company's strategies, 4 Ps and goals. All internal environment data was retrieved from interviewing the company's CEO, Jörg Finkeldey, and studying CBC's current website. Unfortunately no company financial and sales figures were made available for this research.

### **3.2.1 CBC's Current Strategy**

CBC's founder and CEO saw a gap in the Namibian beer market and introduced the country's first microbrewery in 2008. The brewery brews craft beers that are not standardized and all their beers are made with natural flavors, are unfiltered, unpasteurized, and are made in smaller quantities than in "traditional" larger breweries. The brewery aims to provide high quality, handcrafted, naturally brewed, freshly served beers to a market that is dominated by mass beer producers/breweries. "The early brewing pioneers resemble the resilience of the Camelthorn [tree] and we shall continue this quest for endurance and survival". (Camelthorn Brewing Company 2012.)

During the research process the brewery embarked on a new turnaround strategy whereby the company explored new market segments (including the shebeen market), amidst financial challenges. This turnaround strategy involved the brewery no longer brewing bottled beer and focusing primarily on the beer-on-tap concept i.e. beer sold in 10 and 20 litre kegs. In an interview for the Namibian Economist (2012), Finkeldey states the reason for this being that the company is concentrating on consolidating their products and temporarily reducing their beer range. This is because bottled beer proved to be costly whereas beer-on-tap is more sustainable and cost effective for both CBC and the consumer. The company also employs a strategy of periodically offering seasonal beers in limited editions in the hope that it keeps consumers anticipating and interested - in turn increasing brand loyalty.

### **Product**

CBC's initial production strategy was to brew five different types of beer; the Weizen, Helles, Red, Fresh and the seasonal Bok (in winter) and Sundowner (in summer). This proved to be highly cost ineffective, as previously mentioned, and the company now concentrates on three staple beers: the Weizen, Sundowner and Fresh. According to Finkeldey (2012), the Weizen, a Bavarian style wheat beer, is the brewery's most popular beer. The more southern African tasting lager, Sundowner, is a close second. The Fresh beer is a lighter, citrusy, lower alcohol content beer that is most popular with female drinkers. During the research process, the brewery began brewing a unique

Fresh beer with added Rooibos (red bush leaves usually drunk as tea). Although not yet introduced to the Namibian market, the beer is expected to be popular due to the ingenuity of using unexpected local ingredients in beer.

### **Price**

CBC's has differentiated themselves by brewing beers differently than Namibia's only other brewery, Namibian Breweries, as well as the larger imported brands. The company's competitors provide mass-produced beers with popular brand names whereas CBC's beers are brewed using the craft/micro brewing process. Their brewing process produces smaller quantities and is more modern, flexible and experimental than traditional breweries. For this reason, the company competes in the market on the basis of quality and diversity and not with price and large marketing campaigns. (Finkeldey, J. 2012.)

Before CBC there was only one other licensed brewery in Namibia and the company obtained the first brewing license in the country since the 1920s. For this reason, there is little understanding of craft beer culture and the micro brewing process amongst average consumers. Due to high production costs and attention to detail, CBC's beers are priced significantly higher than those of Namibian Breweries and imported beers. The company currently aims at having a focus strategy (according to Porter's Generic Strategies), whereby they focus on narrow segments with differentiation. This strategy encourages customer loyalty by focusing entirely on the needs of the consumers and discourages competition from other companies. Due to the narrow market focus, there are lower volumes and the higher costs are passed to customers because there are no substitutes (to craft beer). (Porter, M. 1985, 22.)

