



Mr. Stephen Gitagama *Group CEO*



Group CEO's Statement

The year 2020 will be remembered as a truly unprecedented one with the Covid-19 pandemic ravaging countries across the globe. The pandemic was more than just a health crisis - its impact was felt across economic and societal fronts – with African economies left exposed as a result of declining domestic activities, as travel and trade restrictions becoming the norm in 2020. The African Union and IMF predicted that the continent's GDP growth would contract to -0.8% from an initial projection of 3.2% as a result of the pandemic. A 2020 World Bank survey showed that the private sector firms in the East African region faced lower demand for goods and services due to decreased consumption, disrupted supply chains, access to intermediate goods, labour and sales channels as a result of the pandemic. These challenges were heightened by the restrictions put in place by the region's governments to curb the cross-country infection rate. This impact on the private sector and local companies trickled down to households through reduced labour hours, salary cuts and increased unemployment rates, thereby reducing consumer's purchasing power.

The media industry was not spared the effects of the pandemic with advertisers reducing their marketing budgets, postponing campaigns and taking other stringent financial measures necessary given the difficult operating environment. Our print products consumption patterns were also affected by movement restrictions thereby impacting on our newspaper circulation. However, the pandemic saw the acceleration of consumption of our content digitally resulting in a significant uptake of our ePaper.

We however remained committed to playing our role in combating the pandemic through the dissemination of accurate, verified and timely information to create awareness and combat the fake news that had permeated the region. In addition to the editorial content carried across our print, broadcast and digital platforms, the Group launched a Covid-19 safety awareness campaign dubbed *Safe Nation*. The campaign sought to provide internal and external stakeholders with relevant information on the novel virus and allay fears of infection through newspapers. In addition to this, the Group rolled out a new ePaper platform in Kenya, Uganda and Tanzania as well as home delivery initiatives.



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Financial Performance

The Group's profit before tax at Shs 0.1 billion was lower than the previous year. The first-half performance was depressed due to revenue shortfall across the Group. The measures rolled out by the governments across the region in response to the Covid-19 pandemic precipitated the significant decline in the Group's advertising and circulation volumes, particularly between April and June. Advertisers faced devastating financial challenges, scaled-down operations and held back marketing activities in a fight for survival, and several closed down. Additionally, the general restriction on people's mobility across the markets led to a decline in newspapers copy sales. On a positive note, subscriptions to our digital products grew substantially while improvements in operational efficiency and productivity continue to enhance operating margins.

In the second half, business performance gradually picked up after the devastating decline experienced immediately after the first cases of Covid-19 were reported in East Africa. This gradual recovery is expected to continue through to 2021, but advertising revenue will not get back to pre-Covid levels in the short term.

Digital Transformation Journey

Amidst the myriad of challenges occasioned by Covid-19, the pandemic stood out as the single most significant catalyst of digital acceleration in the region, with consumers turning to their



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Group CEO's Statement (continued)



Nation.Africa seeks to enable the organization to take up its rightful role of transforming the continent by empowering our audiences through informative, interactive and impactful content, while simultaneously positioning Nation.Africa as a continental digital news brand.



Following its launch, Nation.Africa had achieved a subscriber base of over 200,000 users and over 100 million interactions on our social media platforms by the close of the financial year



mobile phones for safe and efficient access to goods and services. This environment provided an opportune backdrop for the official launch of our anchor digital platform - *Nation.Africa* – a dynamic, modern, user friendly, online platform that offers our users access to multi-media content from across the continent. This platform, launched in the third quarter of the year, marked the Group's transformation from a legacy media house to a digital content company with the aim to assume leadership in the digital media space through in-depth reporting, expanded content from across the continent and premium paid content. *Nation.Africa* seeks to enable the organisation to take up its rightful role of transforming the continent by empowering our audiences through informative, interactive and impactful content, while simultaneously positioning *Nation.Africa* as a continental digital news brand. Following its launch, *Nation.Africa* had achieved a subscriber base of over 200,000 users and over 100 million interactions on our social media platforms by the close of the financial year.

This launch enabled the Group to create multiple content verticals such as *Nation.Audio* and *Nation.Puzzles*. *Nation.Audio*, a podcast service launched in the final quarter of the year, has enabled the Group to respond to the ever growing, new age consumer needs for on-demand audio content while enhancing how our audiences discover, enjoy and engage with African stories. The new service also aims to draw in younger audiences by providing the best in experimental and creative audio experiences while also creating niche audience segmentation for our advertisers. The flagship podcast dubbed "Case Number Zero" delved into the life and times of Bogonko Bosire, a journalist who went missing in the line of duty. This podcast has hit over 100,000 listens by audiences globally, reached 40 million users and garnered 85 million impressions on social media.

