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Marketing communication plan for Fiesta Magazine

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This thesis is about marketing communication in East Africa and the objective is to provide Fiesta Magazine with a relevant and feasible marketing communication plan to promote the magazine. Another aim is to prepare the layout and the content for a website that can be used for promotion.

The theory about the marketing communication plan is based on the model of De Pelsmacker, Geuens and Van den Bergh. For the websites the theory was based on Kraynak and Bluttman. Additionally, Ellonen, Kuivalainen and Tarkiainen have done extensive research about websites for magazines, which was also used in the theory framework.

The analytical approach was qualitative albeit the sources were mainly secondary sources. An email interview with the chairman of Art in Tanzania, the organization behind Fiesta Magazine, was conducted.

The marketing communication tools suggested for Fiesta Magazine are personal selling, sponsoring, product placement, endorsement, word of mouth and public relations. Likewise the product itself, thus the cover is also a marketing communication tool. In addition, the websites are an appropriate and feasible tool for marketing communication, and therefore attention was also placed to this tool.

In conclusion it can be stated that Fiesta Magazine has potential in the East African market. Continuous marketing efforts are required in order to achieve the set targets in both the short term and the long term.

Keywords
Marketing communication plan, Marketing communication, East-Africa, magazine

Table of contents

Attachment 2. Fiesta Cover

Attachment 3. Pictures

Attachment 4. Joomla template

Attachment 5. Logo for Fiesta Magazine

Attachment 6. Content for the website

1 Introduction

In general, communication has everything to do with what we do and say as individuals. Marketing communication again is everything an organization does and says. This includes factors such as the name, the visual appearance, the product and its price. Additionally, the behaviour of employees and publicity in the media all contribute to the communication of the company to the outside world. The aim of communication is to create a common understanding of a certain matter, for instance about the product, between the company and its stakeholders. In essence this means that the perception of the matter of both the company and its stakeholders should be close to one another. Marketing communication tries to influence those beliefs and the image of the stakeholders that play a role in the behaviour towards the company. This can only be the case if the company knows its stakeholders and target group well. (Vuokko 2003, 11-12.)

Marketing communication is used for various purposes in companies. These are for instance to spread information about the company, to communicate the launching of a new product, as well as to attract new customers and to persuade buyers or to shift a negative image to a positive one. (Vuokko 2003, 18.)

1.1 The objectives of the thesis

This thesis is a product-oriented thesis. Vilkka & Airaksinen (2004, 69) state that this type of thesis highlights a student's ability of creative problem-solving, renewing existing practices and creating something new. Typically product oriented theses consist of two parts, first the thesis report following with the product which can be either as an appendix or as part of the thesis report. The thesis report includes the theoretical framework used in the final product as also the evaluation of both the process and the product created. A few facts are important to remember about the product. Firstly, its layout is often corresponding to the wishes of the commissioning party, and secondly the style of writing is different to the theoretical part due to the fact that it is written for an entirely different audience. (Vilkka & Airaksinen 2004, 65.)

The outcome of this thesis will be a marketing communication plan for a Tanzanian magazine called Fiesta Magazine. Additionally, the marketing communication plan will be partly implemented in the form of a website for which the layout will be designed and the content will be written in order for Fiesta Magazine to use it as a marketing communication tool. Thus, in this particular case the final product consists of two different parts which are part of the thesis report.

Thus, the project objective is to design a marketing communication plan for a print magazine, Fiesta Magazine, which is published for the East African youth. The research questions and sub-research questions are listed below:

1. What should a marketing communication plan for Fiesta Magazine contain?
    a. What are the relevant marketing communication tools for Fiesta Magazine?
2. What should the layout be like of a website for Fiesta Magazine?
    a. What should be considered when writing the content of the website for Fiesta Magazine?
    b. What are the relevant elements and items on a website for Fiesta Magazine?

There is a huge need for a professionally written marketing communication plan that contains realistic suggestions about methods to promote Fiesta Magazine formulated in an easily understandable because the organization itself does not have the resources to do the work themselves. The lack of time, money and proper knowledge has currently resulted in poor marketing. With the help of this thesis the organization gains more ideas for promotion and has the texts ready for a website that can be used as a marketing tool. Considering the level of marketing knowledge, the texts in the final marketing communication plan is written in simple language and is rather non-academic. This is necessary to ensure a proper understanding of the plan.

The business environment is completely different in the target market compared to the Western norms. This fact is important to explain to a reader who is unfamiliar with doing business in eastern Africa. Therefore this thesis starts with an introduction into

the culture and the differences in infrastructure on which the final marketing communication decisions are based. This is followed by explaining the steps of creating a marketing communication plan and introducing the model, which is used to create a marketing communication plan for Fiesta Magazine. The last part of the thesis report is about the content and layout for a good website in general, aspects of a website for a magazine and finally what is taken into consideration when designing the site for Fiesta Magazine. The thesis report and the final product, thus the marketing communication plan, form together the big picture (Vilkka & Airaksinen 2004, 88).

1.2 Method of implementation

In general, a thesis should be implemented in such a way that it fulfils its goals and facilitates the commissioning party in the best possible way. In product-oriented theses research methods are not always necessary. Only in certain situations additional investigation is necessary to be able to fully complete the thesis. These situations are for example when the target market or its needs are unclear. In any case, collecting data and knowledge should be thought through. (Vilkka & Airaksinen 2004, 51 56-57.)

For the purpose of this thesis secondary data is used. The sources vary from articles and books to reports from official institutions. Articles are from academic journals covering studies related to very detailed aspects in the thesis, such as for instance the design of a website for a magazine. Books provide more general information, and for instance they proved to be a useful base for presenting steps in the marketing communication plan. Institutions such as the World Bank and the African Development Bank are well-known, internationally recognized and the data provided by them is in general seen as reliable.

As for primary sources one full length email interview was conducted with the chairman of Art in Tanzania, which is the organization publishing Fiesta Magazine. Additionally there was frequent e-mail contact also with other members of the organization working with the magazine and its marketing.

1.3 Limitations of the thesis

The challenge lies with the fact that the market area of Fiesta Magazine is East Africa. East Africa has been limited to address only Tanzania, Kenya, Rwanda and Uganda since these are the market area of the product in question. The market area has to be taken into account because not all of the marketing communication tools work in that particular context due to the cultural differences and the lack of infrastructure and other resources.

The topic area is demarcated to focus only on business-to-consumer marketing, which means that business-to-business marketing in this thesis is only of secondary importance. However, other stakeholders are of crucial importance which means that they are not completely left out but briefly mentioned when relevant. In addition to that, as the research questions also indicate, the main marketing communication tool used is the website. This is done because of the wishes of the commissioning party, but also for practical reasons as a website is the most feasible marketing communication tool in the market area. This belief will be covered in more detail in the following chapters.

Another limitation during the process is the unfortunate fact that the area in question is far away, and the thesis writer does not have the resources to explore the market in detail at location. However, the organization and Tanzania are familiar to the thesis writer through a four month work placement in Dar Es Salaam. Active e-mail contact both ways gives access to any market specific information when required.

1.4 Art in Tanzania and Fiesta Magazine

The commissioning party for this thesis is Art in Tanzania which is a non-governmental organization registered in Tanzania, Zanzibar, Finland and recently also in Ethiopia as Art in Ethiopia. Every year approximately around one thousand volunteers arrive from all over the world to volunteer with the organization in various locations in Tanzania mainland, on Zanzibar and in Ethiopia. Volunteers arrive mainly to help and assist the teachers in either governmental or private schools. There are also

volunteers coming to work in orphanages and hospitals or with women's groups to teach local women a profession that they could earn money for their families. Additionally volunteers help with construction and building of for example benches and chicken-coops for schools or orphanages, educate the local people about HIV/AIDS, teach computer skills and give football training to children from the street or students from schools. (Art in Tanzania 2012.)

Another sector Art in Tanzania is active in, as its name says already, is the artistic sector. This is how the organization originally started. Art in Tanzania has a record label called Mzuka Records which promotes local young artists. Besides the record label, Art in Tanzania also has a magazine called Fiesta Magazine about which this thesis is written. The magazine is in Swahili, and it is sold in the Swahili speaking countries in East Africa. The main market area is Tanzania where the greater majority of the magazines are sold. The magazine is written by local journalists as also expats. It writes about topics the youth is interested in, such as music and arts but also about the problems the local society is facing, for instance poverty and HIV.. (Art in Tanzania 2012; Korhonen, K. 10 Jan 2012.)

The magazine was launched to spread information about social issues as also to be used as a channel to increase awareness of the organization itself. Fiesta magazine also offers the local young adults an opportunity to work and publish their own articles. The magazine is published every few months, and each issue is sold approximately 3500 issues which is a reasonable amount in the market. In the future the aim is to attract more and more international readers by having articles published also in English. (Korhonen, K. 10 Jan 2012.)

2 Business Environment

When considering marketing and other business activities in an environment which is not the marketers own, it is important to widen the knowledge about the foreign market before starting the activities there. The bigger the differences in for example the cultural, economic and technical dimension, the bigger the uncertainty and the risks

involved are. Therefore this thesis starts with providing information that is relevant to know in order to make the right marketing communication decisions in the marketing communication plan. Information will be provided about the East-African consumer, the culture and infrastructure related issues. (Fill 2005, 816.)

2.1 The low-income consumer

It is a well-known fact that the majority of the countries below the Sahara desert are classified as developing countries. The following is to demonstrate the potential poor people have in terms of consuming goods. The Gross domestic Product will be presented as also the buying power and consumer behaviour in the African context.

2.1.1 Gross Domestic Product

Gross Domestic Product is a number that represents the value of all products and services produced by all producers in a nation including product taxes but excluding subsidies. The numbers used for the purpose of this thesis are the GDP per capita based on purchasing power parity (PPP) which means that the currency used in the figures is of similar value as one USD in the United States. Therefore it is possible to easily compare the numbers of different countries. (The World Bank 2012a.)

Table 1. GDP per capita, PPP adjusted, in Tanzania, Kenya, Uganda and Rwanda (World Bank 2012a)

	2007	2008	2009	2010
Tanzania	1 223	1 305	1 368	1 433
Kenya	1 551	1 590	1 657	1 689
Uganda	1 090	1 172	1 239	1 272
Rwanda	975	1 076	1 106	1 163

In general, the GDP is used to show the standard of living within a country to a certain degree. However, the GDP per capita has a different function in the African context. Since it is only an average of the richest and the poorest it is impossible to draw conclusions on the level of income and possibility of spending in the country. It is to show

the trend of the overall economy rather than its size. The important thing is to focus on whether the numbers are growing or not. (Eyisi 2011.)

As Table 2 shows, the GDP in the East African countries is increasing, which is obviously a good sign. Likewise the speed of the growth is promising. In addition to that, the table shows the numbers from before and during the worldwide economic crises. Since there is no drop in the figures, the financial crises had only a minor impact on Africa (Elliot, Sieper & Ekpott 2011, 10). To conclude, it can be said that publishing Fiesta Magazine in this environment is a good decision.

2.1.2 Buying power

Buying power is defined as an estimation of an individual's or organization's disposable income in relationship to the ability and thus power to make purchases (Business Dictionary 2012).

There is a great number of researches conducted about buying power. For the purpose of this thesis the Buying Power Index was carefully studied. A study was conducted among people worldwide living at the bottom of the pyramid with an income of less than 3000 USD per year adjusted to purchasing power parity (PPP). The income piers were divided into three categories: less than 3000 USD but more than 2000 USD, less than 2000 USD but more than 1000 USD and finally less than 1000 USD. This index considers besides the size of the population and the income also the expenditures. This is important in order to give a clear picture of the individual's ability to buy products and services. (Guesalaga & Marshall 2008, 414.)

Table 2. Distribution of expenditures in Africa (Guesalaga & Marshall 2008, 416)

Industry	1,000	2,000	3,000	Total BoP
Food	53.0	44.2	35.4	47.1
Housing	9.2	9.1	9.8	9.4
Water	1.6	1.5	1.4	1.6
Energy	6.1	5.8	5.4	5.9
Household goods	10.0	10.5	11.3	10.4
Health	4.3	4.8	5.2	4.5
Transportation	4.4	8.0	11.5	6.5
ICT	0.5	1.4	2.8	1.2
Education	2.2	3.1	3.1	2.8
Other	8.6	11.5	14.1	10.6
Total	100.0	100.0	100.0	100.0

The study for Africa included data from a number of countries including Rwanda, Uganda and Burundi. Table 1 shows that there is a bigger buying power in categories that satisfy basic needs such as food, clothing and fuel, compared to non-necessities, and the spending behaviour changes when the income increases. People with a higher income spend more money on transportation, ICT (Information Communication Technology) and household goods compared to people with lower incomes but relatively less money on food, energy and water. Still food, household goods and transportation take the biggest slices of the people's wallet in every income group. (Guesalaga & Marshall 2008, 415.)

Fiesta Magazine is not a necessity product, and in Table 1 it will be included in the category of other products. When the income of people increases the expenditure within this product category increases also, from almost ten per cent to just below 15 per cent. It is the third biggest category on which people spend money. Albeit the category for other products includes a variety of different products besides print media, this is more to show that on average around 10 per cent of a person's expenditures go only to non-necessity products. Additionally, ICT is of interest as one marketing communication tool suggested for Fiesta Magazine is a website. The share is small of the total expenditures but again, the fact that people, even with an income of 1000 USD or less, do spend money on ICT proves that websites are a relevant tool in East Africa.

2.1.3 Consumer behaviour

The study of consumer behaviour analyses the process of selecting, purchasing, using and disposing of a product that will or will not satisfy a need. It is vital for a company to know the reasoning behind the purchases consumers make because of the ever increasing competition and rapidly changing business environment. (Schiffman, Kanuk & Wisenblit 2010, 23.)

The factors influencing the decision making of a consumer are external and internal. External factors come both from the company's marketing and from the social environment in which the consumer lives. Marketing includes the well-known four P's thus the product features, the price, the distribution of the product and the promotion efforts. The social environment consists for instance of the family, friends and other people who do not work for the company, the culture and the social class. Internal factors influencing the decision-making are the attitudes, perception, motivation, learning and past experience with the company and its products. (Schiffman et al. 2010, 36-37.)

One definition of a low-income consumer could be the lack in resources required to participate in what is seen by the general public as normal life and thus not being able to consume (Hamilton & Catteral 2005, 627). This definition assumes that everyone needs to have the newest gadgets in order to be able to have a satisfying life. As been proved above, consumers with a low income do have the ability to consume but not to the same extend as people with a higher income. In addition to that, low-income consumers have the ability to develop creative coping strategies both on the emotional and at the action level to survive on a daily basis with the limited resources, and fantasize about a better future (Hamilton & Catteral 2005, 628).

There are many other assumptions of people with low incomes which are often flawed. Firstly, it is thought that consumers with low incomes are risky and unprofitable. This is false because low-income consumers tend to be very loyal customers. Since they have the potential to increase their buying power in the future, they can become very profitable consumers in the long run. Secondly, it is not true that low-income consum-

ers are passively accepting the situation as it is. The opposite is true as people try to find creative solutions to satisfy their needs with the limited resources available. Additionally, despite the lack of physical and financial resources low-income consumers often possess a wide social network of friends and extended family and lead a simple but happy life. (Hamilton & Catteral 2005, 628-629.)