### **Place**

As mentioned in Chapter 5.1, in the company's 2012-turnaround strategy it was decided that bottled beer would be discontinued and the company would focus on the beer-on-tap concept indefinitely. This concept is more cost effective and sustainable due to the high distribution costs of bottles. Average consumers can buy 10 litre kegs directly from the brewery. These kegs are relatively large and need to be kept cool in order for their contents to remain fresh. The customer needs to pay a deposit for the keg and

may return the keg once empty for a refill or return. This is not CBC's main market (the company refers to this segment as the private V.I.P market), as only a small amount of beer enthusiasts are willing to put that much effort and pay such high a price for beer. At the time of research, CBC delivered their kegs to customers and installed them if necessary and no wholesalers or distributors are used. The company's beer-on-tap concept works best in the gastronomy (local restaurants and cafes), and tourism (hotels and lodges) segments. A segment that has not been fully explored is the entertainment segment (bars and nightclubs) and includes the shebeen market. (Finkeldey, J. 2012.)

### **Promotion**

Perhaps one of the company's biggest downfalls has been the low level of promotional efforts. Majority of places that supplied CBC beers did not display this clearly in any form other than on their menus. Furthermore, due to low revenue, no television or print advertising had been done for the company in over a year. The company aims to educate the staff in all their market segments about micro/craft brewing in the hope that they will pass this information on to the end customers of these establishments and encourage them to choose CBC beers over competitors' beers. (Finkeldey, J. 2012.) However, for the most part they did not provide any tangible promotional material that these establishments could use to promote their beers.

During the research process, the company outsourced social media consultancy that set up CBC's profiles on the various sites and maintained these sites with information. These sites included Facebook, Twitter, Flickr and a Wordpress blog. The company successfully did so for a few months but began to maintain these sites less and less over time. This could be due to the fact that the company is located in South Africa and therefore did not have enough access to information that could be used on social media.

### **3.2.2 Goals**

CBC's vision is to become the number one selling craft beer in Africa. However, before this can happen, the company is focusing on their local markets before venturing

into other African countries. Although there is a great interest in the beer in South Africa, the focus of this research is the Namibian shebeen market and will therefore be the primary focus when discussing the company's goals.

CBC's primary goal is to educate businesses and consumers about the craft beer culture and how it is different from drinking mass-produced, industrial beers. Jörg Finkeldey would like beer drinkers to learn that they have the right to have good quality, "healthier" beers and need to change their "don't think, just drink" attitude towards beers. Basically, teaching them what a craft beer is and how it is superior to mass-produced beers. Without this happening, consumers will not understand the reason for paying more for a beer when cheaper alternatives are available. This is perhaps the most challenging and time consuming goal but once achieved, great success in the market can be expected (Finkeldey, J. 2012). Social media marketing to the shebeen market should therefore also serve as an "educational" tool about not only CBC's product offering but also about the craft beer culture in general. Furthermore, the company would like to emphasize itself as a local company with locally produced beer.

Another goal of the company in Namibia is to regain customer confidence that was lost when the company failed to communicate changes happening in the company during the turnaround strategy in 2012. Once bottles were no longer available in outlets, rumours started circulating in the country that the brewery was no longer in operation or would soon end their operations. Social media marketing should, therefore, help rebuild customer confidence and repair the company's reputation with businesses.

Finally, in the shebeen market CBC aims to form partnerships with shebeen owners and managers to ensure that they are not only serving but also promoting and prioritizing CBC's beers over those of Namibian Breweries and imported beers. These partnerships can be assisted with the use of social media as an information portal between the two parties. Also, CBC can promote these shebeens in their social media marketing and label them as "craft beer specialists/providers", which will be beneficial for both parties.



### 3.2.3 CBC's Current Use of Social Media

CBC certainly needs to adopt a new strategy for their social media marketing. In late 2011, the company decided that they needed more of a presence on social media platforms and outsourced a social media company based in South Africa to create and maintain their profiles on Facebook, Twitter, and WordBlog Press. Table 1 shows CBC's social media marketing activity by November 2012.