Nation.Puzzles, a premium digital gaming product launched in December 2020 and hosted under the Nation.Africa umbrella, leveraged the organisation's history in carrying crosswords and puzzles on its print and e-paper platforms to extend the service online. This new product aims to attract a new market by repurposing the classic games for digital audiences and has garnered 23,000 users with 1.4billion impressions online.

Marketing Activities

While the Group aggressively drove its digital first strategy, it maintained its presence in its legacy



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media products, which continued to be market leaders in the region. In 2020, the *Daily Nation* and *Daily Monitor* brands underwent a brand redesign to refresh their look and their content, with a focus on meeting their consumers' ever changing needs and increase their appeal to younger audiences. Similarly, *The EastAfrican* underwent a brand relaunch to align it to the current and future market trends, and position it to address opportunities available in the region.

In an effort to better understand its print consumers' current needs and preferences, Mwananchi Communications Limited (MCL) in Tanzania conducted a Content Preference Study aimed at ensuring its content resonated with its target market's tastes and preferences. The survey received 600 responses from readers across the country and acted as a guide for its editorial direction.

MCL also launched the *Mwanaspoti* app dubbed *Soka*, which provides football fans in Tanzania with information on their favourite teams and statistics. The app is now available for download on Play Store and the Apple App Store. In addition to this, the organisation launched a consumer promotion campaign - '*Tajirika na e-Gazeti*' that was aimed at growing subscription and revenues. The campaign launch provided an opportunity to bring together several CEO's and provide an in-depth understanding of *e-Gazeti*.

While containment measures hampered the execution of planned events and marketing campaigns across the region, *The Business Daily* once again positioned itself as an enabler of success when it hosted the *Top 40 Under 40 Men* campaign and gala dinner to celebrate trail blazers who have contributed towards driving innovations and impact in their line of work

Group CEO's Statement (continued)

28,000

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across the different industries. *The Chanuka na Nation Campaign*, hosted by *Daily Nation* aimed to recruit younger newspaper vendors and groups to create employment and generate income among a younger demographic. In addition to this, *Taifa Leo* conducted a *Bingwa Wetu* campaign that aimed to celebrate newspaper vendors and boost their morale in the midst of decreased sales and tough operating conditions. *Nation Courier* in Kenya and *Mwananchi Courier* in Tanzania also rolled out an awareness campaign targeted at enhancing use of the services across the country.

The government mandated Covid-19 containment measures saw children and parents at home for longer periods and this resulted in increased viewership on broadcast platforms with audiences looking for educational content for children and real time news updates on the pandemic. A Geopoll survey indicated that in March alone, the NTV audiences grew by 28,000 viewers at the onset of the global pandemic. During the pandemic period, NTV introduced new shows such as *Tizi Mtaani*, that focused on home workouts, *Your World*, a talk show discussing the new normal and *Akili Kids*, a cartoon targeting young children.

In Uganda, the *Seeds of Gold Farm Clinics*, that seek to educate farmers on best practises and create an avenue for networking and the sharing of experiences, took on a virtual format with focused themes being addressed at the three events organized by *NTV Uganda*. The *Rising Woman* – an event hosted by *NTV Uganda* in partnership with Uganda Investment Authority and DFCU Bank that aims to offer training

and mentorship for women in business – hosted 6 intimate groups of 25, with sessions revolving around leadership, adapting to the post Covid-19 business environment and business skills needed to thrive in the local and regional market. The *Uganda Top 100 Mid-Sized Companies Survey* continued to be a highlight for small and medium enterprises, with insights on the challenges and opportunities available to them to compete in the market. Last year's survey focused on technological opportunities for SMEs to attract investments, skills and development.

Thought Leadership

The Group continued to drive thought leadership in the region with over 30 editions of the virtual *Nation Leadership Forum* being hosted on NTV with a focus on the impact of the pandemic across different industries and stakeholders. These forums reached a total of over 730 million impressions on social media. *Mwananchi Thought Leadership Forums* also continued virtually in collaboration with ITV/Radio One.

The culmination of the Group's thought leadership efforts was the second edition of the *Kusi Ideas Festival* hosted at the lakeside city of Kisumu in Kenya. The hybrid in person and online conference, held under the theme "Towards a Post Covid Africa: Recovering Together" was attended by over 230 delegates and over 14,000 virtual participants. The forum boasted attendance by some of the continent's greatest minds and experts in government, the private sector, civil society and academia, and included virtual key note addresses from H.E. Uhuru Kenyatta, President of the Republic of Kenya, and H.E, Paul Kagame, President of the Republic of Rwanda. The summit received tremendous engagement online with 460 million impressions on social media during the two-day event.