It may seem on the surface a good idea, for a company keen on selling in emerging markets, to cut down on product features of a product in order to reduce the costs involved and then sell the final product just on a lower price. However, there is also another way to sell products to consumers with a relatively low income. Consumers with limited resources search for solutions and customers should be seen as producers with the ambition of getting a better life instead of being only consumers. This can only succeed if the company understands that, the consumer wants to design a better life himself, and consumer goods as such do not provide the conditions for this. Instead products that encourage productivity and promise improvement of life and acquiring of skills are preferred. To conclude, people buy products that give themselves the key to make a change for the better. (Flores Letelier, Flores & Spinosa 2003, 77-78.)

In order to create true additional value for its users, the company needs to truly understand the consumer. This includes understanding the cultural background, the values, possible conflicts between the new and the traditional way of doing things and finally the ability to build trust between the company and the consumer. The offering of the company should have a clear and significant difference in the life of people buying the product or service. Ideally people would develop new skills that make the change for a better future. (Flores Letelier et al. 2003, 81-82.)

2.2 Culture

In Africa, structure, routine and stability are preferred over uncertainty. People accept passively the status quo of things. Elderly are highly respected in the community, as also people with more power and authority. In overall collectivism is central in everyday life, as the group interest comes before the individual's interest. With regards to

time, Africans focus on traditions, the past and the present. The future is unknown and thus does not exist. Furthermore, time is important when it is spent with friends or relatives, and unimportant when it is spent waiting, for example. The African culture values welfare of others and quality of life. As there is a shift from rural to urban, the values are equally changing away from the traditional collectivism-based values. (Darley & Blankson 2008, 378.)

For a business operating in Africa, it is essential to understand the importance of relationships. Establishing long-term relationships with local partners should be of high priority since in the long-term these relationships have the possibility of developing into win-win relationships. It is all about having the right people to negotiate about a business deal. A team of employees with high positions is preferable. Additionally, it is good to remember when looking for possible expansions of the business that local people will always direct to someone in their social circle: a relative or a friend. (Darley & Blankson 2008, 380.)

When doing business in Africa it should be kept in mind that everything happens slower compared to a Western country. In the business context, appointments are not always kept because it is unusual to make appointments. To avoid awkward situations the mobile phone number of the business partner should be noted down and before the appointment a short phone call can be made to make sure the appointment will be really taking place. When meeting with the business partner, before any business talk can start, the other person should be greeted properly by asking questions also about the spouse and other family members. (Elliot et al. 2011, 174-175.)

When doing business it is important to be aware of what to believe and whom to trust. Unfortunately, there are people who only want to take advantage of situations. A background check should be performed to be sure the business partner is a reliable person. Additionally, it is better to seek for confirmation of the information received from governmental institutions. (Elliot et al. 2011, 172-173.)

2.3 Mail delivery system

The product in question is a magazine, which is in Western countries often home delivered. Therefore it is appropriate to look into the mail deliveries in more detail. Many African countries lack a sufficient addressing system. Instead of using an address containing a street name, house number and post code, a post office box or private letterbox is used. These are rented to individuals, households, organizations and companies, and each one has its own code that is used as the address. The advantage is that mail deliveries are possible but the drawback is that the receiver has to go to the post office frequently to check for arrived mail. (Lemanya 2011.)

Improvements in the poor addressing system are necessary, and this has been realized. For instance in the entire country of Tanzania there are only 172 658 post office boxes which is a very low numbered compared to the number of inhabitants of several millions. Therefore Tanzania has developed a long-term project to introduce a complete addressing system where streets have a name, houses a number and regions a postcode. Even for the unplanned settlements and rural areas a numbering is invented. Single houses, apartment buildings and office towers will get delivering boxes or cluster boxes so that in the future delivering to homes and offices will be possible. (Lemanya 2011.)

The project started in late 2011 in the capital Dodoma and in Arusha in the North, but the postcode system does exist already for the whole nation. Additionally, an awareness campaign has been started and workshops have been held to regional managers, postal staff and the counsellors of the various cities. The benefits of an addressing system are obvious for businesses, individuals but also for the country as a whole as it becomes easier to register citizens and provide them with an identity card. Home delivery is easier and more reliable and for instance the sector of e-commerce can grow, thus the development of the socio-economic development of the country will benefit. (Lemanya 2011.)

2.4 Internet and mobile phone usage

The table below (Table 3) shows the figures of mobile phone and internet usage in East Africa in 2001 and 2010. The amount of mobile phone subscribers and internet users has experienced a rapid growth in the last ten years. According to the African Development Bank (2011) the growth in Africa will continue in the same way and as soon as in 2020 there will be on average 1141 mobile phone subscriptions per thousand inhabitants. In this estimation mobile phone subscription includes both pre-paid and post-paid.

Table 1. Internet and mobile phone users in Africa in 2001 and 2010 based on African Development Bank 2012 (Figure by the author)

	Kenya		Tanzania		Uganda		Rwanda		Africa	
	2001	2010	2001	2010	2001	2010	2001	2010	2001	2010
Main telephone lines per 1000 inhabitants	9,6	11,4	5,1	3,90	2,2	9,8	2,6	3,70	25,2	30,4
Mobile cellular subscribers per 1000 inhabitants	18,6	616	7,9	468	11,2	384	7,8	334	30	528
Internet users per 1000 inhabitants	6,2	212	1,7	111	2,4	126	2,4	74,5	7,3	131

The opportunities mobile phone usage provides are numerous. Firstly, communication is much faster, and issues can be solved and talked about instantly on the phone. Mobile phones are also a big advantage in rural areas where distances are long and face-to-face communication may require a travel of days. In addition, it gives developers of applications and the like the opportunity to develop SMS-based applications for the general public to use. Mobile phones offer also a possibility for a new way of banking. This is very popular in East-Africa where the M-PESA users have an account from which they can transfer money to another M-PESA account. (Elliot et al. 2011, 73-74.)

Similarly to the mobile phone subscriptions, the number of internet users has been also increasing fast in the last ten years. When looking at the numbers of people using internet it is important to remember that the number might not include people who visit an internet café. People living in rural areas might ask a messenger to take a message

and send it via e-mail to the receiver of the message, and by this are indirectly users of internet. Also illiterate people use internet with the help of a friend, a relative or someone else present in the internet café. (UNESCO 2005.)

As Table 3 shows, mobile phones and internet are establishing itself as a part of everyday life also in East Africa. Both mobile phone subscriptions as the users of internet have increased extraordinarily fast in the last decade. From close to cero the internet users have grown to several hundreds. Kenya is by far the country with the most internet users, Tanzania and Uganda come second but in Rwanda the number of internet users is notably lower than the African average. Regardless, following this trend, Fiesta Magazine should definitely establish a website to be part of its marketing communication.

2.5   Summary of the business environment

Doing business in East Africa is in many options different than doing business in a Western country. Firstly, the consumers have a lower income which they use mainly to purchase basic need items such as food, clothing and fuel. The GDP (PPP) figures are growing which means that the standard of living is also improving. People with extremely low incomes use a small proportion on for instance ICT and other non-necessity products, which is useful as Fiesta Magazine which is not a necessity item and is using a website for promotion. Furthermore, consumers with low incomes are loyal, able to invent creative solutions to problems and happy. The preferred product to purchase is an item they can use to improve their life even further.

Secondly, the culture is different as it is more collectivistic. Relationships are extremely important, and building long term relationships should be the main priority for every business. However, it is difficult to say who one can trust and what one can believe. Additionally, everything happens much slower than a western person is used to.

Thirdly, the infrastructure is on a completely different level. There is no mail delivery system in place yet but letters and postcards are delivered to post office boxes from which people collect their mail themselves. For one, Tanzania has taken steps to estab-

lish an addressing system. Furthermore, the use of internet and mobile phones has faced a rapid growth in the last ten years and will continue growing also in the future. This has a lot of opportunities for the local population as also businesses. Banking and paying bills is easier, e-commerce can grow and internet sites become a central promotion tool.

3 Marketing Communication Plan

Various authors have written about marketing communication and its planning. For the purpose of this thesis the approaches of four different authors were studied in more detail. The theory is based on the steps from De Pelsmacker, Geuens & Van den Bergh (2010, 38). In addition it should be mentioned that the marketing communication plan is aimed at customers even though companies also have other stakeholders to whom corporate communication is aimed (De Pelsmacker et al. 2010, 133).

3.1 Model for a Marketing communication Plan
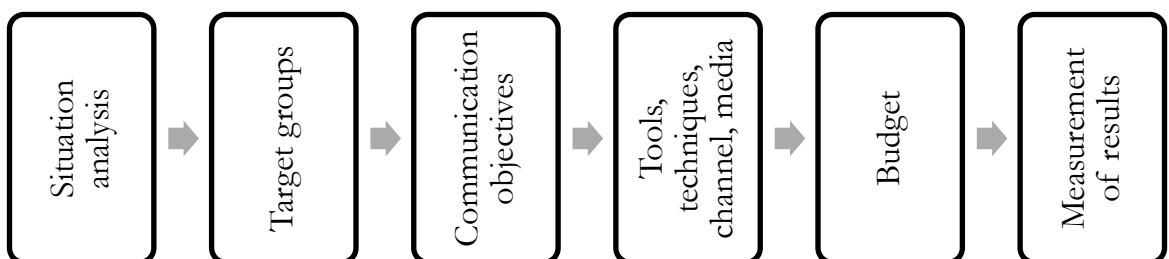
Figure 1. Model of preparing a marketing communication plan (De Pelsmacker et al. 2010, 38)

The planning process starts with an analysis of the situation in which the company is before implementation. This first step has been given different names by different authors. Fill (2005, 248) calls it a context analysis and De Pelsmacker et al. (2010, 38) call it a situation analysis. They also approach the analysis from different angels. The environment of the company is examined based on the strategic marketing plan (De Pelsmacker et al. 2010, 38). In addition to that the market and its trends possibly influencing the product are looked at. (Fill 2005, 348-349).

It is important to clearly define the target group in an early stage of the communications planning, and therefore this is the second step in the model. Segmenting, targeting and positioning are elements from the overall marketing plan but equally vital for the marketing communication plan. Identifying different customer groups' needs and understanding their buying motives influence decisions later in the communication planning. The target group choices have an influence on everything else including the objectives, marketing communication tools, and channel choices later in the marketing communication plan. (De Pelsmacker et al. 2010, 132-133.)

Wood (2004, 236-237) stresses out the importance of knowing the attitude of a company's target market towards the company and its competitors before designing the marketing communication plan, and suggests drawing a detailed profile of a typical member of the audience. An up-to-date database can help to identify the target market from the general population (Solomon, Marshall & Stuart 2009, 407).

The third step in the process is to decide the objectives and goals marketing communication eventually should achieve. The objectives are answers to the problems brought up by the situation analysis and work as guidelines of what needs to be done in order to achieve the long-term overall goals of the company. Since the objectives will be used for evaluation afterwards, these should be well defined and written in measurable terms (De Pelsmacker et al 2010, 166).

Objectives can be defined in terms of desired response from the customer. This can be either cognitive which is a mental reaction such as awareness and knowledge of the product. It can also be affective thus an emotional reaction in the form of liking and being interested in the product. The third type of response is the behavioural response which means acting to find more information and eventually buying the product. (Wood 2004, 237-238.)

Another way to approach the communication objectives is to look at the product life cycle because the objectives differ accordingly with the stage in which the product is.

The first stage is the introductory stage in which the target group is not yet familiar with the product. The aim is to spread information about the product and its main selling points to someone who does not know how the product functions. The company wants to raise awareness of the new product and thus the communication is simple and repetitive pushing the name and brand to the customers. The next stage is the growth phase in which the target audience knows the product but competition has also entered the market. The promotion is based on the communication that stresses the benefits in comparison to competitors and provides other information the customer needs to know. The third stage, which is the maturity stage, is about maintaining the desire to buy the product in particular and not a competing product by creating a positive attitude towards the product. The low price or a unique benefit can be stressed, by using endorsement of celebrities and product placement. The last stage is the decline stage in which the product has a well-established clientele that needs to be reminded about the product. This can be done by giving out free samples and coupons, having a contest or having in store displays. (Solomon et al. 2009, 407-409; De Pelsmacker et al. 2010, 178-181.)

Additionally, the marketing communication strategy should be decided. The strategy is either a pull, push or profile strategy depending on the communication needs of the audience. A pull strategy is aimed at the end-user with a message that increases the willingness to buy the product. The end-user will then pull the product through the channel network. Conversely, the push strategy is aimed at the members in the channel network such as retailers and wholesalers to encourage them to take stock and allocate other resources to the product of the company. By this means a company pushes its products to the end-users. The third strategy is aimed at other stakeholders who are not buying a product from the company but have an influence in its operations in a variety of other ways. This is corporate communication although the division between corporate and customer communication becomes less clear. (Fill 2005, 334-339, 350.)

After having decided on the communication strategy, the next step is to decide on the message, tools and media required to achieve the objectives. This is the most complicated step since decisions on the tools, the message and the communication channels

are not easy and they should be made keeping in mind the effectiveness of each tool (Solomon et al. 2009, 412). As mentioned before, the choices depend on the preferences of the target audience, the budget and the objectives set for marketing communication but also the peculiarities of the product, the market and the stage of the product's life cycle influence the decisions (Wood 2004, 239). It is crucial that the message, its form and style is designed according to the communication strategy, either push, pull or profile (Fill 2005, 351).

In the process to develop a marketing communication plan, the fifth step is to decide on the budget to be allocated for promotion. This is a difficult decision as returns are difficult to identify, especially in the long-term (De Pelsmacker et al 2010, 193). The budget can be based on a number of methods, which are divided into top-down and bottom-up methods. In the top-down technique the management allocates a certain amount of money whereas in the bottom-up technique the budget is based on estimating and guessing the amount of money needed to best achieve the marketing communication goals. The most used top-down techniques are percentage of sales, which is based on an industry average or tied to the sales and profit of the company, and competitive parity, which means that the marketing communication budget is of a similar size compared to competitors' budget. Bottom up budgeting method is based solely on affordability guesstimates. (Wood 2004, 238; Solomon et al. 2009, 409.)

The schedule of the marketing communication activities and resources needed have to be discussed. The schedule depends on the goals and can best be presented in a Gantt chart. Resources are besides money also the business knowledge in the company and time. (Fill 2005, 351.)

Wood (2004, 238) has as a separate step for the considerations of legal, social and ethical issues. This step is to emphasize the importance of issues related to misleading facts and false information on product benefits, and that companies do need to take these into account when planning marketing communication. Each country has its own laws on advertising which should be followed in all situations. (Wood 2004, 238-239.)

Finally, the results are measured and the implementation of the plan is evaluated. External or internal factors, which were impossible to predict during the planning process and thus not included in the plan, such as sudden trend or a failure made by a competitor, might have had an influence on the end result (Solomon et al. 2009, 413). The outcome should be reflected on the objectives and goals set before the campaign started (Fill 2005, 352). Sometimes pre-testing of the promotion material with a sample of the target audience is a good way to get feedback and make changes prior the marketing communication campaign is launched (Wood 2004, 241).