Table 1. CBC's Social Media Activity by November 2012

<b>Social Media Platform</b>	<b>Name</b>	<b>Activity</b>
<b>Facebook Profile</b>	Camelthorn Brewing	<ul style="list-style-type: none"><li>- 219 friends</li><li>- Very little activity and conversations between the company and friends</li><li>- Irregular updates</li><li>- Long gaps between any communication with friends</li><li>- Several unanswered questions from friends</li><li>- No polls, competitions, ongoing discussions etc.</li></ul>
<b>Facebook Group (Open Group)</b>	Camelthorn Brewing Company	<ul style="list-style-type: none"><li>- 570 members</li><li>- More active than profile</li><li>- Personal updates</li><li>- Conversations with customers</li><li>- Irregular posts</li><li>- Group members adding personal CBC pictures</li></ul>
<b>Twitter</b>	@camelthornbeers	<ul style="list-style-type: none"><li>- 324 followers</li><li>- 155 tweets</li><li>- 238 following</li><li>- Inactive since June 2012</li><li>- Irregular updates/tweets</li><li>- No conversations happening</li><li>- No hashtags</li><li>- Few images</li><li>- Link to website</li></ul>
<b>WordBlog Press</b>	camelthornbrewing.wordpress blog.com	<ul style="list-style-type: none"><li>- Good introduction to company</li><li>- Links to all other CBC pages</li><li>- Interesting blog posts</li><li>- Irregular blog posts</li><li>- Good pictures</li></ul>

There was no social media strategy formulated before using social media and all efforts were focused on feeding consumers information instead of being part of the online

conversation and creating a community. All social media sites lacked coherency with one another and lacked direction, personality and fun.

### **3.3 SWOT Analysis**

Table 2 summarizes the internal strengths and weaknesses and external opportunities and threats as revealed in chapter 4 and 5. This analysis allows for social media marketing strategies and a marketing plan to be formulated.

Table 2. Environmental SWOT Analysis

<p><b>CBC's Internal Strengths:</b></p> <ul style="list-style-type: none"> <li>- Expertise in producing a unique product in the market (craft beer)</li> <li>- Intimate and passionate about beers</li> <li>- High quality “natural” beer</li> <li>- Unique beer on-tap concept</li> <li>- Namibian company; locally owned and staffed</li> <li>- Ability to focus on niche markets</li> <li>- No direct substitutes (craft beer)</li> </ul>	<p><b>CBC's Internal Weaknesses:</b></p> <ul style="list-style-type: none"> <li>- Limited financial resources for marketing</li> <li>- No marketing department or person in charge of marketing</li> <li>- High distribution costs</li> <li>- Little to no promotion of CBC beers</li> <li>- Unknown in the shebeen market</li> <li>- Tarnished reputation in existing markets</li> </ul>
<p><b>External Opportunities:</b></p> <ul style="list-style-type: none"> <li>- Growing interest in the craft beer culture in Africa</li> <li>- Focus strategy promotes customer loyalty</li> <li>- Media's focus on the negative role of shebeens in society (CBC promotes responsible alcohol consumption)</li> <li>- Shebeens as a trendy local experience for city dwellers and tourists</li> <li>- City dwellers and tourists can afford the higher price</li> <li>- Shebeens rely on word-of-mouth marketing; would benefit from partnership with CBC</li> <li>- Using shebeens as a promotional event venue</li> <li>- Shebeens' flexible stock management similar to CBC (both are SMEs)</li> <li>- Customers' demands control stock ordering</li> <li>- Tourism companies offering shebeen tours</li> <li>- Shebeen owners/managers cater to city dwellers and tourists</li> <li>- Shebeens that offer CBC will differentiate themselves from other shebeens</li> <li>- City dwellers and tourists actively use Facebook to document their shebeen “experience”</li> </ul>	<p><b>External Threats:</b></p> <ul style="list-style-type: none"> <li>- Limited use of technology by shebeen owners/managers</li> <li>- Not enough participation of shebeen owners/managers and their clientele on social media sites.</li> <li>- Lack of enthusiasm/understanding about the craft beer culture</li> <li>- Beer on tap concept requires more maintenance than bottles in shebeens</li> <li>- Lost customer confidence from previous failure to communicate company changes</li> </ul>

## 4 Social Media Strategic Plan

CBC is aware of the fact that they are operating in a monopolistic market structure and their marketing strategies need to consider their products' uniqueness and benefits and the target market in order to develop a good position in the shebeen market. For this reason niche marketing, focusing primarily on shebeen customers from the city and tourists, should be implemented. A secondary focus should be placed on the shebeen owners/managers to further support a good position in the market. With this in mind, it is important that the following prerequisites are set before beginning social media marketing.