Culture Transformation

With numerous organisations closing their offices and relying solely on their talent, the value of our human capital shone through the pandemic. Staff went over and above the call of duty, working through unprecedented times, safety concerns and a restructuring exercise, to deliver on objectives. The 2020 culture transformation focused on the company's digital journey with employee engagement sessions, talent mapping and upskilling exercises, corporate culture and digital readiness surveys



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Group CEO's Statement (continued)



In 2021, we intend to focus on building on the digital gains from 2020 to get the right content into the hands of the consumer through the use of data insights, study of target audience patterns and value add.

being conducted across the regional offices. The pandemic also forced us to look into our way of working and we have since taken the necessary steps to equip employees with the skills, tools and mindsets needed to thrive in the digital world. So far, we have implemented a new workflow and structure in the editorial department that uses feedback from analytics to assign reporters and drive engagement with audiences, introduced flexible schedules for working from home and availed technological support to ensure seamless integration across the company. Even in the midst of a pandemic, NMG staff managed to bag 24 local and international accolades in Kenya, Uganda and Tanzania, showcasing the strength and resilience of our human capital.

2021 Strategic Priorities

Over the last few years, the Group has innovated to fit into its consumer's ever changing world. In 2021, we intend to focus on building on the digital gains from 2020 to get high quality diversified content into the hands of the consumer through the use of data insights, study of target audience patterns and value add. We have therefore employed a hybrid business model that will enable us to achieve our short, mid and long-term objectives, protect our existing business while accelerate our ambition of being a modern digital content company. Our 2021 strategy thereby revolves around building our reader revenue by creating a community of users who believe in our mission of transformative journalism as an organisation and to whom our content resonates with, iterating our advertising model to ensure its sustainability, and building capacity in the ecommerce/digital marketplace.

As part of our strategy to win in the new digital space, we will lay emphasis on mobile platforms to ensure that consumers have a great experience that inspires them to become repeat consumers. This will in turn open up avenues for the organisation to innovate and drive mobile content-related value-added services such as bulk SMSs, audio, games, video, products among others. We believe this will be our pathway towards monetisation of digital content and taking up leadership in the mobile publishing landscape in Africa.

In all this, the consumer will remain the central tenant around whom all our innovations and strategies revolve. NMG has, and will continue to, invest in technology and the requisite



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infrastructure to enable us to better understand our consumer needs and provide a world class experience for them.

I would like to take this opportunity to thank you, our esteemed consumers, employees, partners and shareholders for your unwavering support in making 2020 a success. I also wish to extend my sincere gratitude to the Board of Directors, the NMG Executive Team, staff and partners for the support given throughout this difficult year. We would not be where we are without the diligent effort put in by each and every one of you. I look forward to your continuing support to enable us to continue adding value to each of our stakeholders.

Stephen Gitagama

Group Chief Executive Officer



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Mr. Stephen Gitagama *Afisa Mkuu Mtendaji Wa Shirika*



Ripoti ya Afisa Mkuu Mtendaji Wa Shirika

Mwaka wa 2020 utakumbukwa kama mwaka ambao kwa hakika haukutarajiwa kuwa kama ulivyokuwa huku tandavu ya Covid-19 ikishambulia mataifa yote ulimwenguni. Tandavu hii ilikuwa sio tu janga la kiafya - athari zake ziligusa nyanja za kiuchumi na kijamii pia – huku uchumi wa mataifa mbalimbali barani Afrika ukiachwa katika hali ya hatari kutokana na kupungua kwa shughuli za ndani ya nchi hizo pamoja na vikwazo vya usafiri na biashara ambavyo hatimaye vilikuja kuwa hali ya kawaida mwaka wa 2020. Mashirika kama Umoja wa Afrika na IMF yalitabiri kwamba ukuaji wa GDP ya bara hili ungepungua kwa -0.8% kutoka kwa ubashiri wa awali wa 3.2% kutokana na tandavu hii. Utafiti wa Benki ya Dunia uliofanywa 2020 ulionyesha kwamba biashara katika sekta za kibinafsi kwenye ukanda wa Afrika Mashariki zilikabiliwa na kupungua kwa hitaji la bidhaa na huduma kutokana na kupungua kwa matumizi, kuvurugwa kwa mikondo ya usambazaji bidhaa, uwezo wa kufikia bidhaa, mikondo ya leba na mauzo kutokana na tandavu hii. Changamoto hizi zikawa kubwa hata zaidi kutokana na vikwazo vilivyowekwa na serikali za ukanda huu ili kuzuia viwango vya maambukizi kutoka nchi moja hadi nyingine. Athari hii kwenye sekta ya kibinafsi na kampuni za ndani ya nchi zilifika chini hadi kwa familia kupitia kupunguzwa kwa saa za kufanya kazi, kukatwa kwa mishahara na kuongezeka kwa ukosefu wa ajira, na hivyo kupunguza uwezo wa watumiaji kununua bidhaa.