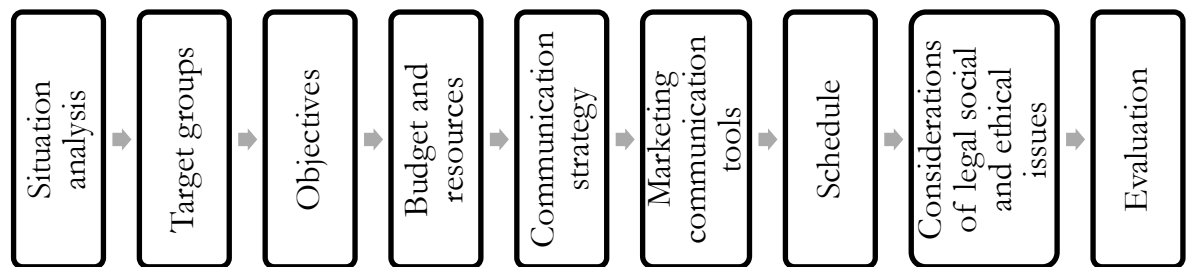## 3.2 Model of the Marketing Communication Plan for Fiesta Magazine

Figure 2. Model of a marketing communication plan for Fiesta Magazine based on De Pelsmacker et al 2010, 38 (Figure by the author)

The model for the promotion plan for Fiesta Magazine is following the model of De Pelsmacker et al. with some additions and in a slightly different order to be able to make a plan that satisfies the promotion needs of Fiesta Magazine. In this model the budget and resources have to be decided before continuing with the communication strategy and the marketing communication tools. Wood (2004, 237) and Solomon et al. (2009, 409) both determine first the budget after which the marketing communication tools are discussed. After deciding on the objectives knowing the budget available it is possible to create tools that match these criteria (Solomon et sl. 2009, 409). The communication strategy plays a role in the plan to highlight the significance customers play in the total picture of marketing communication. The schedule on which the tools have to be implemented is the seventh step to demonstrate which tools have to be implemented immediately and which later in the future. Another addition is to consider the legal, social and ethical issues in marketing operations. This is added because the laws

are different, social issues are one of the main priorities for Fiesta Magazine and ethical issues are important for the overall image of the product.

The marketing communication plan for Fiesta Magazine starts with a detailed situation analysis that provides all information with regards to the product and the current practises around it. The second step is to define the target group in order to put a great emphasize on this. It includes a detailed profile of a member representing the target group for later use in the thesis. To be able to analyse the success of promotion efforts in the future, the objectives need to be properly defined. This is followed by discussing the budget and other resources. Also the communication strategy and the distinction between a push and a pull strategy are discussed. The sixth step is about the marketing communication tools, and here the instruments used for marketing communication, the channels and the media are introduced. In the end the schedule and the considerations of legal social and ethical issues are presented. The final stage of the planning process is to decide on appropriate methods to evaluate the success or failure of the marketing communication afterwards.

3.3   Marketing communication tools

The criteria used to decide on the communication tools are firstly the budget and other resources in relation to the effectiveness and secondly the easiness of implementation. As explained in the introduction, Fiesta Magazine has limited resources in terms of budget and knowledge and therefore the tools have to be low budget but yet effective.

The tools used most frequently to strengthen the loyalty and increase the brand awareness of the magazine, are advertising, sponsoring and sales promotions (Esteban-Bravo, Múgica & Vidal-Sanz 2009, 137). Despite this, for the purpose of Fiesta Magazine advertising and sales promotions are not suggested. The reason for this is firstly to introduce new approaches and advertising is used at the moment. Secondly, sales promotion is not seen financially feasible, and therefore not relevant.

Instead, the tools suggested are personal selling, product placement, endorsement, sponsoring, word-of-mouth and public relations. The magazine is mostly sold by per-

sonal selling and the salesmanship of these sellers could be improved and then made better use of. As the resources are limited, everyone has to be creative in using what is available. Art in Tanzania, the organization behind the publishing of Fiesta Magazine, has also a record label. This can be utilized in for example product placement and endorsement. Finally, word-of-mouth and public relations are powerful instruments with low costs and it is important to control and follow what people talk about Fiesta Magazine online and offline. As the 4P's of marketing indicate, the product itself is an extremely important component in the marketing as a whole. Since the product in question is a magazine, the first thing the customer sees is its cover, and therefore the cover should carefully be designed to satisfy promotion.

The steps in the model have been explained in full detail in the previous section, but the marketing communication tools have not been covered yet. In the following the tools used for promoting a magazine in general and more specifically for Fiesta Magazine are introduced. The next chapter will handle the website as a marketing communication tool in more detail.

3.3.1   Personal selling

This is a useful tool for two-way communication between the company and its customers and therefore it is used to establish and maintain long-term relationships. Personal selling is popular in business to business circumstances to inform customers about a product and demonstrate the use of it. The costs related to personal selling are high but the benefits are clear. The salesperson receives direct information from the market, such as the needs or how the competitors communicate with customers as also assists with problems the consumer may have with the product. (De Pelsmacker et al 2010, 529-530; Solomon et al. 2009, 462-463.)

There are two types of sales force. Firstly direct, which is employed by the company, and secondly contractual, which consists of independent sales representatives. Factors to be taken into account when recruiting salespeople are besides motivation and personality, the selling skills. Selling skills are interpersonal skills about the ability to express oneself, salesmanship skills about presenting the sales message and the ability to

close a sale and at last technical knowledge about the market, the product and the competitors. Before starting to deal with customers, the sales representatives should get a full sales training. In this training they will receive important information on the product, the company, the market and the customer. To keep the employees motivated regular meetings, sales quotas and training programmes are put in place (De Pelsmacker et al. 2010, 540-542.)

The compensation is based on either the behaviour or the outcome in relation to reaching the targets. A behaviour-based control system puts emphasize on the input, thus on the process, and the salesperson will in this case often receive a fixed salary. The outcome-based approach stresses the outcome and therefore the salary is mainly commission based. The risk with these two systems is that the sales force may give flawed data or reach for easy goals in order to get results that look on the surface good but are not helping to reach the company's goals in the long-term. (De Pelsmacker et al. 2010, 543; Fill 2005, 775.)

3.3.2 Sponsoring

According to Esteban-Bravo et al (2009, 137) sponsoring events outside as well as trade shows is a marketing communication tool frequently used to promote magazines. Therefore it will also be playing a central role in the plan for marketing communication of Fiesta Magazine.

Sponsoring requires a financial investment in an activity, which is typically an event, and as return the company benefits from the commercial potential of the event. These benefits could be for instance accessing new audiences to whom to spread a positive message about the company and its products, and creating a positive association between the company and the sponsored activity which is appealing to the target audience. However, the control is not entirely in the hands of the company and the message is not always direct or explicit. (De Pelsmacker et al. 2010, 361; Fill 2005, 713.)

In evaluating the effectiveness of sponsorship a few points have to be taken into account. Firstly, the results of communication should show an improvement in the brand

awareness. Additionally, it is desired that the influence on the image of both the brand and the sponsored event is positive. The effectiveness can also be analyzed using qualitative methods such as the number of people attended and the number of people reached through event-related media coverage. Asking feedback from participating parties is also a means to analyse the success. In the long-term the effect may show off in the sales figures and market share. (De Pelsmacker et al. 2010, 391-394.)

3.3.3 Product placement

Product placement means adding a product or service to the storyline of a movie, TV series or the like for the purpose of promotional exposure. The media showing the product often receives in return a financial compensation and therefore the costs of product placements can be very high. Products that are promoted this way are usually drinks, cars and newspapers. The product is used in its natural environment by a superstar and this increases the credibility of the product. Additionally, product placement is perceived as a pleasant way of marketing communication as it is unobtrusive and perceived as not annoying. The risk is that the product remains unnoticed because the movie has all the attention of the watcher. Furthermore, the watcher does not receive any detailed information about the product other than what he or she sees. (Fill 2005, 799-801.)

3.3.4 Endorsement

The marketing communication message is perceived as more credible if it is delivered by an endorser. In reality the company is behind the message but to the customer it looks like the source is the endorser. This tool is frequently used to change the attitude towards a product into a more positive. However, the risk related to endorsement is that the image of the endorser is not corresponding with the image of the product. Another problem is that the celebrity is noticed from the advertisement but the product itself not. (Fill 2005, 533-534).

The four types of endorsement are the expert, the celebrity, the chief executive officer and the consumer. An expert from the field, who knows a lot about products, also

from different manufactures, demonstrating the use and the advantages of the product to be promoted, is a very reliable source of information. Also sporting heroes and entertaining celebrities are used for endorsement. An advertisement, in which a celebrity is, tends to get attention not only from the target group but also from media and people outside the target group. A good celebrity endorser has expertise that is seen as relevant for promoting the product, has a lifestyle that matches the product, is trusted and attractive. If the CEO of the company is known and trustworthy, he or she can be used to spread a message of the company. Finally, the potential consumer can identify with a customer using the product, and therefore customer endorsement is also used. (Fill 2005, 533, 536; De Pelsmacker et al. 2010, 239-240.)

3.3.5   Word of Mouth

According to Solomon et al. (2009, 398) word of mouth is communication between two customers where one customer provides marketing-relevant information about a product to another customer, and through word of mouth marketing the company can influence how customers speak about the company with one another. For instance, in a case that the public talks about an advertisement that stands out of the crowd in any way, a customer who has not been reached with the marketing communication will try to find information about the company and the product just out of curiosity, and this type of publicity is of great benefit for the company as it is free and increasing the brand awareness (Fill 2005, 515). Word of mouth refers also to conversations online through social networking sites, blogs and community sites where an opinion can easily and fast reach worldwide thousands of people (Schiffman et al. 2010, 283).

The power of word of mouth communication is that the information comes from an informal source who is not involved with the company or benefiting financially by giving a comment (Schiffman et al. 2010, 282). The drawback of word of mouth communication is the low control the company has over the discussions regarding its products and practises (Solomon et al. 2009, 395). It is not a problem when the messages spread are positive. The consequences are worrying if the communication between customers is negative. It is questionable if the stories are true. Some facts might be misleading, misinterpreted or simply flawed but people still interpret them as completely true.

3.3.6 Public relations

This is a powerful communications tool that can be used by private or public companies as also by not-for-profit organizations for both internal and external communication in order to raise awareness and goodwill towards the organization in question (Fill 2005, 680). According to De Pelsmacker et al. (2010, 339) public relations is more complicated compared to other marketing communications tools as a result of the variety of audiences and more specific objectives. Thus the audience of a public relations communication is not always the end customer but might also be other stakeholder groups such as employees, distributors and investors. The goals of the communication are for example to correct misleading information, improve the image of the organization or to announce something new (Wood 2004, 253).

3.3.7 Front cover

The front cover is the central selling tool when selling a magazine. The function of the cover is to create and maintain a positive image about the magazine among its readers which leads again and again to a purchase. Therefore, the magazine cover is crucial for the self-promotion of the product as it represents the entire product. The three elements of which the cover consists are the visuals, the texts and the language of the texts. These three elements are interrelated and interdependent of each other. (Held 2005, 175-176.)

The logo is an important part of the front cover as it is the only image that is the same on each issue and makes the customer recognize the magazine. The covers of today tend to present events in terms of people generally known in the public, and the celebrities use the cover pictures also to build their own image. Magazines use portraits in order for the target audience to identify with the magazine, to create immediacy and intimacy, and to make the product accessible and comprehensible. (Held 2005, 178-179.)

The texts provide a preview of the content and establish the first contact with a potential reader of the magazine. The aim is to get a potential reader's attention and after the purchase guides navigation first to the articles mentioned on the cover. The texts on the cover are mainly keywords in attractive phrases to summarize the main articles. The language used should be informative and relate to the actual content of the magazine but plays also a role in the visual perspective. (Held 2005, 175-177.)

3.4 Website

The first thing in the planning of a website is defining what the purpose of the site will be ensuring that there is a need for the site. This is important mainly to know what items the websites needs and what items can only do harm to the website. Additionally, it will be easier to maintain the websites when knowing and keeping the attention with the main objective. (Marriott & Waring 2011, 17.)

Defining the purpose → Creating the layout → Writing the content → Constructing of the site → Testing the site → Launching the site → Promoting the site
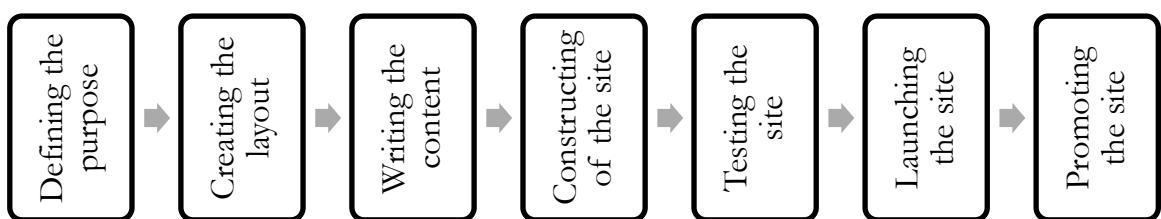
Figure 3. Model of website design based on Kraynak & Bluttman 2011 (figure by the author)

A good website is well structured and the content consists of quality material. When the appearance has been designed and the content has been written the web pages can actually be created. Before launching the site, it should be tested that everything works and that the final version looks like it was supposed to look. When the site has been launched, it still needs promotion in order for the target audience to find the site. (Kraynak & Bluttman 2011, 4-7.)

3.4.1 Layout

The layout is a combination of different aspects on the website, such as colour schemes, font, graphics, buttons and animations. The best layout is a simple layout

since too much may confuse or overwhelm the visitor. Navigation should feel intuitive for the user which means for instance that the menu-bar is near the top or in the left side of the page. However, information should be evenly spread on a page from top till bottom. Everything on the page should have a function and the design should support the message of the site. (Kraynak & Bluttman 2011, 9-13.)

A simple tip for deciding on the colour scheme of the website is to write down some words that describe the purpose of the website or the product it is about. Next, write down a colour that can be associated with each word. This will indicate the dominant colour for the site which is a starting point for the further layout decisions. The colour should give a pleasant effect and satisfy the eye. Having only one dominant colour is a good idea also for the reason mentioned above. Too much variety may burden the visitor's eyes and distract from the actual message. (Marriott & Waring 2011, 25-27.)

When deciding on the font, it should be ensured that the browser of the visitor can show the text since not all browsers show the same fonts. The five fonts that do work with all types of browsers are shown in Table 4. Text written in bold or in italics is rather unpleasant to read for long sections thus these should be used only to emphasize something important. The colour of the text should be carefully chosen in relation to the background colour. Other minor details that should also be taken into account for a visitor's pleasant experience are text alignment, word spacing, letter spacing and line height. (Kraynak & Bluttman 2011, 113-124, 162.)

Table 4. The most frequently used fonts listed and represented, based on Marriott & Waring 2011, 162 (Table by the author)

Arial	The most frequently used fonts.
Courier New	The most frequently used fonts.
Verdana	The most frequently used fonts.
Times New Roman	The most frequently used fonts.
Georgia	The most frequently used fonts.

An important aspect on which websites are evaluated is its usability. Usability is defined in terms of how easy it is for people to use a tool to achieve a particular goal with it. In the case of a website it has everything to do with the design of the website. How easy is it for visitors to get the information they need and want? How is this transferred into desired results? (Marriott & Waring 2011, 29.)

Usability can be improved by offering consistency on the website and investing in the appearance. Consistency means for instance that the same header is on each page as well as the font but using some variation in the size for headings. Additionally, the colour scheme is consistent throughout the design taking into account the associations colours bring into the mind of visitors. Unity is also supported by the structure and navigation. Repetition within certain limits, such as showing a same object on each page, proves also of consistency. (Kraynak & Bluttman 2011, 36-37 90.)

