



**Mr. Stephen
Gitagama**
Group CEO



Group CEO's Statement

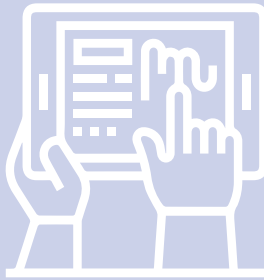
The East Africa region experienced a recovery from the devastating impact of the Covid-19 pandemic, with an average GDP growth of 7.5% from -0.3% in 2020. The region's recovery was attributed to the resumption of tourism, a rebound in commodity prices and global demand, adequate agricultural harvests and the rollback of the containment measures that had been set up at the onset of the Covid-19 pandemic. The vaccine rollout across the continent and the increased focus on digital economies played a key role in the recovery of the region's growth, though this growth was uneven across sectors with industries such as tourism still feeling the pressure.

The media industry also experienced a slim upward trajectory relative to 2020, due to the easing of movement restrictions and re-opening of economies. These measures regulated consumption patterns in the markets and allowed businesses to run product and service campaigns across print, broadcast and digital platforms to drive brand awareness and uptake, which in turn had a positive impact on our business performance.

However, the gains made in 2021 face the challenge of being reversed due to the ongoing Ukraine crisis with the sanctions against Russia expected to have an adverse impact on the prices of food, fuel and other essential goods as well as on global supply chains.

Financial Performance

The Group's profit before tax at Shs 0.7 billion was higher than the previous year. The business recovery that started in the second half of 2020 after the devastating Covid-19 disruption continued to hold in 2021 mainly attributable to growth in television and print advertising, digital advertising and E-paper subscriptions. The sustained



The Nation.Africa paywall recorded over 61,000 individual subscribers with approximately 21,000 users paying to read content daily.

recovery in print advertising has been propelled by the gradual but staggered resumption of economic activities across the region. On a positive note, subscriptions to our ePaper have continued to grow as content consumption habits shift to digital. The cost containment and business optimisation interventions rolled out at the onset of the pandemic have resulted in improved operational efficiency and continue to positively impact profitability and cash flow.

Digital Transformation Journey

The media landscape has continued to evolve over the past few years, and 2021 was no different. The rising uptake of digital platforms for content consumption has challenged traditional media platforms and their revenue generation, meaning that organizations have had to go back to the drawing board to rationalize their revenue models. We have therefore re-engineered the Group's business model from a legacy advertising model to a reader revenue model to keep up with these market changes.

Following the launch of the organization's anchor digital brand, *Nation.Africa*, NMG took a bold step to become the first ever media company in East and Central Africa to launch a digital news content subscription service. The *Nation.Africa* paywall, rolled out in February 2021, aimed to diversify our sources of revenue, give our readers the power to select the content they wish to consume, contribute towards shaping the agenda of the continent and improve the quality of the content produced.

While the launch of the paywall was met with mixed reactions in the market, our audiences have begun to appreciate that in this age, reliable and quality content comes at a price. The paywall has recorded over 61,000 individual subscribers in the one year since its launch in February 2021, with approximately 21,000 users paying to read content on a daily basis.

We remain cognizant of the fact that the journey we have embarked on to monetize content will be a long winded one, but we are committed to delivering content that is worth the audience's time and money; that is relevant, interesting, relatable and engaging.

In a bid to get one step closer to achieving our mission to be the *Media of Africa for Africa*, we also launched the Africa page that enabled us to expand our content and reach across the continent and in the diaspora. The page boasts up-to-date, well-researched and relevant news and stories for our audiences.

Marketing Campaigns & Activities

In the previous year, NMG rolled out marketing campaigns, events and on-ground activations to drive brand awareness, brand love and product uptake across the region.

Group CEO's Statement (continued)

Print

A 2021 survey conducted by the Media Council of Kenya (MCK) showed that NMG's *Daily Nation* remains the market leader in the country with respondents indicating that it is their newspaper of choice. To further cement its leadership and reinforce the brand's position as the voice for the voiceless and a trusted partner for Kenya's democracy, *Daily Nation* ran the "You Deserve the Truth" campaign. It highlighted truthful statements across National News, County, Lifestyle, Gender, Environment and Sports news, and challenged socio-economic issues while using a unifying campaign tagline "You Deserve the Truth". The tagline placed our audiences at the centre of the campaign and sought to endear them to the brand in conversations across marketplaces, resulting in a social media reach of 210 million users.

In addition to this, *Daily Nation* ran a "Faulu na Nation" campaign, designed to create an emotional connection with our young and old consumers alike, by rallying the nation to send messages of success to children sitting their final primary and secondary school examinations. Through the campaign, *Daily Nation* published over 300 messages and reached over 5.5 million social media users.