Sekta ya uanahabari haikusazwa na athari za tandavu hii huku wanaofanya matangazo wakipunguza bajeti zao za kufanya mauzo, kuahirisha kampeni na kuchukua hatua nyingine madhubuti ya kifedha zilizokuwa muhimu kwao kutokana na mazingira magumu ya kuendesha biashara. Mitindo ya ununuzi wa bidhaa zetu zinazochapishwa pia iliathirika kutokana na vikwazo vya usafiri na hivyo kuathiri usambazaji wa magazeti yetu. Hata hivyo, tandavu hii ilisababisha kuongezeka kwa matumizi ya maudhui yetu ya kidijitali na hatimaye kusababisha kununuliwa kwa gazeti letu la kimtandao la ePaper kwa kiasi cha haja.

Hata hivyo, tuliendelea kujitolea kuchukua nafasi yetu katika kukabiliana na tandavu kupitia kwa usambazaji wa taarifa sahihi, zilizothibitishwa na kwa wakati ufao ili kutoa hamasisho na kukabiliana na habari za uongo ambazo zilikuwa zimepenyeza katika ukanda huu. Zaidi ya maudhui ya uhariri yaliyokuwemo

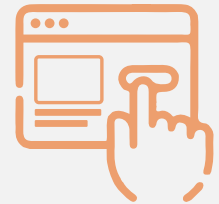


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kote kwenye majukwaa yetu ya uchapishaji, utangazaji na dijitali, Kampuni ilizindua kampeni ya kutoa hamasisho kuhusu usalama dhidi ya Covid-19 iliyopewa jina *Safe Nation*. Kampeni hiyo ilipania kuwapa washikadau wa ndani na wa nje taarifa muhimu kuhusu virusi hivi vipya na kuondoa hofu kuhusu maambukizi kupitia magazeti. Kando na hayo, Kampuni ilizindua jukwaa jipya la ePaper nchini Kenya, Uganda na Tanzania na vilevile mipango ya kufikishiwa magazeti nyumbani.

Matokeo ya Kifedha

Faida ya Shirika kabla ya ushuru ilikuwa Shs. bilioni 0.1 ilikuwa chini kuliko mwaka iliyopita. Matokeo ya awamu ya kwanza yalididimizwa kwa sababu ya upungufu wa mapato kote katika Shirika. Hatua zilizowekwa na serikali mbalimbali kote katika ukanda huu kwa lengo la kuitikia ukunga wa tandavu ya Covid-19 zilichangia pakubwa kupungua kwa viwango vya matangazo na usambazaji vya Kampuni, hasa kati ya mwezi Aprili na Juni. Wanaoweka matangazo walikabiliwa na changamoto mbaya za kifedha, walipunguza utendakazi wao na kuahirisha shughuli za utangazaji katika kupambana ili kuendeleza oparesheni zao na wengi walifunga biashara. Pamoja na hayo, viziuzi vya kusafiri dhidi ya watu kote sokoni vilisababisha kupungua kwa mauzo ya nakala za magazeti. Habari njema ni kwamba, usajili kwenye bidhaa zetu za kidijitali ulikua kwa kiwango kikubwa huku kuongezeka kwa ufanisi katika oparesheni na tija tukiendelea kuimarisha viwango vya oparesheni zetu.



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Licha ya kuwepo kwa changamoto kadhaa zilizosababishwa na COVID-19, tandavu hii ilitoa fursa kubwa ya kuendesha mabadiliko ya kidijitali katika ukanda huu, huku watumiaji wakianza kutumia simu zao kufikia bidhaa na huduma kwa usalama na ufanisi.

Ripoti ya Afisa Mkuu Mtendaji wa Kampuni (inaendelea)



Nation.Africa inanuia kuwezesha shirika hili kuchukua nafasi yake ifaayo ya kuleta mageuzi barani kwa kuwawezesha wateja wetu kupitia maudhui yanayoelimisha, kuhusisha na kuleta athari, huku likiweka Nation.Africa kama chapa inayotoa habari za kidijitali katika bara hili.