### 4.1 Social Media Strategy Prerequisites

#### **All functions of the organization should support social media marketing**

The social media marketing strategy needs to be aggressive and supported by all functions of the organization. It is essential that every staff member of CBC knows and understands that the primary reason for using social media is not hard selling but rather to engage with potential customers and other stakeholders (shebeen managers/owners).

#### **Find the best suited social media for the organization**

The company should not just jump into all social media trends because everyone is doing it but instead make sure that the social media fits the organization, its corporate culture, their strategy and can help towards them fulfilling their goals.

#### **Fully commit to social media marketing**

Finally it should be noted that social media marketing is not something that a company can start and not follow through with. It is a long-term commitment that needs company resources, dedication, and a team or individual that steers and monitors all social media communication.

## 4.2 Social Media Strategies

### Learn More About the Target Audience

In order for CBC to increase their brand awareness in the shebeen market it is essential for them to get to know their target audience and identify an ideal listener. The key to using social media successfully is to make sure that the content being published will be shared online. For this reason, CBC should aim at knowing the average city dweller and tourist that visit shebeens, as well as the shebeen owners/managers. By knowing their target audiences' needs, the company can strategize their social media efforts to match city dwellers and tourists' behaviour.

Facebook and Twitter make researching a target audience easier. Firstly, the company needs to find out where their target audience spends their time when they are online and then create a social media persona that matches audience's. It is important to note that the company's general target audience is not the same as their social media target audience. Their social media target audience is those city dwellers, tourists and shebeen owners/managers that are engaged in social media. The time when the target audience is on social media is also a factor that should not be overlooked if CBC wants to have a current and relevant presence. For example, if the target audience uses social media more frequently on Friday nights, CBC's campaigns, posts etc. should coincide with this.

Facebook allows a company to have polls and surveys that get the target audience involved by getting to know what they like and dislike. Also, using keywords in the search feature will reveal relevant networks and industry groups that could be a good target for CBC. Finally, CBC having their own group on Facebook provides a more personal setting for CBC customers and a platform on which the company can test their ideas to see how people react. (Cuutio 2013.) Many studies have concluded that consumers spend most of their time on Facebook when using the Internet.

Twitter is a very useful tool for researching a target audience because it is easy to follow global events and reach people in real-time. Like Facebook, Twitter has a search and advanced search feature that allows CBC to search for keywords related to the

shebeen industry and the city dwellers and tourist that visit shebeens. Also, Twitter allows the company to simply follow prospective buyers and group them into segments as well as search for hashtags (#) keywords specific to the industry. Wefollow and Twellow are useful tools for finding people according to their interests. (Ibid.)

### **Identify Key Influencers**

Forming connections with influencers in the shebeen and brewery industry can strengthen CBC's social media community. These key influencers could include the shebeen owners/managers, wholesalers, tourism companies etc. This gives mutual access to both parties communities and provides a niche group of consumers that are most likely ideal listeners for CBCs social media marketing.

### **Create a Brand Personality**

A brand personality makes companies approachable and interesting when done correctly. When targeting the shebeen market CBC needs to consider how best to highlight their personality in a way that would attract their target audience. For the purpose of city dwellers and tourists, CBC should highlight that they are authentically Namibia because this target group visits shebeens for the purpose of having an authentic Namibian experience. The company should also make sure to accentuate the care, time and dedication that goes into the brewing process of each beer. This shows them as being caring, reliable and skilled brewers. To shebeen owners/managers CBC should focus on the fact that they are a more personable company than larger breweries and that they value all their partnerships, no matter how small.