The *Business Daily's* much anticipated "Top 40 under 40" Men and Women Awards were re-introduced in 2021 following a brief hiatus in 2020 due to the Covid-19 pandemic. A first in the Kenyan media industry, this annual award has, and continues to recognize homegrown change makers who have made outstanding contributions in their respective fields. The 2021 awards, which received more than 2,000 entries, attracted participants from varied industries from musicians, paralympic athletes, surgeons, cyber-security experts, aeronautical engineers and self-taught 3D animators.

The awards continue to be synonymous with drive, achievement and impact across all ages, industries and professions. The *Top 40 Under 40* award has opened up job opportunities and international recognition for past winners, given businesses enhanced credibility and grown networks. The awards played an integral role in positioning the *Business Daily* as an aspirational brand and increased its relatability with the target audience.

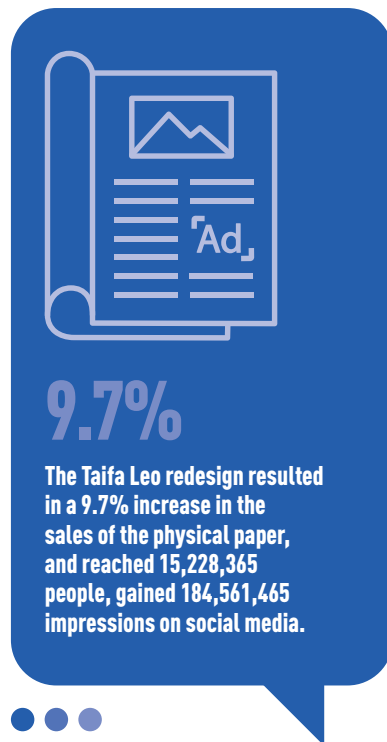
In light of the evolving editorial landscape, and the ever-changing needs of the consumer, NMG embarked on a journey to reposition *Taifa Leo*, Kenya's only Kiswahili daily, as a fresh, modern, informative, educative and entertaining brand anchored in broadening the Kiswahili spectrum both locally and internationally. This led to the redesign of the newspaper to give it a bold, vibrant and refreshing look, while simultaneously making it easier to read.

The launch, hosted in Mombasa County, allowed us to celebrate the rich Swahili culture through the use of traditional regalia, décor and a showcase of Swahili dishes. The redesign resulted in a 9.7% increase in the sales of *Taifa Leo*, and reached 15,228,365 people and media. It was the leading trend with 184,561,465 impressions on social media and was the leading trend on Twitter driving conversations around the Swahili language.

The brand also launched a *Table Mat Campaign* that saw it print table mats for use in hotels and eateries across the country from the Coast region to Kisumu, Kakamega, Eldoret, Nakuru and Naivasha. The campaign aimed to increase brand awareness in the targeted areas, increase readership of the ePaper version through the use of QR codes printed on the mats. The campaign proved to be successful with increased awareness, heightened *Taifa Leo* queries and hotels converting to newspaper agents to drive accessibility of the paper in their locality. These marketing initiatives among other interventions, saw *Taifa Leo* become the fastest growing publication in Kenya, reporting a 4.7% increase relative to 2020.

In Uganda, *Monitor Publications Limited (MPL)* launched themed campaigns to celebrate Valentine's Day and Mother's Day, with winners walking away with getaways, monthly data plans and dinner reservations to celebrate the day with their consumers.

Mwananchi Communications Limited (MCL) continued to utilize their Content Preference Study to gain insights on their products and audience inclinations – the ongoing feedback process has been instrumental for the editorial team to improve their content, especially on day two stories. The team in Tanzania also embarked on a digitization process that supports



9.7%

The Taifa Leo redesign resulted in a 9.7% increase in the sales of the physical paper, and reached 15,228,365 people, gained 184,561,465 impressions on social media.

Group CEO's Statement (continued)

the analytical performance of stories to drive regional content and advertising solutions.

The Citizen embarked on various brand awareness and promotion initiatives to position itself as a business paper, with one of these being the first edition of the Rising Woman Initiative, under the theme "Women in Leadership; Achieving an Equal Future". The aim of the initiative was to develop women leaders to play key roles in public and private institutions to contribute to business growth in the ever-changing landscape.

To mark Tanzania's 60 years of independence, MCL utilized its various platforms to commemorate the country's milestone. MCL profiled companies that have been in existence for the 60 years, run print campaigns and hosted symposiums on five key sectors (Mining and Energy, Finance, Agriculture, Infrastructure and Education) to document the country's journey of *Uhuru*.