Katika awamu ya pili, matokeo ya biashara yalianza kuimarika baada ya hali mbaya zilizosababishwa mara tu baada ya visa vya kwanza vya Covid-19 kuripotiwa Afrika Mashariki. Urejesho huu wa polepole unatarajiwa kuendelea hadi 2021, lakini mapato kutokana na utangazaji hayatarudi hadi katika viwango vilivyokuwa kabla ya COVID baada ya muda mfupi.

Safari ya Mabadiliko ya Kidijitali

Licha ya kuwepo kwa changamoto kadhaa zilizosababishwa na Covid-19, tandavu hii ilitoa fursa kubwa ya kuendesha mabadiliko ya kidijitali katika ukanda huu, huku watumiaji wakianza kutumia simu zao kufikia bidhaa na huduma kwa usalama na ufanisi. Mazingira haya yalitoa fursa ya kimsingi kwa uzinduzi rasmi wa jukwaa letu kuu la kidijitali - *Nation.Africa* - jukwaa la aina yake, ya kisasa, rahisi kutumia kwa watumiaji wa mtandaoni na linawapa watumiaji wetu uwezo wa kufikia maudhui katika vyombo anuai vya habari kutoka kote barani. Jukwaa hili, lilizinduliwa katika awamu ya tatu ya mwaka, na lilikuwa alama ya mabadiliko ya Kampuni kutoka chombo cha habari cha jadi hadi kampuni inayotoa maudhui ya kidijitali kwa lengo la kuwa kiongozi katika nafasi ya uanahabari wa kidijitali kupitia kutoa ripoti za kina, maudhui yaliyopanuliwa kutoka kote barani na maudhui yanayolipiwa. *Nation.Africa* inanuia kuwezesha shirika hili kuchukua nafasi yake ifaayo ya kuleta mageuzi barani kwa kuwawezesha wateja wetu kupitia maudhui yanayoelimisha, kuhusisha na kuleta athari, huku likiweka *Nation.Africa* kama chapa inayotoa habari za kidijitali katika bara hili. Kufuatia uzinduzi wake, *Nation.Africa* imepata zaidi ya watu 200,000 waliojisajili na zaidi ya watu milioni 100 walioingiliana na majukwaa yetu ya mitandao ya kijamii kufikia wakati mwaka wa kifedha ulifungwa.

Uzinduzi wa *Nation.Africa* uliwezesha Shirika kuanzisha mikondo anuai ya maudhui kama vile *Nation.Audio* na *Nation.Puzzles*. *Nation.Audio*, huduma ya podkasti iliyozunguliwa katika awamu ya mwisho ya mwaka, imewezesha Shirika kushughulikia mahitaji yanayokua kila mara ya watumiaji wa kizazi cha sasa ambao wanapendelea maudhui ya wanayoweza kutazama wanapotaka huku tukiboresha jinsi hadhira zetu zinavyogundua, kufurahia na kutangamana na hadithi kutoka Afrika. Huduma hii mpya pia inalenga kuivutia hadhira ya watu vijana kwa kutoa video bora za kimajaribio na za kuibunifu huku pia ikiunda vitengo vya kipekee kwa hadhira kwa ajili ya watu wanaotangaza nasi. Podkasti hiyo ya



Huku Shirika likiendesha mkakati wake wa kwanza wa kidijitali, lilidumisha uwepo wake katika bidhaa za jadi za vyombo vya habari, ambazo ziliendelea kuongoza sokoni katika ukanda huu.

iliyokuwa mradi wa kipekee iliyoitwa "Case Number Zero" iliingazia maisha na nyakati za Bogonko Bosire, mwanahabari ambaye alipotea akiwa kazini. Podkasti hiyo imefikia hadhira ya wasikilizaji 100,000 kote duniani, watumiaji milioni 40 na kupata miingiliano milioni 85 kwenye mitandao ya kijamii.

Nation.Puzzles, bidhaa ya kidijitali inayolipiwa iliyozunguliwa mwezi Disemba 2020 na kuwepo chini ya mwamvuli wa *Nation.Africa*, ilitumia historia ya shirika katika kuendesha michezo ya maneno na hesabu kwenye majukwaa yake ya machapisho na e-paper kuendesha huduma hii mtandaoni. Bidhaa hii mpya inalenga kuvutia soko jipya kwa kuweka upya madhumuni ya michezo ya kawaida kwa ajili ya hadhira ya kidijitali na imepata watumiaji 23,000 na miingiliano bilioni 1.4 mtandaoni.