The second important aspect of a website is its accessibility. Accessibility refers to the extent to which the website is at hand and people can make use of it. It is obvious that the website should be accessible by everyone, especially every member of the target group. Accessibility can be checked by turning off all design elements and then looking at the website. If the content looks logical, the navigation works and there is instead of the images a title name, the accessibility of the website is good. (Marriott & Waring 2011, 30-31.)

The basic structure of a website consists of a main page and landing pages. The main page is the page the visitor sees first after having written the address of the websites in the address bar and entered the page. From the main page the visitor has access to the other pages of the web sites. A landing page is any type of page from which the visitor may enter the websites. This should be taken into account when planning the content for each page as any page should contain information that makes it appealing to stay on the site. (Kraynak & Bluttman 2011, 80.)

Before focusing on the written content, the layout can be planned in the form of a wire frame. This shows in a visual form what the items on a website are, how the user

should go about the items and how the navigation facilitates the purpose of the site. The click path visualizes the actions of a customers and whether or not they are able to complete an action suggested by the website. In a nutshell, the wire frame is useful because it shows the functionality of the website visually. (Marriott & Waring 2011, 32-33.)

3.4.2 Template

For the purpose of a website for Fiesta Magazine, a Joomla template is suggested. These allow webmasters to change easily the look of the website and are flexible with the structure. There are several hundreds of templates available online varying from easy to very complex. When installing Joomla there are in the package three very basic templates called Milkway, JA Purity and Beez. The difference between these templates is in the details such as the colour schemes, the layout and the width. There are also tutorial videos on how to create a website with a Joomla template. (Marriott & Waring 2011, 83-84, 96.)

There are various types of templates for a variety of different type of organizations, such as businesses, NGOs, groups and clubs. The sites of Fiesta Magazine are to be established for a business that uses websites as a promotional tool, and therefore a brochure site is the most relevant type. The information on these sites is comparable to information that a brochure would contain, and therefore the sites are not very large. Items on this type of site are for instance information about the company and its contact information, description and examples of the product as also testimonials from customers. When the online visitors increase, the template can easily be modified and items can be added in order to serve a larger audience. These additional features are for instance a contact form to generate contact with customers, an image gallery to show pictures about the product and the production process, and to make the website work with Facebook and Twitter to ease the sharing of links. (Marriott & Waring 2011, 142-143, 171.)

Finally, things that need to be considered when choosing a Joomla template are besides the purpose and audience of the site, also the language, the font and the colour scheme

the template uses to mention a few. The language feature is effective for small sites that have content in several languages. There are also programs that offer the possibility to change the colour or the font in the template. (Marriott & Waring 2011, 234, 287.)

3.4.3 Content

There are two types of content: foundational and continuous. Foundational texts are to describe who the people behind the website are, what they do and what the benefits are that the website provides to the visitor. These are for example the About Us page and the mission statement. Precise descriptions of the purpose of the site are in favourite of search engines. The continuous type of text is regularly updated with content that is relevant and useful for the visitor. These texts make the visitor return again and again, and if there is something interesting the link of the site might be shared with friends and family or on the social media platforms. In addition, search engines prefer frequently updated texts. In some cases for instance if the website has a forum, the visitors are also the content creators. (Marriott & Waring 2011, 32-34.)

Besides text, the content can also be graphics and videos. Displaying the logo of the company on the website makes it possible to immediately recognize the site when entering it. One important fact to remember about graphics is that they might cause the sites to load slower especially if the internet connection is slow. YouTube is a great tool to insert a video to the web page since it allows a variety of files, and even of huge sizes. Contact forms are a device to collect information from visitors or to allow visitors to interact with the company. The information requested depends on the need of the company and the purpose for which the data is used. Clear labels explaining what to enter are necessary to include next to the entry boxes. (Kraynak & Bluttman 2011, 130-131, 148, 169.)

3.4.4 Search Engine Optimization

Often when people look for something online, they start with typing a search term into a search engine. Search engines look through the content of web pages and evaluate it

on its relevance in order to rank the best search results to the user. The criteria used for ranking are accessibility, relevant content, internal links and incoming links from external sources. Knowing this it should be taken into account when planning the websites. For example internal links are easy to implement by adding links to those sites that the search engine should focus on. Still, the site is visited by people and thus should firstly satisfy the information needs of the visitors. (Kraynak & Bluttman 2011, 220-222; Google 2010, 2.)

The texts on the website should contain a reasonable amount of keywords and phrases, and the headings should be descriptive for each page. Additionally, Meta keywords and Meta description can be listed in the back-end of the sites by the webmaster. These are not visible for the visitor but work as an additional assistance for the search engine to optimally index the sites. Meta keywords should be used cautiously as the web site might be punished for too much and irrelevant keywords. The right amount is between five and ten, and the most important keyword should be mentioned first. Each page should have an own, specific and unique Meta description that precisely tells what the page is about. This is to make the work of the search engine easier but the Meta description might also be shown in the search engine results to tell a potential visitor about the site. (Kraynak & Bluttman 2011, 223-227; Google 2010, 4-7.)

The structure and an easily flowing navigation are important for the visitor of the site but equally important for the search engine. Even though the search engine focuses often on individual pages, the search engine is interested in the position of these individual pages is in the body of the website as a whole. Navigation starts with the homepage from which the visitor can find his or her way to more specific information. The rule of thumb is that the fewer clicks the better. It is preferred that the navigation is based on text links and not on images or animations. Simplicity is the key also in navigation. (Google 2010, 10-12.)

The use of images and videos is also a strategic matter for the search engine. Images should match with the text they are related to, and the file names are a clever tool to include keywords in. The title should not be too long but instead contain only relevant

information. Additionally, a good title increases the probability the image will come up in the image search. Likewise, the title of a video should be descriptive about the content the video is showing. (Kraynak & Bluttman 2011, 228-229; Google 2010, 18.)

Finally, the popularity of the site is evaluated in terms of incoming links. Possible good external sources are industry-related sites and blogs. Becoming active on the social media gives the possibility of adding a link to the original website. In addition to that the customers who like the site can share links with their network on the social media platforms. (Kraynak & Bluttman 2011, 230-231.)

3.4.5 Website for a magazine

A website is a very useful tool for a magazine to strengthen the relationship with its customers as also to increase both attachment and loyalty towards the brand. The website offers the possibility to communicate with customers during the time between the publication of two issues. The websites are also a tool to attract new readers for the magazine. (Ellonen, Tarkiainen & Kuivalainen 2010, 21-22.)

However, there is also a group of people who might be interested only in internet sites and do not even have the intention to buy the printed version because they see the websites as a substitute for the print magazine, and feel they can get all information online. To solve this it might be useful to have a restricted area on the website only for subscribers. Positive is that the websites tend to have a bigger audience compared to the magazine itself. This facilitates a potential for online advertisers and the financial consequences of that are surely beneficial. To take the online audience into account too, the websites should have enough content of high relevance and contain also appealing promotion of the magazine to the online audience. (Ellonen et al. 2010, 31-32.)

As noted above, the challenge with websites of a magazine lies with the fact that the online version can easily be seen substituting the printed version because of the overlap in content, instead of supporting the magazine. Among those who are loyal towards the website, the loyalty towards the printed magazine is also higher. This effect comes mainly from frequently updated content. The magazine is complemented best

with a website that has on the site the latest news related to the topic and news items that are not in the magazine. This can increase the competitive advantage and boost loyalty towards the magazine. (Tarkiainen, Ellonen & Kuivalainen 2009, 420-421.)

One case study focused on the success story of a magazine website that started as a virtual community. The site was launched at the end of the 1990s and was one of the first magazines to go online. In the beginning the online content consisted mainly of a discussion forum which turned out to be very popular. The users of the site spread word of mouth which enhanced the growth even further. Data from the discussion forum was also used by the magazine for various purposes. Firstly, topics that got a lot attention on the forum were included in the magazine but also samples of printed content were posted on the website. Additionally, as the discussion forum required registration, a customer database was created of these data and this could be used again for marketing purposes. Continuous improvements were made based on the feedback from customers. The discussion forum supported the magazine brand, and the concept as a whole was seen as more modern with having an online content. Empowering readers online was confirmed to be a good way to make them part of developing the magazine. It required a sense of intrapreneurship within the company, creativity and an atmosphere of organizational learning to make this possible. (Ellonen & Kuivalainen 2008, 388-393.)

3.4.6 Website for Fiesta Magazine

A website for Fiesta Magazine will be mainly browsed by users in East Africa, where internet connections are slow. This has to be taken into account when planning the content because large pictures and some other features can slow down the site and turn visitors off. Furthermore, best websites are simple in layout and structure yet consistent and informative. All details have to be considered, and everything on the sites must have a purpose and a reason for being placed where it is. Finally, the layout, navigation and content should correspond with the Search Engine Optimization practises in order for the site to rank high in the search results and through that get more visitors and publicity. Comparable to every web site, it is important to update the site of Fiesta Magazine frequently. With every new issue published the websites need to be

updated to reflect the content of the newest issue, and in between publication dates the site can be updated with news.

A website of a magazine should offer its visitors additional benefits that support the magazine instead of supplement the printed version. On the one hand interaction of readers with each other or the magazine was not seen as having positive nor negative influence on loyalty. On the other hand a discussion forum could benefit the magazine in a wider sense since it provides the magazine with important information about its customers and their interests.

3.5   Summary of the Marketing Communication Plan

The general model for creating a marketing communication plan has six steps. It starts with defining the situation in which the company is with regards to competitors and internal factors at the moment before the implementation of the marketing communication plan. The target group is defined at the beginning as also the objectives the marketing communication should achieve. The most challenging step is to determine the tools and techniques to be used in the marketing communication and through which channels and media the customers are reached the best. Additionally, the budget to be allocated for marketing communication must be defined. Finally, the plan includes the measurements for how to evaluate the results gained with the marketing communication.

Fiesta Magazine has special needs and therefore its marketing communication plan is adapted to consider the challenges and needs of Fiesta Magazine. For instance the marketing communication will happen on a small budget and therefore the budget and other available resources are defined before the marketing communication tools. Likewise, considering social, ethical and legal issues are important since the magazine is published by a NGO who will lose its credibility if abuse within these issues comes to light.

From the endless number of marketing communication tools, eight were chosen for the purpose of promoting Fiesta Magazine. Personal selling is the interaction between

the company and the customer, and is useful because of the two-way communication. It is a relatively expensive tool because the sales force receives a salary which can be either fixed or commission based. Sponsoring means supporting an activity, which is usually an event. The event receives financial support and as a return service the company benefits from promotional exposure and the positive association between the company and the event. In product placement the product is shown in a movie or TV series in which it is used in its natural environment. Different types of endorsers tell the general public about the product, and this information is perceived as more credible than the information received straight from the company itself. Word of mouth is the messages customers tell to each other and it is perceived as very objective and reliable information even though the facts might not be right. Public relations are messages for instance published in newspapers or items on the radio about the company to increase the positive feelings towards the company and to change the attitudes to more positive ones. Finally, the product itself, thus mainly the front cover, is an important marketing communication tool because it is the first thing a potential customer sees of the magazine.

The eighth marketing communication tool is a website. The process of creating a website has seven steps. After having defined the purpose, deciding on the layout and creating the content are the next crucial steps. The best layout is simple in order for the visitor to get the information he or she is looking for as easily as possible. For instance the font and the colour scheme should be carefully considered. A template is a helpful tool in designing the layout. Joomla has a great variety of different templates of which for every situation a suitable template can be found. When writing the content, it is important that the text is informative, descriptive and easy to read. SEO is also an important aspect to take into account for the website as a whole, but especially for the content. Central in SEO is the use of keywords, which should be well-considered when it comes to the chosen words and the amount of them on a single webpage. Additionally, the ease of navigation and the titles of the pictures on the website are aspects the search engine considers when ranking a site. For a website of a magazine it is essential that the content is renewed frequently. The visitor should get an impression that the online content has additional value to the printed content instead of being similar and

substituting the magazine. Additional value to the websites brings for example a forum on which customers can talk with each other about current topics.

4 Practical Marketing Communication Plan for Fiesta Magazine

Marketing communication is a continuous practise for every business, and therefore the role of it is even more important in the case of Fiesta Magazine. Fiesta Magazine has been on the market for years without being able to establish a permanent clientele that comes back to buy each newly published issue. The market area in which Fiesta is published, East Africa, lacks a proper mail delivery system which disables the home delivered magazine. Therefore each issue needs to be promoted separately and for each issue the target group has to be convinced again to purchase Fiesta Magazine.

This marketing communication plan is designed according to the needs of Fiesta Magazine. Currently marketing communication is performed poorly for a number of reasons and therefore a plan with a professional approach is needed. The plan concentrates on promotion to consumers but other stakeholders, such as employees and advertisers, are equally important and therefore these cannot be left out of the plan. The plan consists of both a plan of action for marketing communication as also the content and structure for a website that can be used as one promotion tool. (Korhonen, K. 10 Jan 2012.)

4.1 Situation analysis

Fiesta Magazine is a magazine written for the East African youth. It is written in Swahili and claims to be the only high quality youth magazine written in Swahili. Local employees as also interns and expats from all over the world are working on the content of the magazine. The magazine is divided into categories such as community issues and music, and the writers have the freedom to develop ideas for the articles. A copy of the cover from a previous issue is shown in Attachment 2. The publishing is every few months but the specific dates are impossible to tell in advance as schedules are changed and deadlines moved. (Korhonen, K. 10 Jan 2012.)

The magazine is sold in four East African countries where people speak Swahili, which are Tanzania, Kenya, Rwanda and Uganda. The main market area is still Tanzania as there is the base of the magazine, and there most the magazines are sold. For that reason the promotion plan will mainly focus on Tanzania. The magazine can be bought in petrol stations, in supermarkets and at bookstalls on the street of the cities. The price of the magazine differs from country to country as each country of the market area has a different currency. The price in Tanzanian shillings, for instance, is 3500. (Korhonen, K. 10 Jan 2012.)

The majority of print media sold in Tanzania are newspapers in Swahili and in English. There are more than 350 registered newspapers, magazines, periodicals and newsletter both public and private, and of these less than 15% are actually coming out (Tanzania 2012). As the amount of other print media published is limited, it can be stated that Fiesta Magazine really is the only quality magazine for the youth written in Swahili. The competitors are mainly to be found in the imported magazines for youngsters and young adults but as these are imported from overseas these are written in English and not in Swahili. Therefore these magazines have a slightly different target audience consisting of people only speaking English.

At the moment marketing is performed mainly by hanging posters out in the cities where the magazine is sold. This is because the culture is different and does not give many opportunities for promotion. The culture creates challenges also when it comes to business operations in general. Appointments, deadlines and schedules are difficult to stick to as that is not the custom in the environment. Therefore it is challenging to pick a date on which the next issue is published. The consequence of this is that the customer will not know when to expect to get the next issue, and for this reason the role of marketing communication is essential. (Korhonen, K. 10 Jan 2012.)

Trends going on in the market are for instance the development of the mail delivery system. In the long run, which is difficult to determine in terms of months or years, it will be possible to offer customers pre-paid subscriptions of several issues and then

send the magazine home. This is a win-win situation for both parties since Fiesta can better estimate the amount of issues that will be sold and the reader gets conveniently the magazine delivered home.