Broadcast

NTV Kenya stamped its authority as the home of sports entertainment, with exclusive rights to air the highly anticipated World Athletics Under 20 that were hosted in Kenya. In addition, the station signed a multi-year, free-to-air partnership agreement with the National Basketball Association (NBA), to broadcast the All-Star game and over 25 live games through the second half of the 2020-2021 season. *NTV* also brought the Tokyo Olympics to life for their Kenyan audiences during the sporting period. The sports content strategy extended to our radio station – *Nation FM* – which last year launched *The Game Plan*, a weekly show that highlights and discusses sports news from across the industry. The introduction of the show saw it host on-ground activations across the country to drive awareness, build a community

“**To mark Tanzania's 60 years of independence, MCL utilized its various platforms to commemorate the country's milestone. MCL profiled companies that have been in existence for the 60 years, run print campaigns and hosted symposiums on five key sectors (Mining & Energy, Finance, Agriculture, Infrastructure and Education) to document the country's journey of Uhuru.**”

of sports fans, enhance brand love and position it as the sports station of choice.

NTV Kenya also introduced new shows such as; *With All Due Respect*, a show that features conversations and debates with newsmakers on the issues of the day, and *Attitude*, a pop culture music show that has drawn in a younger audience.

Digital

While the *Nation.Africa* paywall subscriptions had been growing steadily since its inception, a campaign was launched as part of the platform's first anniversary campaign to convert the platform's passer-by's into super fans through a mix of email marketing, newsletters, premium content, flash sales and digital gifts. The campaign drove a 64% growth in subscriptions and enhanced awareness and traffic to the Africa page.

The brand also ran a *Registration and Subscription Campaign* that aimed to create top of mind awareness and communicate the value of *Nation.Africa's* in-depth journalism and educate the consumers on the benefits of paid content.

An *Africa & Diaspora Campaign* conducted in 2021, sought to drive awareness of the Africa page to our readers on the continent and abroad to enable them to access relatable content. The campaign resulted in heightened awareness in South Africa, Nigeria and Ghana, increasing audience traffic in these markets.

In Uganda, *Daily Monitor* continued its digitization journey by repositioning itself as a brand powered by *Nation.Africa* and ran a reward promotion to drive its online subscriptions by creating opportunities to win prizes such as TV sets, children's tablets, power banks, branded merchandise and so much more.

Events

In 2021, NMG executed multiple events to create opportunities to interact with its stakeholders, and create experiences to ramp up brand love among our target audiences. One of the events we launched in this period was the *Digital Summit*, a conference convened to examine digital trends in Africa and how organizations can adapt their businesses to deliver value to their stakeholders. It attracted over 200 in-person and virtual delegates from across the country.

2021 also witnessed the launch of the first edition of the *Meat Expo and Conference*, under the theme "Safe Quality Meat for Nutrition, Health and Wealth Creation" that was held at the Kenyatta International Convention Centre towards the end of the year. The expo, hosted in partnership with the State Department for Livestock, Kenya Markets Trust, Kenya Meat Commission, Livestock Exporters Council of Kenya and other partners



Group CEO's Statement (continued)

aimed to explore possible solutions to the challenges facing the meat sector and the need for innovation, and enabled us to engage and forge relationships with new partners in the industry.

The second edition of the *Small and Medium Enterprises (SMEs) Conference and Expo* that took place at the Kenyatta International Convention Centre, brought together industry stakeholders to spotlight challenges facing SMEs in Kenya, provide a platform for dialogue to realize growth and offer opportunities for the businesses to showcase their innovations, under the theme “*SME Resilience, Recovery and Sustainability*”. The conference attracted 135 exhibitors and over 6,000 participants.

Global Recognition

I am pleased to announce that both of our thought leadership platforms – *Nation Leadership Forum* and *Kusi Ideas Festival*, bagged awards at the International News Media Association Global Awards in 2021. The *Nation Leadership Forum* was awarded “Best in Africa”, and came first in the “Best Use of an Event to Build a News Brand”, while *Kusi Ideas Festival* was awarded second in the same category. In addition to these, the *Daily Nation* rebrand was awarded second place for the “Best Use of Print” while *Nation.Africa* received honourable mentions in the “Best Product and Tech Innovation”, as well as the “Best Use of Audio”.

Nation.Africa won the Brand Identity and Campaign Video categories in the International Forum (iF) Design awards (the Oscars of Design) a great fete in the first year since its launch. These awards have served as a testament that we have built a global brand over the years.

Over and above these awards, our staff across the region were recognized for their efforts in telling the stories that matter on the



continent. In 2021, NMG bagged 9 awards in Kenya, 23 in Uganda and 4 in Tanzania.

Culture Transformation

The pandemic and disruption of the media landscape has had major impacts on our human resources and workplaces. In 2021, employees' wellbeing was a focal point for us, acknowledging the important role our staff play in the transformation of the organization.