Humour is a great way to get CBC's audience involved and interested. Going to shebeens is a laidback, fun activity for city dwellers and tourists. By posting funny pictures and/or videos from the brewery of actual employees and sharing funny stories, the target audience will be drawn to the laidback personality of the brand and corporate culture. Also, sharing pictures and/or videos of people enjoying CBC beers indicates what type of people drink their beers. Having images and video of "cool" city dwellers and tourists makes other potential customers want to be part of the crowd and craft beer movement.

Finally, using creative backgrounds on social media pages and promoting fun events will further enhance the laidback, fun, Namibian personality that is CBC.

### **Increase brand awareness**

An important step for CBC to have a presence in the shebeen market is customers knowing about the company and its beers. Increasing brand awareness should not be a once-off effort but rather a continuous introduction and reintroduction of CBC and their beers to the shebeen market. The end goal of brand awareness is to expand CBC's customer base on social media. A few ways in which CBC could build their brand awareness includes:

- having interesting content on social media sites,
- having a strong consistent brand story,
- engaging people with competitions, giveaways i.e. making it beneficial for people to engage with the brand, and
- advertising on Facebook

It is essential that all social media content resonates with city dwellers and tourists that visit shebeens. CBC should engage in current topics in news and entertainment that this audience is interested in. The information received from sites such as Facebook and Twitter can help CBC decide and develop their content. Also, by adding social media sharing buttons on all CBC official platforms can help increase the company's website traffic.

CBC should also consider the impact video can have on their target audience. Many companies, microbreweries in particular, use video content to further enhance their brand story and to make their company more personable. For this purpose, Youtube is a very useful and popular site.

### **Educate & Inform Audience**

As research has revealed, there is currently little to no craft beer culture in Namibia. This is a new concept because CBC is the country's first microbrewery and consumers

have not been exposed to craft beers, their production and consumption before CBC. However, CBC failed to properly teach consumers about craft beers and why the higher price is justifiable. In order to rectify this, the company's first social media marketing campaign should be focused on craft beer education directed not only to the target audience but also to all consumers in general. This should be a continuous effort of reminding and reinforcing their brand promise of producing quality hand crafted beers.

By educating their target audience, CBC becomes a more trustworthy company in the eyes of consumers and can gain the reputation of being craft beer experts. For example, when a tourist wants to know if there are Namibian craft beers, a search engine would lead them to CBC. By having valuable, educational content on their social media sites CBC can be trusted amongst their target audience.

Furthermore, educating consumers allows the company to actually create better customers for their brand. With a niche market in mind, CBC can create a perfect customer by having content that educates their target audience to a point where they can walk into a shebeen, demand CBC's beer and/or educate and inform others about CBC and micro brewing in general. These consumers become brand ambassadors and feel like they are part of an elite trendy group of people who know about and drink craft beers.

Finally, educational social media content can help CBC target shebeen owners/managers as well. Specific social media content can address the needs of shebeen owners/managers in terms of the business-to-business buying cycle. As research showed, shebeens approach their suppliers and not vice versa. CBC would need to approach shebeens and inform them on how stocking CBC beers can bring in more clientele into their establishments. Social media allows for CBC to find out which shebeens their target audience go to and then approach these shebeens and propose to supply them with their beers and begin a partnership. In so doing CBC is able to generate leads from recommendations by consumers, satisfying both their target audience as well as shebeens owners/managers. Shebeens do not market on social media sites but rather rely heavily on word of mouth marketing. CBC can use this to their ad-



vantage by giving a platform for shebeens that stock CBC to be marketed to CBCs target audience.