Urudaiji wa Bidhaa na Kampeni za Utangazaji

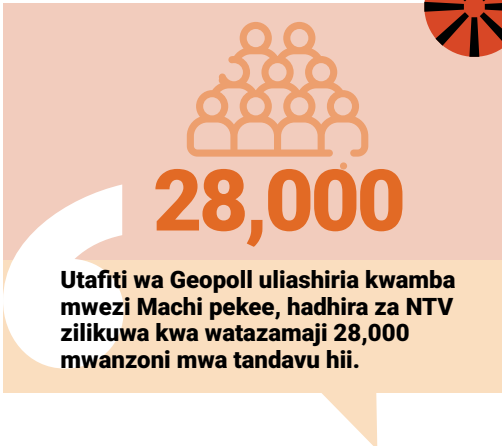
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Katika juhudi za kuelewa mahitaji na mapendeleo ya sasa ya watumiaji wake wa magazeti, Mwananchi Communications Limited (MCL) nchini Tanzania iliendesha Utafiti wa Mapendeleo ya Maudhui uliolenga kuhakikisha



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Ripoti ya Afisa Mkuu Mtendaji wa Kampuni (inaendelea)



za uhamasisho zilizolenga kuboresha matumizi ya huduma zake nchini.

Hatua za kudhibiti msambao wa Covid-19 zilizowekwa na serikali zilisababisha watoto na wazazi kukaa nyumbani kwa muda mrefu na hii ilisababisha kuongezeka kwa utazamani wa majukwaa ya utangazaji huku hadhira zikitafuta maudhui ya elimu kwa watoto na taarifa za habari za hivi punde kuhusu tandavu hii. Utafiti wa Geopoll uliashiria kwamba mwezi Machi pekee, hadhira za NTV zilikuwa kwa watazamaji 28,000 mwanzoni mwa tandavu hii. Katika kipindi cha tandavu hii, NTV ilizindua vipindi kama vile Tizi Mtaani, iliyolenga mazoezi ya mwili nyumbani, Your World, kipindi cha mjadala kinachojadili hali hii mpya na Akili Kids, kipindi cha vibondo kinacholenga watoto wadogo.

Urudaji wa Bidhaa na Kampeni za Utangazaji

Nchini Uganda, *the Seeds of Gold Farm Clinics*, ni kipindi kinacholenga kuelimisha wakulima kuhusu matendo mema na kutoa fursa ya utangamano na kushiriki tajiriba mbalimbali, kilichukua muundo wa mtandaoni kwa kulenga mada zinazoshughulikiwa katika matukio matatu yaliyopangwa na NTV Uganda. *The Rising Woman* - tukio linaloendeshwa na NTV Uganda kwa ushirikiano na Mamlaka ya Uwekezaji ya Uganda na Benki ya DFCU linalolenga kutoa mafunzo na ushauri kwa wanawake wafanyabiashara - lilihusisha vikundi 6 vya watu 25, likiwa na vipindi vilivyojadili uongozi, kukabiliana na mazingira yatakayokuwepo baada ya Covid-19 na ujuzi wa biashara unaohitajika katika soko la nchini na la ukanda huu. Utafiti wa Kampuni Kuu 100 za Ukubwa wa Wastani nchini Uganda uliendelea kuwa angazio kwa biashara ndogo na za wastani, ukitoa maarifa kuhusu changamoto na fursa zilizoopo kwao kushindana sokoni. Utafiti wa mwaka jana uliangazia fursa za kiteknolojia kwa ajili ya SME kuvutia uwekezaji, ujuzi na maendeleo.

Uongozi Unaozingatia Mawazo

Shirika linaendelea kuendesha uongozi unaozingatia mawazo katika ukanda huu kwa makala 30 ya Jukwaa la mtandaoni la *Nation Leadership Forum* yaliyoendeshwa kwenye NTV kwa kulenga athari ya tandavu kote kwenye sekta tofauti na washikadau tofauti. Mijadala hii ilifikia jumla ya miingiliano zaidi ya milioni 730 kwenye mitandao ya kijamii. Mijadala ya *Mwananchi Thought Leadership* pia iliendelea mtandaoni kwa ushirikiano na ITV/ Radio One. Kilele cha jitihada za uongozi katika mawazo za Shirika kilikuwa ni awamu ya pili



Mjadala huo ulijivunia kuhudhuriwa na baadhi ya wasomi tajika barani na wataalamu kutoka serikalini, sekta ya kibinafsi, miungano ya kijamii na akademia, na kujumuisha hotuba ya wageni waheshimiwa Rais Uhuru Kenyatta, Rais wa Jamhuri ya Kenya na Rais Paul Kagame, Rais wa Jamhuri ya Rwanda

kuwa maudhui yake yanalandana na matakwa na mapendeleo ya soko lake lengwa. Utafiti huo ulipokea majibu 600 kutoka kwa wasomaji kutoka kote nchini na ulikuwa kama mwongozo kwa mwelekeo wake wa uhariri.