4.2 Target group

The target countries in order of importance are Tanzania, Kenya, Uganda and Rwanda. The process of defining the actual target group starts from the big picture and narrowing down from it to by dividing the market into a number of segments firstly based on demographic variables and secondly on attitudes and interests. The bases on which the segmentation takes place are presented in Figure 6. Finally to summarize, a member of the target market, thus a potential buyer, will be presented.

To visualize the size of the market some numbers are shown graphically hereby. Out of the four countries Tanzania is the one with the biggest population size. As Figure 4 shows, the share of the total population living in rural areas is high. The figure shows an upwards trend in the population growth. As Figure 4 shows, the urban population is growing faster than the rural population and it is growing in all the four countries, which is beneficial for Fiesta Magazine since the magazine is sold mainly in cities instead of rural areas.
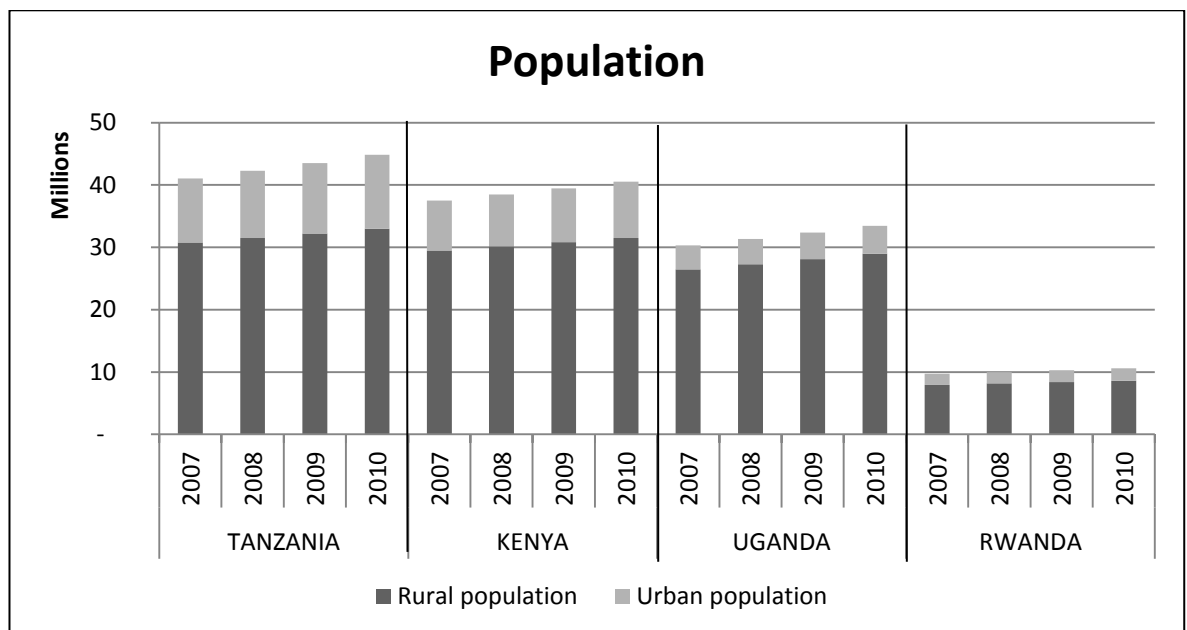
Figure 4. Population divided into rural and urban population (The World Bank 2012b; The World Bank 2012c; The World Bank 2012d; The World Bank 2012e)

The target audience of Fiesta Magazine is young people. Of the total population around 44% is younger than 14 years. Based on figures from 2010, the share of population between the ages of 15 and 64 in Kenya and Rwanda is 54%, in Tanzania 52% and in Uganda 49%. The population is rather young as the life expectancy in 2009 was between 53 in Uganda and 56 in Tanzania. (The World Bank 2012b; The World Bank 2012c; The World Bank 2012d; The World Bank 2012e.)

Literacy rate of the youth
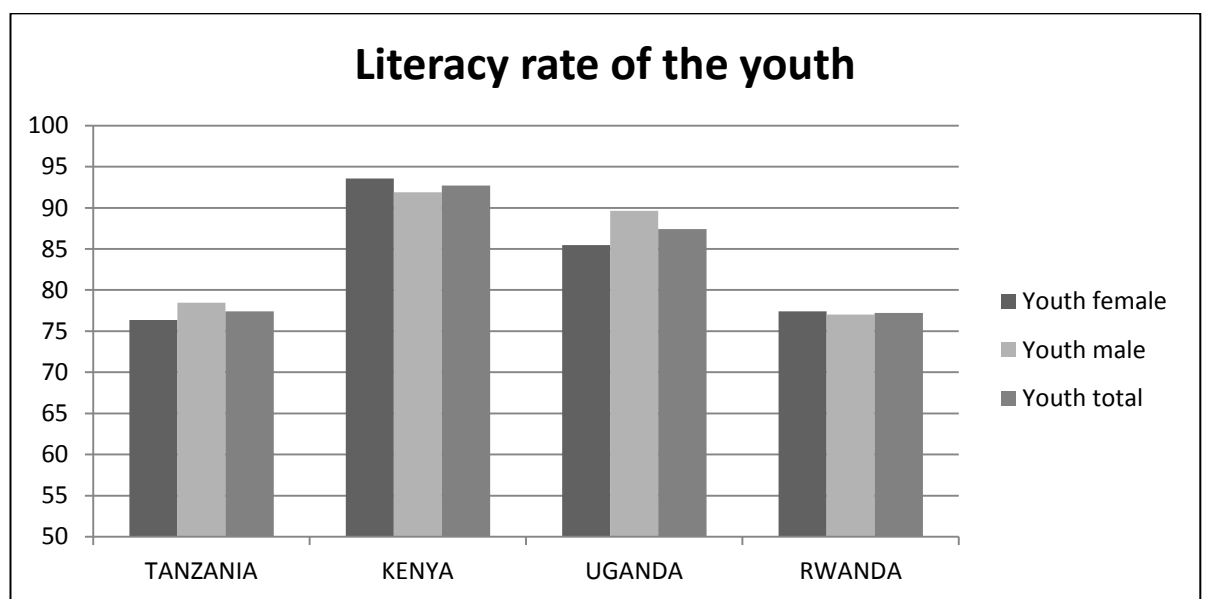
Figure 5. Literacy rate (The World Bank 2012b; The World Bank 2012c; The World Bank 2012d; The World Bank 2012e)

As the product to be marketed is a magazine the literacy rate is very relevant to carefully look at. In Figure 5 the literacy rate among the youth, which is defined as people being between the age of 15 and 24, is presented. A literate person can write, read and understand simple statements about everyday life. The highest literacy rate is in Kenya, where 93% of the youth population can read and write. On the second place is Uganda where 87% of the youth and have the same skill. In both Tanzania and Rwanda the literacy rate among the youth is 77%. (The World Bank 2012b; The World Bank 2012c; The World Bank 2012d; The World Bank 2012e.)

Based on the above mentioned facts it can be stated that the group of literate young people living in cities is rather big in East Africa. The number is within several millions. However, this is not the target group as such, since it is further split based on the interests of people. The magazine is written about topics related to arts and music and the reader is also interested in these issues. Additionally, the magazine is published by a NGO and there are also articles about things going on in the community. Thus, the reader is also aware and concerned about the things going on in their countries. Finally, the people purchasing the magazine find these issues so important that they are willing to use a certain amount of money on it every few months.

Profile of a member of the target group

In a nutshell, a member of the target group is young, between the ages of 15 and 24. He or she has the ability to read and understand longer texts. Furthermore, the person is living in a city as that is the primary location where the magazine is sold. The interest is within arts and music but the reader is also interested in community issues.
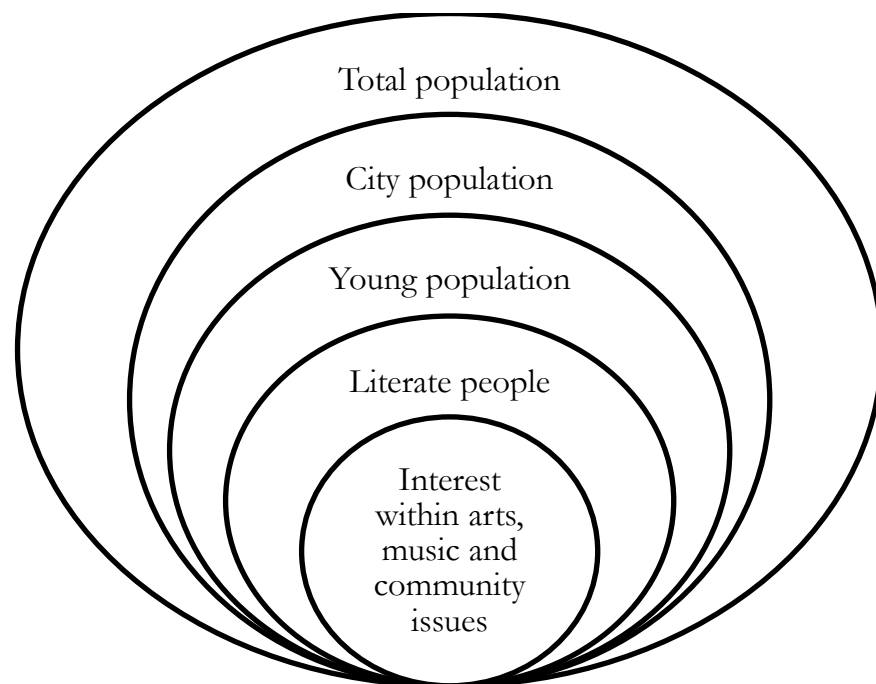
Figure 6. Criteria for segmenting (Figure by the author)

As the pictures in Attachment 3 show, the youth in East Africa live in an environment where the construction of buildings is frequently interrupted, and cows and sheep walk

over the street. Public transportation happens in minibuses called dala-dalas or mata-tus, or on three-wheel taxis called tuk-tuks or bajajis. The youth eats amongst other things ugali, pilau or just plain chips. In the evenings and in the weekend the member from the target group goes out to bars with life music or just to a local bar for a few drinks.

4.3 Objectives

The objectives are based on the issues that came up in the situational analysis. The first issue is the difficulty in publishing the magazine in time. The culture is accepting this as completely normal but for business operations it is difficult because it makes long-term planning nearly impossible. One objective for the management is to aim at controlling the processes and publishing the magazine in frequent intervals.

The second issue in the situation analysis was the poor marketing and by that poor awareness of the product among the customers. This problem is tackled in the marketing communication plan in more detail. It is approached with the product life cycle analysis. Fiesta Magazine has been on the market for a few years, which means it should have passed the introductory stage. However the growth stage never stepped in massively so the magazine can still be placed at the beginning of the product life cycle.

Awareness

Interest

Desire to purchase
• Where?
• How?
• Sales increase

Action of purchasing
• Increased sales numbers

Continuous demand
• Emphasize uniqueness of Fiesta Magazine
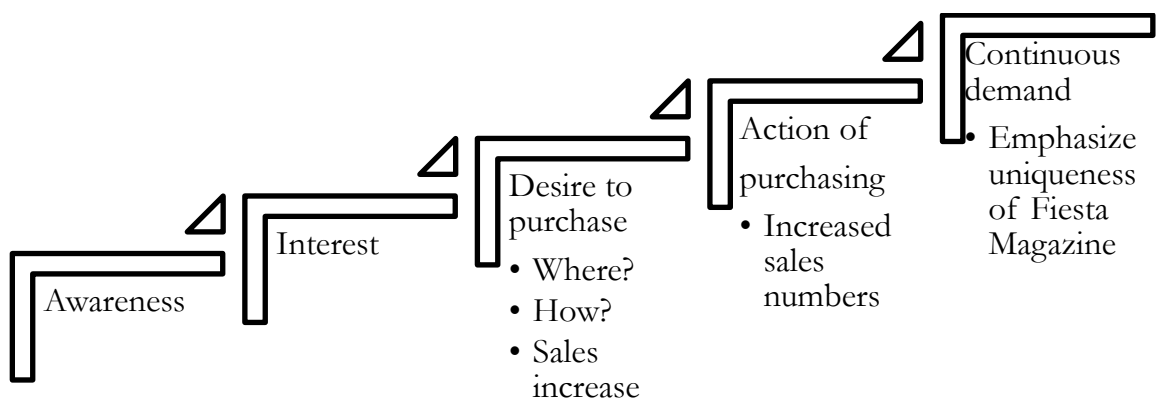
Figure 7. The objectives of Fiesta Magazine in the short-term and the long-term (Figure by the author)

41

In the short term the objective of promotion is to get people aware of the product, which leads to interest in Fiesta Magazine. Among interested people the desire to purchase will then also grow. Therefore it is important that to ensure in the short term that the customer knows how and where to find the magazine. Eventually, this will lead to the action of purchasing and hopefully result in increased sales numbers.

The objective in the long-term is to ensure that the target group remains aware of the product which eventually results in a well-established demand and customers continue buying the newest issue of Fiesta Magazine time and again. Additionally, in the long-term the competition on the market has to be taken into account when planning the marketing communication. This is done by emphasizing the strengths of the magazine and its uniqueness in comparison to a future competitor.

4.4 Budget and resources

The resources in a developing country are limited for everyone. When it comes to marketing communication some tools have to be limited out, and using the resources available is key. For Fiesta Magazine promotion is even further limited by the fact that the employees have only limited time, money and knowledge to support the promotion. Time as well as money has to be equally divided between the various sectors of the organization. In addition to that, unforeseen events may need sudden correction which takes resources away from something else.

However, the biggest issue of these is the lack in proper knowledge of marketing communication. Things are tend to be done the same way as it was done before regardless of the outcome. It is important to realize the weakness of the organization in order to improve performance in the long-term. Creative and outside-the-box thinking is a very welcome new approach to marketing communication of Fiesta Magazine in the future.

As mentioned before, the money is limited and marketing communication has to be implemented on a small budget. Budgeting is based on affordability, which has to be one criterion on which the promotion tools are chosen. Competitors operate in a simi-

lar environment and with similar resources, thus benchmarking the budget to competi-
tors' budgets may be interesting in correlation to their achievements but not providing
an absolute truth.

4.5   Communication strategy

Fiesta Magazine uses a pull strategy in its communication. A pull strategy means that
the promotion efforts are aimed at the end user, which is in this case the reader of the
magazine. Among the readers the demand grows, which the seller realizes and there-
fore starts selling the product. A seller is an individual selling Fiesta Magazines to cus-
tomers from bookstalls on the street. Thus, actually the product is pulled from Fiesta
Magazine to the seller by the final customer.
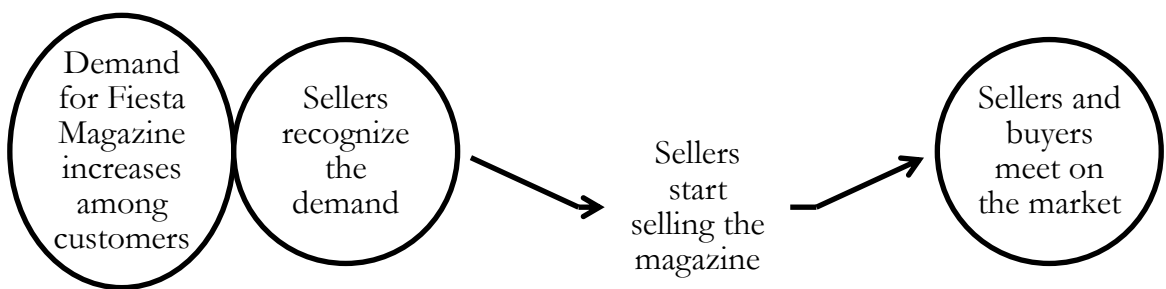
Figure 8. Pull strategy (Figure by the author)

On the other side of the coin is a push strategy where the producer would firstly ap-
proach the sellers and stimulate them to use resources for the product. This approach
is irrelevant for Fiesta Magazine for the reason that sellers do not have the resources or
willingness to sell a product of which they are not sure there is demand for. If they are
approached directly by customers asking for a product instead of by Fiesta Magazine,
the willingness to use their limited resources may increase. After all, people want to
make money. However, it is very important for Fiesta Magazine to have a good rela-
tionship with the sellers.