### **Build a Craft Beer Community in Namibia**

CBC needs a community of people that have a shared purpose in appreciating and defending craft beer in Namibia. In order for this to be achieved there needs to be a feeling of belonging and understanding beyond just craft beer. CBC needs to talk with consumers in a way that will speak to their emotional side and set themselves as leaders in the Namibian craft beer movement. After all, every community needs a strong leader that provides clear direction and purpose. By engaging with people, asking questions, getting customer testimonials and educating the target audience a community is established. Feedback and conversations is the pillar in determining social media content and assuring that the content is relevant and engaging. Finally, CBC needs to invite people into their community because the target audience will not immediately feel part of the community unless CBC acknowledges it in some way. This includes asking followers to give their feedback on a topic/post, ask them to share with friends, and direct them towards previous posts, pictures, articles etc.

## 5 Recommendations

In order for the Namibian consumers to be aware of the company's renewed social media strategy, a PR event could be held to officially launch CBC's new social media presence. This PR event should involve the major influencers in the shebeen market as well as people in their target audience (city dwellers and tourists). The best way forward for the company is to be honest with the public and owning up to having not taken social media seriously before. Finally, in order for the new social media strategy to be successful CBC should ensure that they consistently stay connected with their audience and sharing information. All previous social media activity should be deleted and the company should begin afresh with a brand new image and strategy.

Based on the results of this research, CBC's first step in achieving their social media goals is to initially follow a 90-day social media plan. The plan should be a clear directive on how CBC should go about implementing their social media strategies and includes a blueprint for SMART objectives, content delivery, maintenance schedule, persons responsible and evaluation.

### **Social Media Objectives**

SMART objectives are specific, measureable, attainable, relevant and timely. Firstly, CBC should identify their intentions for using social media marketing. These intentions should be made specific in measurable and achievable numeric such as percentage increase in website traffic and number of followers. Benchmarking previous social media activity and analysing competitors' social media activity also helps to set these objectives. It is also necessary to ensure that relevant objectives that identify awareness, attitudes, actions and/or behaviour change is measured. Finally, a time by which these objectives should be reached needs to be decided on. For example, increase website traffic from Facebook by 25% by 30 September 2013, or identify 20 top influencers on Twitter to help build relationships and blog, repost, and spread the word about the craft beer education campaign by 31 October 2013.

## **Content Delivery and Maintenance Schedule**

Once the social media platforms have been chosen it is necessary to define what content will be delivered, the frequency and monitoring of the content. This should be practical and include specific dates and the social media site on which content will be published. A detailed content delivery schedule is needed to give a clear overall picture on when and how often to post, how to respond to fans and followers, and the tone of the conversations.

## **Social Media Evaluation**

There are limitless tools available online for monitoring and evaluating social media activity, for example Facebook Insights, Tweetreach, Google Analytics etc. Thorough research of these tools is needed to choose the best fit for the company and their social media objectives and understanding the conversation that is being had about the company and the target audience. Evaluating social media activity allows CBC to identify successes, failed campaigns, areas that need more attention, or interesting opportunities that can benefit the company.

## **Further research**

It is recommended that further research be done on the shebeen market as a consumer as well as a business market. More in-depth interviews with shebeen managers/owners will prove beneficial and will give CBC more insight into how best to serve this market. Also by using some of the multitude of tools available online, CBC can further get to know their target audience's use of social media, which sites they use the most and adjust their social media communication accordingly.

CBC previously outsourced social media communication, which proved to be unsuccessful. The company needs to appoint an internal person in charge of all of their social media activity. This person's role should be to constantly update and monitor CBC's social media sites in a voice that represents the company and resonates with the target audience.

## 6 Conclusion

The aim of this thesis is to identify how CBC can strategically target the shebeen market in Namibia using social media marketing. Research revealed that the company's current social media activity has been undirected, unauthentic and did not engage consumers. Also, there is a lot of potential for CBC using social media in order to create and increase a following of their beers, especially in the shebeen market. One advantage is that because the microbrewery is an SME, it means that they can be more intimate with their customers and their passion for brewing craft beers can be translated in their social media efforts. However, before they embark on a new social media strategy, it is important that it is understood that they need to be part of the online conversation and create a community and not only feed information to consumers, as they are presently doing.