MCL pia ilizindua programu ya simu ya *Mwanaspoti* inayoitwa *Soka*, ambayo inawapa mashabiki wa kandanda nchini Tanzania taarifa kuhusu timu wazipendazo na takwimu. Programu hiyo sasa inapatikana na inaweza kupakuliwa kwenye Play Store na Apple App Store. Pamoja na haya, shirika hili lilizindua kampeni ya utangazaji ya mtumiaji - 'Tajirika na e-Gazeti' ambayo ililenga kukuza usajili na mapato. Uzinduzi wa kampeni hiyo ulitoa fursa ya kuleta pamoja Wakurugenzi Wakuu Watendaji kadhaa na kutoa uelewa wa kina wa e-Gazeti.

Ingawa hatua zilizowekwa kudhibiti msambao wa ugonjwa huu ulihitilafiana na utekelezaji wa matukio yaliyopangwa na kampeni za mauzo kote katika ukanda huu, gazeti la *Business Daily* kwa mara nyingine ilijiweka katika nafasi kama chombo cha ufanisi ilipoendesha kampeni ya *Top 40 Under 40 Men* na dhifa ya kusherehekea viongozi ambao walichangia kuendesha uvumbuzi na athari katika laini ya kazi zao katika sekta mbalimbali. Kampeni ya *Chanuka na Nation*, iliyoendeshwa na *Daily Nation* ililenga kuwaajiri wauzaji na vikundi vya watu wenye umri mchanga wanaouza magazeti ili kuweka nafasi ya ajiri na kuzalisha mapato miongoni mwa watu wachanga. Pamoja na haya, *Taifa Leo* iliendesha kampeni ya Bingwa Wetu iliyolenga kusherehekea wauzaji wa magazeti na kuwatia motisha wakati mauzo yalipungua na hali ngumu za kufanyia kazi. Huduma ya *Nation Courier* nchini Kenya na *Mwananchi Courier* nchini Tanzania pia zilizindua kampeni



2020

Mageuzi ya kitamaduni ya 2020 yalilenga safari ya kidijitali ya kampuni kwa vipindi vya kuhusisha wafanyakazi, kutafuta talanta na mazoezi ya kuongeza ujuzi, utamaduni wa shirika na utafiti wa kuwepo tayari kidijitali kuendeshwa kote katika ofisi za kikanda.



Ripoti ya Afisa Mkuu Mtendaji wa Kampuni (inaendelea)



Mwaka wa 2021, tulinuia kulenga kujijenga kutokana na ufanisi wa kidijitali ulipatikana 2020 ili kupata maudhui anuai ya ubora wa juu kwa mtumiaji kupitia matumizi ya maarifa ya data, utafiti wa mitindo ya hadhira lengwa na kuongeza thamani.

ya Tamasha ya Kusi Ideas iliyoendesha katika jiji la kando ya ziwani, Kisumu nchini Kenya. Mchanganyiko wa mkutano wa ana kwa ana na mtandaoni, uliofanywa chini ya mada "Towards a Post COVID Africa: Recovering Together" ulihudhuriwa na wajumbe 230 na zaidi ya washiriki 14,000 walioshiriki mtandaoni. Mjadala huo ulijivunia kuhudhuriwa na baadhi ya wasomi tajika barani na wataalamu kutoka serikalini, sekta ya kibinafsi, miungano ya kijamii na akademia, na kujumuisha hotuba ya wageni waheshimiwa Rais Uhuru Kenyatta, Rais wa Jamhuri ya Kenya na Rais Paul Kagame, Rais wa Jamhuri ya Rwanda kupitia mtandao. Mkutano huo ulihusisha watu wengi mtandaoni na miingiliano milioni 460 kwenye mtandao wa kijamii katika tukio hilo la siku mbili.

Mabadiliko ya Kitamaduni

Huku mashirika mengi yakifunga ofisi zao na kuegemea talanta kwa njia ya kipekee, thamani ya wafanyakazi wetu ilijidhihirisha wakati huu wa tandavu. Wafanyakazi walifanya kazi zaidi ya ilivyotarajiwa, wakifanya kazi nyakati ambazo hazikutarajiwa, wasiwasi kuhusu usalama na zoezi la uzinduzi upya, ili kufikia malengo. Mageuzi ya kitamaduni ya 2020 yalilenga safari ya kidijitali ya kampuni kwa vipindi vya kuhusisha wafanyakazi, kutafuta talanta na mazoezi ya kuongeza ujuzi, utamaduni wa shirika na utafiti wa kuwepo tayari kidijitali kuendeshwa kote katika ofisi za kikanda.