4.6 Marketing Communication tools

Fiesta Magazine is a high quality magazine written in Swahili as can be seen in Attachment 2. The marketing communication should correlate this basic message and thus, the promotion tools should be chosen and used keeping this in mind. Likewise, through each channel and each promotion tool the message spread should be the same so that the customer gets one clear picture what the magazine stands for. The marketing communication tools for Fiesta Magazine are personal selling, sponsoring, product placement, endorsement, word of mouth, public relations and the front cover. In addition to that the website will also introduced as a promotion tool in chapter 5.7.

As mentioned before, the marketing communication efforts are aimed mainly at the final consumer. Besides this, the tools suggested have in common the low costs in relation to the effectiveness to reach members of the target group. Since the objective is to raise awareness and knowledge about the product, Fiesta Magazine should be present where the target group is also. The channels used are those where young people are and what is appealing to them.

In concrete terms the slogan of Fiesta Magazine is: "Fiesta Magazine – celebrating life." This has been the message in previous issues and it can be used in the future as well since the slogan describes well both the target audience and the magazine. In the eyes of the people writing Fiesta Magazine, life is all about positive thoughts, having fun and enjoying the day whatever it brings. The slogan is implemented in the permanent logo for Fiesta Magazine which is shown in Attachment 5.

4.6.1 Personal selling for Fiesta Magazine

Selling everything from food to shoes on the street is traditionally performed in East Africa, and therefore having the magazine in bookstalls along the streets is a natural way to sell Fiesta Magazine. When talking about marketing communication, the most important form is between the seller and the buyer. This communication has to be smooth, easily accessible for both parties and leading to a satisfying close where the buyer actually buys Fiesta Magazine. In the long run the sellers create a relationship

with the buyers, which is a clear benefit for the seller. Creating long-term relationships is very important in the local culture and the customers will happily return to the seller they know. For that reason investments in personal selling are of crucial importance.

When selecting the sellers, their personality, motivation and ability to sell should be taken into account. Likewise, a background check, if possible, is advisable to be done to be sure of the seller's right intentions. The sellers are the face of Fiesta Magazine for the customer, and therefore this should become an essential part of the marketing communication. However, the sales force is contractual and are thus independent agents who are selling also other products from other publishers.

Before starting the actual selling, each seller should receive training. Ideally it would be a full-day long session but more realistic is to briefly tell the seller the ins and outs about the newest issue, the main message in promotion and to motivate the seller by telling about the rewards. Then the seller buys the magazine from Fiesta Magazine. At once a maximum of 100 magazines can be sold forward to each seller, and Fiesta Magazine should receive the full sum at once. This is to have realistic targets, the sellers can afford it and Fiesta Magazine can control it better. The price at which the magazine is sold to the sellers is slightly under the selling price on the market in order for the seller to receive profit from each issue sold.

When all the magazines are sold, the seller returns to the headquarters of Fiesta Magazine to receive a reward. The sellers should be paid a commission salary based on the targets achieved. The problem with this is that there is a probability that data provided by the seller is flawed. Additionally, setting low targets which are easy to reach and getting the commission easier is also an issue to be solved. For this reason the rewards are instead discounts in the future on the wholesale price for which the seller buys the magazines from Fiesta Magazine. The selling price remains the same thus the seller gets a bigger profit from each sold issue which is the indirect reward. Before the next issue is published, the seller who sold the most issues receives a monetary bonus.

Selecting of sellers — Training of sellers — Seller buys magazine — Seller sells the magazines — Promotes Fiesta Magazine — Having sold all the magazines — Rewarding — Motivating
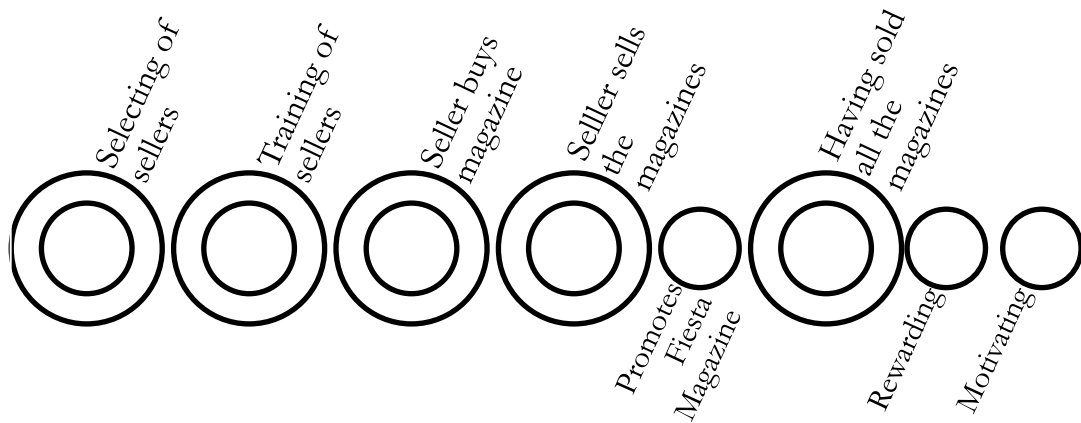
Figure 9. Personal Selling process of Fiesta Magazine (Figure by the author)

The philosophy behind this plan of action is to minimize cheating. The seller needs to have some capital to start selling the magazine. Likewise, the seller can only return when all the magazines have been actually sold because the money made can be used to buy new magazines. The discounts and possible bonus at the end motivate the seller because they will make more money themselves in the long run. Mystery shopping is another way to ensure that Fiesta Magazine is being sold in a responsible way that is in accordance with the overall marketing communication message.

4.6.2 Sponsoring for Fiesta Magazine

Sponsoring in this case means that Fiesta Magazine gives an event financial support, and takes advantage of the promotional exposure it can get at the event or in the media for being part of the event. This is for instance having the logo visible at the event or being mentioned in the media. Sponsoring events helps to spread the message of Fiesta Magazine to new customer groups, who create a positive association between the product and the event, can relate to it and want to purchase the product.

Art in Tanzania is an organization with a variety of activities. Besides volunteering, and Fiesta Magazine, there is also a record label called Mzuka records. For instance, the record label organizes every once in a while a concert of a larger scale. Fiesta Magazine being a product consumed by young adults who like music and arts, should be present and visible at these events. The relationships established by Mzuka records artists who

46

have a foot in the door at national or local events can also be utilized to get sponsoring agreements. Likewise smaller events, for instance those to which volunteers invite their local friends, could have a poster or canvas showing the logo of Fiesta Magazine.

After an event that was sponsored by Fiesta Magazine, it is important to sit down and discuss with everyone involved in the event what went right, what went wrong and draw conclusions of things that have to be done differently in a next event that Fiesta Magazine is sponsoring. Only be performing these discussions and learning from mistakes marketing communication can become more and more effective in the future.

4.6.3 Product placement for Fiesta Magazine

The use of product placement is very popular especially to promote magazines. People like it because it is not imposing the product to the customer. Instead it is part of a movie or TV series in which it is used by the character in a natural way.

In the African context it is important to first use the resources available, and thus also for this tool the Mzuka records can be utilized. These artists have achieved popularity in Tanzania, and this fact should certainly be used. When shooting a music video for a new song, the latest magazine issue could play a small role in the storyline. This could be for instance, filming the magazine lying on a table or the main character reading the magazine. These music videos can be found on YouTube (2012) through which it reaches young people interested in music. In addition to this, also other media publications in which Art in Tanzania is involved could include Fiesta Magazine in one role or another.

4.6.4 Endorsement for Fiesta Magazine

Endorsement is powerful because the message does not come straight from Fiesta Magazine, but from a celebrity or another customer. Testimonials from customers with similar backgrounds are often perceived as reliable and trustworthy. Fiesta Magazine could utilize for instance the forum for this purpose. Positive comments about the magazine and its articles, with the permission of the person writing the comment of

course, could be published on the website. The customer endorser could also receive a reward for giving the comment such as the next issue for free or something similar. When people sign up for the forum, they have to register and in the database contact information related to the nickname used can be found and used to identify the endorser.

The celebrity endorser for Fiesta Magazine should be someone who is in the eyes of the target group reliable and whose opinions they care about. Comments about the magazine from celebrities can be published on the website. When interviewing a music star, a movie hero or a sports celebrity who meets the requirements of a good endorser, a small comment about Fiesta Magazine could be asked for. At the same time the permission to publish it and use it for promotional purposes should also be asked. Fiesta Magazine could also stimulate celebrities to mention the magazine in radio or TV interviews. Posters of celebrities praising the magazine are also one possibility, but poster advertising has not been successful so far.

4.6.5   Word-of-Mouth for Fiesta Magazine

People like to talk about everything with their nearest and dearest, and thus most likely also about Fiesta Magazine. The tone of these conversations can be either positive or negative. Saying something positive about a product may increase the listener's curiosity towards the product and increases the likelihood to purchase the product him- or herself too. Yet, dissatisfied customers who talk negatively about a product will discourage a possible later purchase of the listener unfamiliar with the product.

These conversations are so powerful because the person who tells about Fiesta Magazine is not working for it and therefore the facts are perceived as neutral and reliable. Customers tend to think that a company representative has his or her own interest and the interest of the company on the first place and the best for the customer comes second. Some friends and family members are thought of as more trustworthy than others, but it is all the same – the people from the social network do not benefit from giving advice or telling stories, and for that reason word of mouth is very powerful.

Therefore the significance and power of word of mouth should be realized. This means firstly that the fiesta Magazine should try the very best to ensure that all activities function well and that customers have a positive image about the Fiesta Magazine which stimulates positive word of mouth. Customers having a bad feeling are likely to share their bad feeling with others which results in negative word of mouth. Secondly, word of mouth is difficult to control, which becomes important only when the messages spread are negative and untrue. Lastly, the people working with Fiesta Magazine should keep their ears and eyes open to receive signals about talks on the street. Talks online are easier to track down since openly talking about Fiesta Magazine on the web leaves a mark. The Facebook page of Fiesta Magazine blogs, online and the forum on the website are for instance sources on which discussions about the magazine are easy to follow.

4.6.6   Publicity for Fiesta Magazine

Fiesta Magazine can use Public Relations (PR) practises also in its marketing communication even though this is not necessarily always aimed at the end user who buys the product. The target group of PR is also Fiesta Magazine's stakeholders in a broader sense, and it includes for instance advertisers, employees and interviewees. If the image of the product is good, companies want to place their advertisements in the magazine, employees want to work for the company and celebrities and other influential person want to share their opinions in the magazine.

The reason why PR is used in marketing communication aimed at consumers is to put things right and to proudly present a new idea or product feature. The launching of a new magazine or the launching of the website are events where PR could be used. In these types of events sources from outside the business, such as radio, TV and newspapers that have a similar target audience could be invited and encouraged to write or talk about Fiesta Magazine. The most realistic one of these is radio, of which Choice FM has a similar target group with Fiesta Magazine. They make radio for young people who are aware of things going on in the nation but also like good music and having fun (Choice FM 2012).

4.6.7 Front cover of Fiesta Magazine

Since the front cover is the first thing a potential buyer sees of Fiesta Magazine it is crystal clear that this aspect cannot be left without attention in marketing communication. Briefly explained, when the potential reader arrives at a petrol station or at a bookstall along the road, he or she should first take notice of the cover, which then catches his or her attention to an extent that makes him or her buy the magazine.

It is important that each issue is immediately identified for a Fiesta Magazine publication, and therefore the cover of every new magazine issue should have a similar pattern. The logo (Appendix 4) should be the same and placed on the same spot, the texts should be written in the same style and every Fiesta Magazine publication should have a similar overall appearance to the previous issues. The overall message of marketing communication is to celebrate life, and the magazine cover should represent this also. With the intention of the magazine to catch the interest of a potential buyer, the cover should have catchy phrases related to the content of the magazine presented in an attractive way. Likewise the picture on the front page plays a role in getting a potential buyers attention. The trend is to use people on the front cover as has been noticed that they make a magazine more accessible and graspable. The target group can identify with the person on the picture. Thus, the front cover of Fiesta Magazine should be an interesting person of which the target group would want to read more.

4.7 Website as a promotion tool for Fiesta Magazine

The steps in creating a website were shown in Figure 3. Of the seven steps, testing and launching happen after the implementation of the suggestions presented in this plan. In the following subchapters the purpose, layout and content will be presented as also the promotion of the websites. As the websites have to be started from scratch the information will be very detailed, explaining all the steps in the thinking and creating process for a support behind the decision. To support the constructing of the final website, a suitable Joomla template is suggested.

4.7.1 Purpose

Most likely the websites of Fiesta Magazine will have a bigger audience than the printed magazine, and therefore the websites are a useful tool to attract new readers. The website could be spread online between members of the target audience or to people outside the target audience. This increases the awareness of Fiesta Magazine online. Among the readers of Fiesta Magazine, the websites strengthen the loyalty towards the magazine also offline. Eventually the websites might create an online community of active and loyal Fiesta Magazine readers.

In the short term the main purpose for having a website for Fiesta Magazine is to promote the magazine. Therefore the sites should be appealing and in line with the message of other marketing communication tools. The websites makes it also possible to communicate with the customers during the time before the next issue is out. As mentioned, the dates on which the next issue will be published, are difficult to estimate, but once it is sure this can be published on the website. The website is also a great tool to interact with the visitors in the form of a forum. On the forum visitors can write suggestions for articles and improvements as also communicate with other visitors.

Another purpose for which Art in Tanzania can use the website of Fiesta Magazine is to show other stakeholders what the organization works on and what the magazine is about. These are for example Art in Tanzania partners, donators, employees, interns and advertisers.

4.7.2 Layout

Layout has to do with the appearance of the site. For example, the text should be easily readable from the background, the font should be simple and the colours should be not too overwhelming. The sites of Fiesta Magazine are visited by people from East Africa where internet connections are rather slow. To ensure the accessibility, it is important to have simple websites which means for instance that there cannot be too many images of a high size.

To determine the colour scheme on the website a table method is used. The table below (Table 5) shows words that relate to Fiesta Magazine, its website and the purpose of the website. Table 5 shows also, that the colours related to Fiesta Magazine are rather colourful and diverse. On the list are for example yellow, orange, green and black. However, the most frequently mentioned colour is red and this will become the dominating colour on the website.