The company needs to update their pages and profiles more regularly with not only information about the company but also any interesting information related to the company and the shebeen market. The company has not attempted to get to know the people that enjoy their beers using social media. It is important that they do so in order to better target their social media content according to what interests these people have. It is also necessary that CBC engages with their fans, friends, followers by not only listening but also responding to questions, creating polls and including them in any new product or company developments. Rewarding fans, friends and followers is also important as it shows appreciation and also being humble. Social media platforms such as Facebook and Twitter provide great tools that need to be further studied when embarking on the new social media strategy.

Several limitations mentioned in chapter 2 provided some challenges when trying to solve the research problem, however, social media strategies could be formulated. Perhaps the biggest limitation was the lack of resources to further study the target market as well as the informality of the market. The aim of this research was to create a more in depth social media marketing plan document for CBC but more insight into the shebeen patrons is needed to create a concise plan. This thesis provides a background

and outline of what CBC needs to consider when formulating their social media marketing plan for the shebeen market in Namibia.

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# Attachments

## Attachment 1. Shebeen Ratings

Name	Cleanliness	Patrons Behaviour	Size	Facilities	Service	Stock Variety	Rating Average
Ukuwamasti	***	***	****	**	*	*	**
Kafo Bar	*	*	*	*	**	**	*
Obina's Place	***	**	***	*	*	***	**
Maspiri Bar	***	**	***	***	***	***	***
Mansion Bar	****	****	***	****	****	****	****
Legend Bar	**	**	*	***	***	**	**
Xama Restaurant	****	****	****	****	***	****	****

### Cleanliness of the establishment

\*Dirty, \*\*Partially dirty/clean, \*\*\*Clean, \*\*\*\*Extremely clean

### Behaviour of the patrons

\*Many rowdy & many drunk, \*\*Few rowdy & drunk, \*\*\*Calm, 1 or 2 rowdy, \*\*\*\*Calm, no rowdiness

### Size of the establishment

\*Tiny, \*\*Small, \*\*\*Medium, \*\*\*\*Large

### Facilities available

\*None, \*\*Bar stools, \*\*\*1 entertainment, \*\*\*\*More than 1 entertainment

### Service of the staff

\*Paid no attention, \*\*Acknowledged presence, didn't approach, \*\*\*Approached but rude/nonchalant, \*\*\*\*Kind and helpful