Tandavu pia ilitulazimisha kuangalia njia zetu za kufanya kazi na tumechukua hatua muhimu kuwapa wafanyakazi wetu ujuzi, zana na mawazo wanayohitaji ili kufanikiwa katika ulimwengu wa kidijitali. Kufikia sasa, tumetekeleza utaratibu na muundo mpya katika idara ya uhariri inayotumia majibu kutoka kwenye takwimu ili kuteua maripota na kujihusisha na hadhira, tulileta ratiba nyumbufu za kufanyia kazi nyumbani na kutoa usaidizi wa kiteknolojia ili kuhakikisha ujumlishaji rahisi kote katika kampuni. Hata katikati ya tandavu, wafanyakazi wa NMG waliweza kujishindia tuzo 24 za nchini na kimataifa nchini Kenya, Uganda na Tanzania, hii ikionyesha uwezo na ustahimilivu wa wafanyakazi wetu.

Masuala ya Kipaumbele cha Mkakati wa 2021

Katika miaka michache iliyopita, Shirika limevumbua mengi ili kulainisha mambo yake na ulimwengu wa mtumiaji unaobadilika kila kuchao. Mwaka wa 2021, tulinuia kulenga kujijenga kutokana na ufanisi wa kidijitali ulipatikana 2020 ili kupata maudhui anuai ya ubora wa juu kwa mtumiaji kupitia matumizi ya maarifa ya data, utafiti wa mitindo ya

hadhira lengwa na kuongeza thamani. Kwa hivyo tumetekeleza muundo mseto wa biashara utakaotwezesha kufikia malengo yetu ya muda mfupi, kati na muda mrefu, kulinda biashara yetu iliyopo huku tukiendesha ari yetu ya kuwa kampuni inayotoa maudhui ya kisasa ya kidijitali. Kwa hivyo mkakati wetu wa 2021 unahusu kukuza mapato kutokana na wasomaji wetu kwa kukuza jumuiya ya watumiaji ambao wanaamini katika maono yetu ya kuleta mageuzi katika uanahabari kama shirika na kwa wale wanaovutiwa na maudhui yetu, urudiaji wa muundo wa kufanya matangazo ili kuhakikisha uendelevu, na kukuza uwezo katika soko la biashara la mtandaoni/dijitali.

Kama sehemu ya mkakati wetu wa kuwa washindi katika nafasi mpya ya kidijitali, tunayapa kipaumbele, majukwaa ya vifaa vya mkononi ili kuhakikisha kwamba watumiaji wanapitia hali nzuri ya matumizi inayowahimiza kuwa watumiaji wanaorudia kutumia bidhaa. Hii kwa upande mwingine itatoa fursa kwa shirika kuvumbua na huduma za maudhui ya vifaa vya mkononi zinazohusiana na kuongeza thamani kama vile SMS nyingi kwa wakati mmoja, sauti, michezo, video, bidhaa miongoni kwa huduma nyinginezo. Tunaamini kwamba hii itakuwa ni njia yetu ya kuchuma kutokana na maudhui ya kidijitali na kuchukua uongozi katika uchapishaji kwenye vifaa vya mkononi barani Afrika.

Katika kufanya haya yote, mtumiaji atasalia kuwa nguzo kuu ambaye analengwa na uvumbuzi na mikakati yetu yote. NMG imewekeza na itaendelea kuwekeza katika teknolojia na miundomsingi inayohitajika ili kutuwezesha kuelewa vyema zaidi mahitaji ya watumiaji wetu na kuwapa hali ya matumizi ya kimataifa.

Ningependa kuchukua fursa hii kuwashukuru, nyie watumiaji, wafanyakazi, washirika na washikadau wetu kwa msaada wenu usiotetereka ili kufanya 2020 kuwa mwaka wa ufanisi. Pia ningependa kutoa shukrani zangu za dhati kwa Bodi ya Watendaji, Timu ya Wakuu Watendaji wa NMG, wafanyakazi na washirika kwa usaidizi wenu kote katika mwaka huu mguu. Tusingekuwa tulipo sasa bila juhudi za dhati zilizofanywa na kila mmoja wenu. Ninatazamia kuendelea kupata usaidizi wenu ili kutuwezesha kuendelea kuongeza thamani kwa kila washikadau wetu.

Stephen Gitagama

Afisa Mkuu Mtendaji wa Shirika



Katika kufanya haya yote, mtumiaji atasalia kuwa nguzo kuu ambaye analengwa na uvumbuzi na mikakati yetu yote.





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