Table 5. Words and colours associated with Fiesta Magazine (Table by the author)

Word	Colour
Non-governmental organization	Yellow
East Africa	Green, orange, red, blue
Swahili	Red
Promotion	Red
Awareness	Red
Attractive	Pink
Fiesta Magazine	Blue
Text	Black
New information	Blue

The logo (Attachment 5) which will be located in the heather of the websites is also designed using the outcome of the table method. The powerful red together with the softer blue represent Fiesta Magazine well. The magazine writes about serious issues as also softer topics but the message is in the end that everyone should enjoy life.

The font on the website is Arial, which is the default font in the Joomla templates. The font size could be 12pt which is medium size and therefore easy to read. The font in the headings should be 16pt. Even though the dominant colour was said to be red, the colour of the main text items should be black on a white background because it is easier to read. To summarize, the dominant colour red has a central role in all other elements but the text items.

The pages of the website are the homepage, About Us, Contact Us, a section for the newest issue of Fiesta Magazine and a forum. Homepage is in a main page from which in most cases the navigation starts. Therefore this site should give a general overview of what the site has to offer its visitors. The About Us page gives a general overview of the organization behind the website. In this case the About Us section tells all the essentials a customer is interested in knowing about Fiesta Magazine with a link to the homepage of Art in Tanzania. In the case a visitor of the websites wants to contact Fiesta Magazine for any reason, the contact information should also be easily found. Anything a customer has to tell is important for the further development of Fiesta Magazine. The reason for which the users visit the site is to get information about Fiesta Magazine, and therefore this is the most important section of the websites. The pages about the magazine itself are also updated most frequently to ensure the website visitors return after some time to check for the updates. In Attachment 6 the texts ready to be published online are presented.

The advantages of having a forum are the access to inside information to topics the target group is talking and worried about. The drawback is that the forum needs constant managing and monitoring of the content written on the forum by visitors. In despite of this, the benefits are much greater than the time required to monitor and make it worth investing in a forum. The suggested forum for Fiesta Magazine is Kunena, of which Picture 1 shows a preview. Using a Joomla based forum is easier to integrate in the site as the site is also build on a Joomla template. The suggested forum is a very popular forum extension for Joomla. Kunena is described as having many options which might be a bit complicated in the beginning. To make the forum interesting, a link to the forum and a few sub-forums can be added. (Marriott & Waring 2011, 174, 183)

Picture 1. Screenshot of a Kunena forum (Kunena 2012b)

Beginning this year an update has been made for the Kunena forum, and later this year another update will come. In order to function it requires a Joomla 2.5 based template, which Fiesta Magazine will be using. An example of the appearance of a Kunena forum is shown in Picture 1. The installation packages of Kunena can be downloaded online for free, which is a huge benefit for Fiesta Magazine. (Kunena 2012a.)
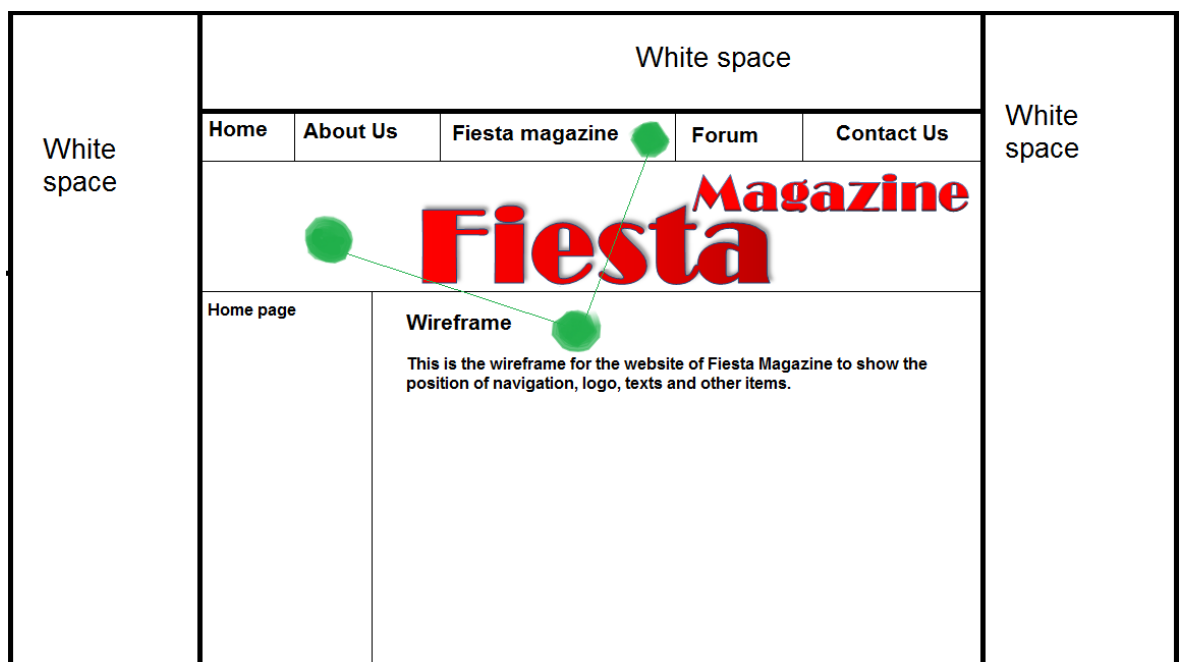
Picture 2. Wireframe of the layout for a webpage of Fiesta Magazine

The picture above (Picture 2) is a wire frame which gives an impression of the different items on the website and their position in an easily understandable way. The header is the logo of Fiesta Magazine (Attachment 5), and the header will be the same on each page to give a sense of continuity and increase the usability. Likewise the navigation bar above the header, which shows the various items on the sites, is the same on each page. The click path (in green) on the wireframe shows the route the visitor should use when surfing on the site. Thus, ideally the visitor goes straight from the home page to the page of Fiesta Magazine. This does not mean that the other items are irrelevant but stresses the importance of this section on the site. It is also a good idea to place images on various pages, but they should relate to the text and be named properly.

The template suggested should firstly match with the suggested layout presented in the wireframe. Secondly, according to the wishes of Fiesta Magazine, template should work with the Joomla 2.5 programme. Thirdly, the template should be easy to use. Therefore the suggested template is one of the default templates, Beez of which a picture is shown in Attachment 4. This template is easy to tailor to the needs of the site and answers to the requirements of accessibility. (Demo 16 Joomler 2012.)

4.7.3 Content

Search Engine Optimization (SEO) is something that has to be properly considered when writing the content. A few keywords have to be chosen and used in the text which makes it easier for search engines to find the website and rank high on the search results for a specific keyword. However, it is not this simple as too frequent use of the keywords in the text can only harm the ranking of the site. The keywords for Fiesta Magazine are decided based on assumptions of which words a young adult from East Africa would use when searching for a magazine online. These words are also to be used when updating the site.

The keywords for Fiesta Magazine are listed below.

- Fiesta Magazine

- magazine
- Swahili
- article
- arts
- music
- community

It is also interesting to check what type of results the search term "Fiesta Magazine" gives. Unfortunately, Fiesta Magazine is also the name of a pornographic magazine from the United Kingdom. The person looking for the Tanzanian magazine will also see results related to the other magazine which might be a rather unpleasant surprise. This means that SEO is very important to get right in order for the magazine to rank high on the results.

Even though keywords are important to include in the content, the quality of the overall content is still central. It should satisfy the visitor, be informative and frequently updated. Since this website is for a magazine, it has to be updated at least every time a new issue comes out. In between the publication of two Fiesta Magazine issues the website should also be updated for instance with news items to keep the online audience satisfied. Furthermore, it is beneficial for the magazine if the website has content that is not in the magazine.

The written content for the websites of Fiesta Magazine can be found in Attachment 6.

4.7.4   Promoting the websites and future potential

The websites are constructed for promotion purposes but if no one knows about the website it is all in vain. The website address should be mentioned wherever Fiesta Magazine is mentioned too. Thus, in the magazine, on the canvas that is hanging at events sponsored by Fiesta Magazine, in conversations about it on the radio and on TV and in all other marketing communication.

The websites can be promoted also online. Links from outside the websites of Fiesta Magazine that are leading a visitor to any of the pages of the website are also an essential way of promoting the websites. These outside sources can be for instance other websites such as the Art in Tanzania page or links that visitors have shared online within their social network. The websites should be interesting and have something the visitors want to share with each other, thus the content and the layout have to be appealing for the visitor. Online promotion is also the SEO practises which aim to ranking high in the search results.

As the website is very modest in the beginning, it has much potential to grow in the future. Pictures about the publishing process from brainstorming to writing and finally publishing can be added to the websites. Likewise, YouTube videos from behind the scene during interviews, photo shoots or sponsored events could play as an additional value for the websites. Firstly, these pictures and videos are content which will not be published in the magazine, and thus additional value to the websites. Secondly, this would generate external links to the websites and internal links to specific pages which is again good SEO practise.

4.8   Schedule

The implementation of marketing communication should start as soon as possible. Yet, the schedule is mainly determined by the publishing dates of the magazine. A peak in the promotional efforts is of course around the publication of new issues, but in between publication Fiesta Magazine should not keep a low profile or disappear completely.

The checklist provided in Figure 10 is a summary of the suggestions presented in the marketing communication plan for Fiesta Magazine. The suggestions are divided based on when they should be implemented. The short term refers to the website and the new more structured approach to personal selling which must be implemented immediately. The website was been designed keeping in mind the possibility to launch it within a tight schedule. The tools mentioned under medium term are to be implemented each time around the publishing of the next issue. Sponsoring and product place-

ment should be implemented only when these occasions take place. Keeping ears and eyes open on events organized in the region as well as on the need of a new music video is essential.
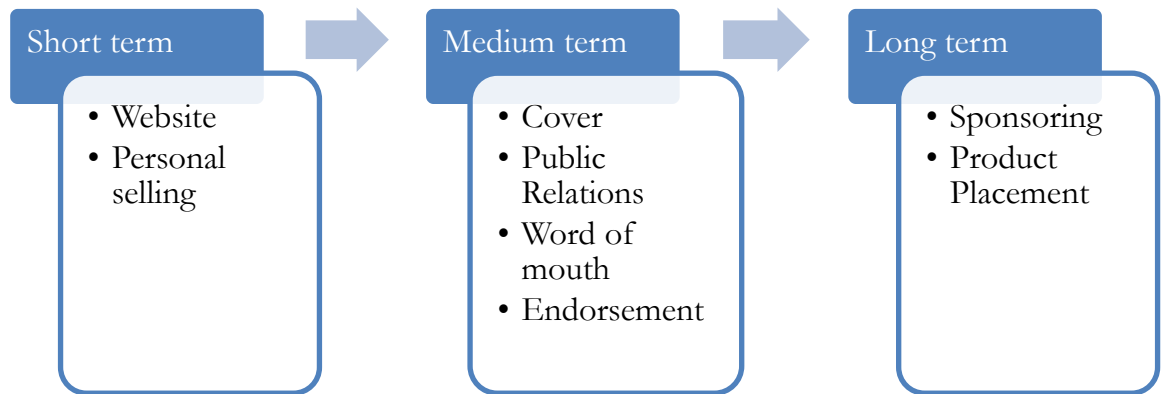
Short term	Medium term	Long term
• Website • Personal selling	• Cover • Public Relations • Word of mouth • Endorsement	• Sponsoring • Product Placement

Figure 10. Checklist of marketing communication tools divided based on moment of implementation (Figure by the author)

4.9 Considerations of legal, social and ethical issues

This is mentioned foremost to emphasize that Fiesta Magazine should take into account the consequences of its operations in the environment from a broader perspective. To name a few, this includes fair treating of employees, honest communication with customers and open relationships with advertisers. It is obvious that the local laws and regulations with regards to these issues should be honoured. It would be extremely bad for the reputation of Fiesta Magazine if these issues were not properly looked after. Furthermore, being a NGO who is publishing Fiesta Magazine, shortcomings in these issues could take the whole organization under.

As Fiesta Magazine is print media, it is important to take into account the legislation with regards to this in the target markets. The legal environment in Tanzania stands for freedom of speech in public and everyone has the right to receive information from the media. However, there are restrictions for importing and publishing material that is insulting the president or that he views as offensive. (Tanzania 2012.)

4.10 Evaluation

For future reference, it is always important to analyse the performance and measure the outcomes. Bad results tell what should be avoided in the future whereas good results show what works and provide a base on which to continue later.

The performance is evaluated based on the objectives set in section 5.3. The objective was to tell people where and how they can buy the product and to boost sales. Simply the sales figures will show whether or not an improvement has happened. Also the number of visitors on the website show whether or not the marketing communication has been effective. Additionally, the performance of individual tools if possible and feasible can be evaluated. For instance the outcomes of sponsoring can be discussed with the partners participating and the number of views on YouTube tells how many times the music videos have been watched. All numbers, figures and other feedback should carefully be analysed and learned of for the future.

The objective in the long term was to establish a continuous demand that people keep on buying the newest issue of the magazine. This is difficult to measure, as the results may have been influenced by external events for good or for bad. Additionally, the long term effects will show off only after a longer period of time, which means several years. As the evaluation can be performed only in the future, the details of the measurement tools to analyse the long-term results are out of the scope of this plan. However, for example a upwards trend in the sales figures which means that each new issue is sold more than the previous one, is a proof of well-managed marketing communication over the long-term.

5 Summary

The aim of this thesis was to investigate the possibilities for marketing communication of a magazine in East African, thus Tanzania, Kenya, Uganda and Rwanda. Even though the income of people living in these countries is low people do still consume. Money is spent mainly on food and household goods but also on other, non-necessity products. The overall tendency is that the economies are growing, as the GDP shows an upwards trend. On the one hand, the infrastructure is lacking the basics such as a proper mail delivery system. On the other hand, the usage of internet and mobile phones has increased rapidly over the last ten years.

The marketing communication plan for Fiesta Magazine was made using a 9-step model. A great emphasize lies firstly with defining the situation in which the company is at the moment before promotion efforts have been implemented and secondly with identifying the target group in detail. Other things to consider in the marketing communication plan are the objectives which to achieve as also the budget and other resources available. The communication strategy can be either a push or a pull strategy. The marketing communication tools including the message are also a crucial step in the plan. Next the schedule was defined, followed by considering legal, social and ethical issues and finally the evaluation of the results gained by implementing the marketing communication plan.

The most relevant marketing communication tools chosen for Fiesta Magazine were personal selling, sponsoring, product placement, endorsement, word of mouth, public relations and the front cover of the magazine. These were chosen because of the low costs involved utilizing the resources available and the easiness of implementation. The aim of personal selling is to take a more professional approach to the selling process. Fiesta Magazine can make better use of the potential of sellers who sell the magazine on the street. The sponsoring of events organized by Art in Tanzania and product placement in music videos of Mzuka records artists are examples of utilizing Fiesta Magazine's own resources. Celebrity endorsers and testimonials of ordinary customers are also used for promotion. Word of mouth both online and offline is a powerful tool

that cannot be forgotten. Similarly public relations is important for instance around the publishing of a new issue. The product itself is also a marketing communication tool and the potential that is in the cover should be entirely used.

One of the marketing communication tools for Fiesta Magazine is also a website. Preparing a website starts with identifying the purpose of the site. The purpose determines the layout of the site and the items on the site as also the content and the style in which the text is written. Before the site can be launched, it first needs to be constructed and tested. The online sites need also promotion that the visitors find the site among all other sites.