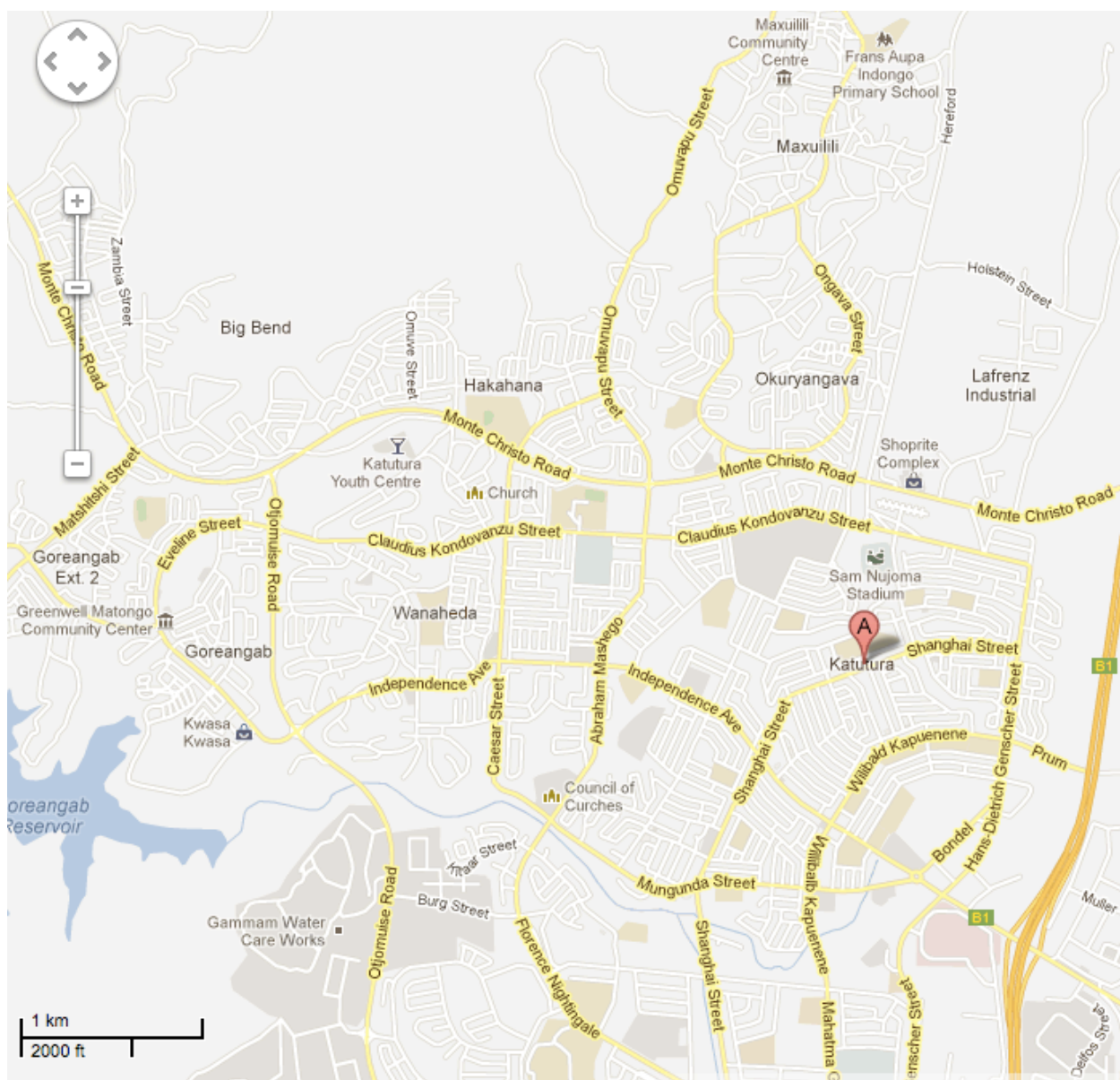
### Variety of stock (as seen available behind the bar)

\*Extremely limited, \*\*Limited, \*\*\*Variety, \*\*\*\*Large variety

## Attachment 2. Interview Leading Questions

1. How would you classify your establishment? Why?
2. Describe your average customer.
  - Gender
  - Average age range of your customers?
  - Where do most of your customers live (in Katutura or town)?
  - Are most of your customers students/professionals/working class/ low labour workers/ unemployed, or a mixture of all?
  - Are they regular customers, new customers, varies?
3. How would you describe the drinking patterns of your customers?
  - Do they stay for several hours and binge drink?
  - Do they have a few and enjoy responsibly? or
  - Does it vary?
4. Can you tell us if majority of your patrons have smartphones or use the internet on their phones?
5. What is the most common type of drink demanded from your customers? Brand?
  - Soft drinks
  - Beers
  - Ciders
  - Hard liquor
6. How would you describe the atmosphere of your establishment on an average night?
  - Calm
  - Rowdy
  - Varies greatly
7. How do you choose when to introduce a new beverage into your stock?
  - Recommendation, marketing, demand from customers, etc.
8. How do you make it known to your customers that you have new brands in stock?
9. Do you have access to the Internet?
  - Does your establishment have a social media site e.g. facebook, twitter, linkedin etc.
  - Are you planning on having one?

## Attachment 3. Map of Katutura's Central Constituency



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