The visitors of the Fiesta Magazine websites are using slow internet connections, which has to be taken into account when planning the sites for instance by not adding images of high size. In addition to that, the layout should be simple and consistent yet informative. The design of the Fiesta Magazine website is based on Joomla and its default template Beez. Consistency comes from having the same objects on each page in the same position. Likewise the colours used on each site are also the same. The dominant colour is red, which is also the colour of the logo. However, the texts should be black on a white background because this is easier to read.

The websites of Fiesta Magazine have a home page which welcomes the visitor and briefly explains what the site is about. On the homepage the locations, where the magazine is sold, are also listed. Additionally, there is an About Us section that introduces the organization working on the magazine and a Contact Us section for visitors to send ideas to the editors. Naturally there is also information about the magazine itself on the website. This section gives an overview of the newest issue. Since the template is Joomla, the forum is also a Joomla-based one called Kunena. This makes it easier to install, but the forum with its many options might be difficult and time-consuming to use. The click path shows that ideally the visitor goes straight to the site about Fiesta Magazine, which is the most important page on the websites.

When writing the content Search Engine Optimization practises aiming at high-ranking results in the search engine results, should be remembered to be implemented to a certain extend as overdoing it will have the opposite effect. There is also another magazine called Fiesta Magazine published and therefore SEO is also important. Content should be interesting and contain the keywords listed. Likewise, the content should be updated regularly for the convenience of the visitor but also to get the attention of search engines.

Finally, in order for people to find the websites these have to be promoted. The website address has to be mentioned wherever Fiesta Magazine is also mentioned. Also SEO has to be invested in for the purpose of promoting the sites. In the future the site can be expanded with adding pictures and YouTube videos, which will collect links from external sources and increase the amount of internal links.

The different tools have to be implemented at different times. The website has to be launched as soon as possible, around the publication of a new issue, public relations and endorsement are for instance useful tools to be implemented in marketing communication. Sponsoring can be implemented only if there is an opportunity for. The results are difficult to evaluate, but they are still extremely important to be analysed in order to know what to do different in the future. Sales figures, feedback and the number of visitors on the websites are indicators of success or failure.

5.1   Recommendations

All signs tell that Fiesta Magazine could have a bright future, but for this to come true hard work and creative thinking are needed. There are some restrictions for what is realistic and can be implemented. Considering the limits but not limiting oneself to them is essential in outside-the-box thinking that will help Fiesta Magazine.

When planning marketing communication it is important to remember that not only the promotion efforts play a role in marketing communication but the entire package. Thus the product itself, the distribution and places at which to purchase the product and the price of the product in relation to the quality perceived. In the culture it is usu-

al to ask help from people in one's social circle, and this practise can also be utilized for marketing communication of Fiesta Magazine. The relationships can bring added value to the promotion and therefore should not be forgotten.

It is also strongly recommended to aim for regularly publishing the magazine. This is important in order for Fiesta Magazine to make plans for the short-term and long-term. Working on building loyalty and establishing relationships with advertisers, customers and sellers should help with the issues regarding making schedules and reaching deadlines.

In order to make a magazine the target audience is willing to buy and to read, research on customer preferences, needs and wishes are advisable to conduct. As stated before, people like to talk about their purchases and will most likely tell about an interesting article they have read in Fiesta Magazine. One suggestion for future issues is to tell tips of improving quality of life, which could be for instance tips for job hunting, presenting oneself and writing a cv.

In addition to that, research that reports on the trends going on in the market is needed. For instance, following the implementation of the addressing system is important to stay ahead of things. Only this way Fiesta Magazine can adapt to changes and new trends in the market, remain high class, retain the readers and get new readers.

Finally, it is extremely important to that the websites are translated into Swahili. It has been many times stressed in this thesis that the magazine is in Swahili and therefore there is no reason to have a website for the readers of the magazine in English. The sites can also be in English for other stakeholder groups such as advertisers, interns and donators.

5.2   Evaluation of the product and process

The process was challenging for a number of reasons. Firstly, the amount of relevant information available was limited and difficult to find. Secondly, as the commissioning party is from very far away, communication was challenging at times. Lastly, the prod-

uct oriented thesis turned out to be rarely made and therefore the concept caused confusion at times.

The writing proceeded in the order of the final thesis: first the business environment, then the marketing communication plan and closer studying of the tools and finally the actual plan was composed. This was the most logical order as the knowledge from the previous chapter was always used in the following one. The entire process was very individual and independent which was a great learning experience as the thesis writer was holding the reigns of managing the process and achieving the set deadlines.

The marketing communication plan has suggestions which might seem very easy and straightforward. The needs and wishes of commissioning party had to be taken into account as also the access to resources and the environment in which the promotion was to take place. Within these limits the communication efforts had to be simple and easily implementable. The same counts for the website which initially might come across as small and extremely simple. For fast implementation the content and layout had to be simple, but with the possibility to expand later.

It turned out that the marketing communication plan is very much focusing on the Tanzanian market and left the other three countries with less attention. On the one hand Tanzania is the most important market area as the majority of the magazines are sold there thus the focus on only one country was justified. On the other hand, the ideas may also be implemented in Kenya, Uganda and Rwanda. For instance personal selling, sponsoring, word of mouth and public relations can be used also in the other three countries.

5.3   Suggestions for further research

Unfortunately, marketing books do not concentrate very much on marketing in Africa or other developing countries since all the books are written from a Northern American or European perspective. Thus, within this area there is very much to do further research on. This thesis puts different pieces from various sources together to form a big picture, and in this process the lack of sources containing all relevant information

in one was realized. For instance studying the limited resources a developing country has in relation to what is needed for the marketing efforts and other business activities could be useful for companies considering an expansion to Africa. Another interesting topic for further research is the impact culture has on business activities or the lack of performing those activities.

In the future Art in Tanzania has to evaluate the results of the marketing communication efforts. This would give valuable information about each promotion tool to show which one works the best, and this information can be used to improve marketing even further. When the sales of Fiesta Magazine have increased, the awareness of the magazine in East Africa has increased, and Fiesta Magazine has moved on the product life cycle to the next stage, new marketing communication tools can be implemented. For this, additional research should be performed.

Additionally, constant market research and marketing research should be performed in order for Fiesta Magazine to stay well-informed about the trends going on in the market and about the shifts in the needs and wishes of the target audience. Only by knowing what the end user really wants it is possible to create something that will satisfy these wishes.

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Attachments

Attachment 1. E-mail interview with Kari Korhonen.

An email interview was conducted with the Chairman of Art in Tanzania Kari Korhonen on January 10th 2012.

How many times per year is Fiesta Magazine issued?
- Fiesta Magazine is issued four times a year. The next issue will be out at the end of February and the one after in May/June. It is difficult to say when the issues come out exactly as schedules and timetables are not respected by the locals.

How many issues of Fiesta Magazine are sold in Tanzania?
- In Tanzania the amount of each issue sold is around 3000 which is a reasonable amount for Tanzanian standards. One issues costs 3500 Tanzanian shillings.

Where is the magazine sold?
- Fiesta Magazine is sold mainly in bookstalls along the roads as also in supermarkets and petrol stations.

How has marketing been handled at the moment?
- Poorly, there is not much marketing at the moment. The marketing which is used is posters around the city. Marketing is challenging as the culture is so different and does not offer any real channels for promotion.

Where is the magazine published?
- In Tanzania mainly but a few issues are forwarded to Kenya, Uganda and Rwanda.

For who is Fiesta Magazine made?
- The target group is the youth, mainly women but the magazine is also made for people interested in arts and music. However, the topics of the articles are varied. Fiesta Magazine is the only quality magazine written in Swahili.

Who is making the magazine?

- On the magazine both local and expat journalists are working. For example the magazine is laid out by an intern, but the articles in Swahili are written by local journalists.

What are the reasons for writing the magazine? What is its mission?

- We started working on Fiesta Magazine both to offer the social media interns a platform to work on and for the future because we assume that it will become profitable at one point. Additionally, the magazine is also a way to get matters related to the organization into the public through our on media.

Attachment 2. Fiesta Cover

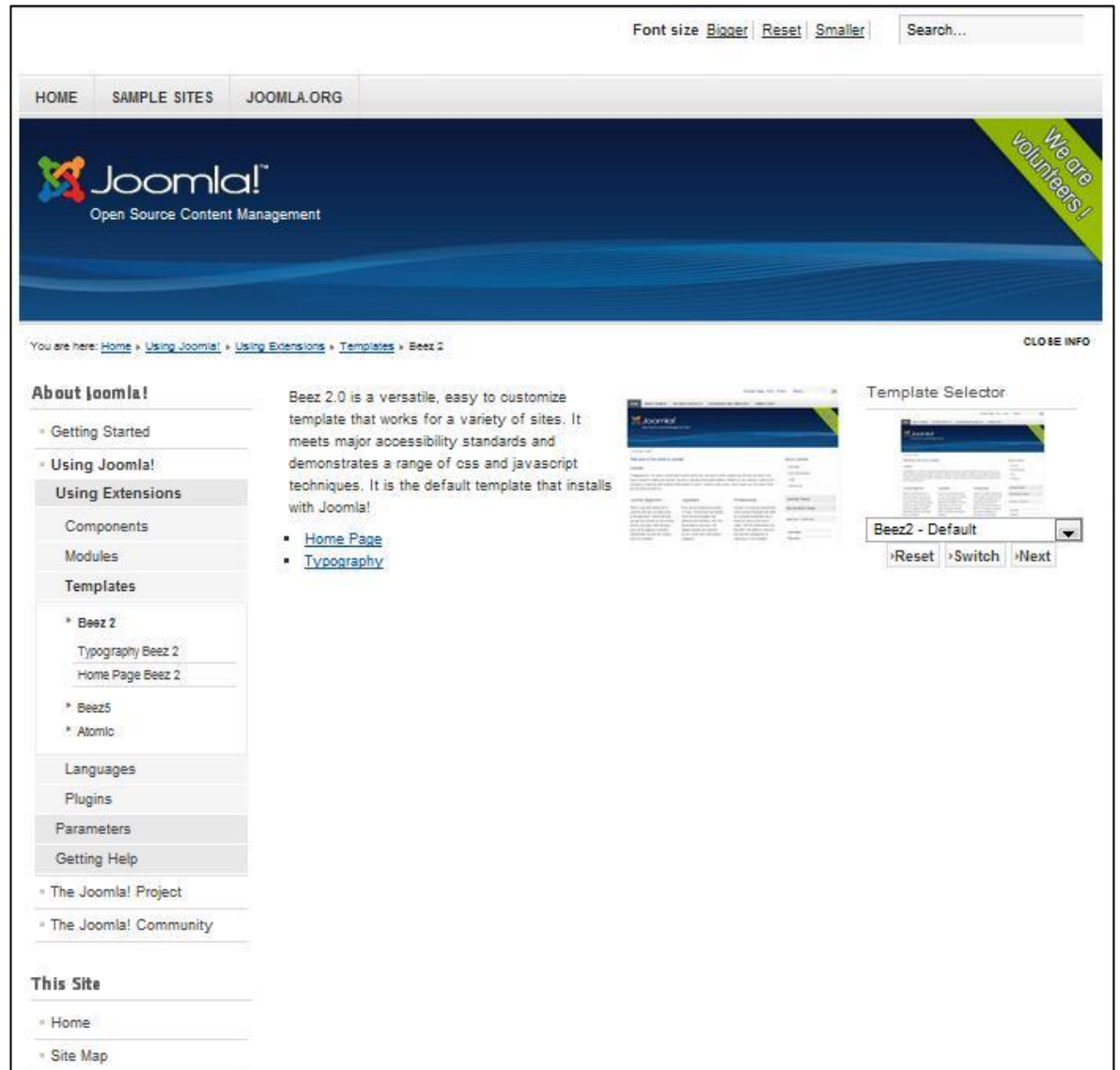A copy of a cover of a previous issue from August 2009.

Attachment 3. Pictures

Hereby a photo collage of pictures that represent the target group, the life they life and of the environment they live in.

Picture 3. Life of the East African youth (Pictures are from the author's personal collection)

Attachment 4. Joomla template

Picture 4. An example of the Joomla Beez 2.0 template (Demo 16 Joomler 2012.)

Attachment 5. Logo for Fiesta Magazine

Picture 5. Logo for Fiesta Magazine (Designed by the author)

Attachment 6. Content for the website

Here is the content for the pages on the website. Search Engine Optimization has been considered when writing the texts. Included are also the Meta keywords and Meta description which can be added to the back-end of every individual page as they are written uniquely for each page. The texts have to be translated into Swahili.

Homepage

Welcome to the websites of Fiesta Magazine!
Fiesta Magazine is made for young people, who are interested in music, arts and community issues. On these websites you can find more information about the <u>magazine</u> [Place link to Fiesta Magazine here], <u>the people</u> [Place link to About Us here] who write it and how to <u>contact us</u> [Place link to Contact Us here]. Feel free to participate in the discussions on the <u>Forum</u>! [Place link to Forum here]

The newest issue of Fiesta Magazine has just come out, and you can find it in the following stores and petrol stations
   - Shoprite
   - Mr Price
   - etc

It is also possible to buy Fiesta Magazine from bookstalls at dala-dala and mata-tu stops.
Meta keywords: Fiesta Magazine, magazine, music, arts, community
Meta description: Fiesta Magazine is a magazine for young people interested in music, arts and community issues.

About Us

Fiesta Magazine is one of the few magazines written in Swahili. It is written by Tanzanian journalists, but there are also a few articles in English which are written by interns and expat journalists. The magazine is published every few months, and by following these websites you will be the first one to know when the next issue of Fiesta Magazine comes out.
Fiesta Magazine is published by the Tanzanian NGO <u>Art in Tanzania.</u> [Place a link to the Art in Tanzania homepage here] The organization is working on community development. It receives volunteers from all over the world, organizes safari trips and has a record label called Mzuka Records which supports local music artist.

Contact Us

Do you have comments on Fiesta Magazine? Do you want to make a suggestion for an article in the next issue? Is there something that needs improvement? We, the editorial staff of Fiesta Magazine, are of the opinion that all ideas on suggestions or improvements for future issues of the magazine are very welcome. Is there a person or group from the music, arts, or community field that you would like to read more about?

So, feel free to contact us either via email or Facebook and tell your ideas and wishes!

Email: info@fiestamagazine.org
Facebook: Fiesta Magazine

[The newest issues of]Fiesta Magazine

In the newest Fiesta Magazine you can find a story about Janet. With her talk show "Talking with Janet" she is THE number one TV host in Tanzania at the moment. Some people even call her the Oprah of Tanzania!

Who still remembers the music artist MC Hammer? The adults of today but also the younger ones grew up listening to his song "U Can't Touch This" and therefore Fiesta Magazine walks down the memory line. Of course the present day is not forgotten, and you can find an article about Kony 2012 in Fiesta Magazine.

The April issue has also articles that give advice on how to raise your children, about facials for men and about happiness.

A Travel Agency from Zanzibar tells about their business and there is a profile of the Sanaa Sana drum music and dance band from Dar Es Salaam. You can also read an article about the Tananian national women's soccer team, the Twiga Stars and their struggle in international tournaments despite the funding problems.

The more serious articles related to community issues are about Fair Trade in Moshi and about SEW (Supporting and Empowering Women).

You can read these articles and many more in the newest issue. The newest issue of Fiesta Magazine is out now! You can buy the magazine <u>here</u>. [Place link to the home page here] The next issue will be out in June, more information to come.

[Summaries of a few articles or the full article can be featured on the website too. Add in-text links to the full-length article.]