Last year, the emphasis of the culture transformation journey was on the implementation of the results of the talent mapping and upskilling survey conducted in 2020. The survey identified gaps in digital skills and existing disablers within the business units. Focus group discussions held in Kenya, Uganda and Tanzania, followed the survey and identified measures that guided the change program for the year and into 2022. In addition to this, a change management program for senior managers in Kenya and the Managing Directors of the subsidiaries was conducted in Q3 2021 to upskill them to manage change and incorporate the NMG values into the digital work culture.

In Kenya, an Employee Feedback Survey was conducted in Q3 2021 to understand staff sentiments and areas of improvement for our culture

journey. A majority of staff indicated satisfaction with their work-life balance, living corporate values, employee wellness and training.

2022 Strategic Direction

As indicated above, our digital transformation is not a place we are hoping to arrive at, but a journey that we have embarked on as the tech revolution evolves. As such, we shall refocus our attention in the short, medium and long- term strategic initiatives, as needed, to win.

This year, our emphasis will be on two key pillars, Product Innovation and Organizational Transformation, which will enable us to utilize our multi-channel platforms to drive audience acquisition, engagement and monetization of content. We have identified six (6) enablers that will drive this strategy as follows:

- **Content:** At the heart of our existence is the stories we tell. This shall remain a central tenant of our strategy as we continue to drive towards our mission to be the voice of the voiceless.
- **Culture:** We will continue with our change management agenda as we drive a more collaborative, agile and digital first organization.
- **Technology:** We have invested in systems to deliver content to our audiences, taking into consideration their consumption preferences.
- **Talent:** Our personnel have always been the driving force behind the success of our strategy and we shall continue to invest in our talent pool to deliver a digital first experience.
- **Structure:** We shall develop workflows and processes to align to our new ways of working.

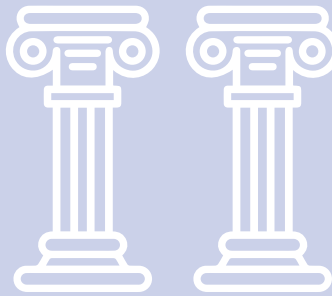


Group CEO's Statement (continued)

- **Audience:** NMG shall capitalize on tools and talent that deliver a seamless, world class user interface and user experience that delivers products that can be monetized.

These enablers will drive the organization to not only achieve its mission, but also grow new revenue streams that ultimately deliver both societal and shareholder value.

On behalf of the NMG Executive, I would like to take this opportunity to sincerely thank each stakeholder that continues to believe in our agenda to transform societies, and supports the realization of our vision to be the *Media of Africa for Africa*. I am especially grateful to the staff within NMG who continue to exhibit



This year our emphasis will be on two key pillars- product innovation and organizational transformation, which will enable us to utilize our multi-channel platforms to drive audience acquisitions, engagement and monetization of content.



passion, innovation and resilience year on year, and to the NMG Board of Directors who have consistently offered their unequivocal support and guidance to the business.

We look forward to an even better 2022, and commit to bring our audiences content that inspires, informs and educates. As we enter the election period in Kenya, we commit to being an objective, bold, independent media house that reports without bias and/or favouritism, and count on our stakeholders to walk this journey with us.

Stephen Gitagama
Group Chief Executive Officer





**Mr. Stephen
Gitagama**
Afisa Mkuu
Mtendaji wa
Kampuni

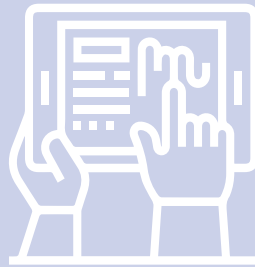


Ripoti Ya Afisa Mkuu Mtendaji Wa Kampuni

Ukanda wa Afrika Mashariki ulipata afueni ya kiuchumi kutoka kwa athari kubwa ya tandavu ya UVIKO-19 huku ukuaji wa wastani wa 7.5% wa Pato la Kawaida la Taifa ukiwa wa -0.3% mnamo 2020. Kurejea kwa hali ya kawaida katika ukanda huu kulitokana na kurejea kwa shughuli za utalii, kuimarika kwa bei za bidhaa na hitaji la bidhaa kote duniani, mavuno ya kutosha kutokana na kilimo pamoja na kuondolewa kwa masharti yaliyokuwa yamewekwa wakati janga hili lilipoanza ili kudhibiti kuenea kwa tandavu ya Covid-19. Kuzinduliwa kwa chanjo kwa kila mtu kote barani na kuimarika kwa uzingatiaji uliokuwa umewekwa katika sekta ya uchumi dijitali kulichukua nafasi muhimu katika kurejea kwa ukuaji wa ukanda huu, ingawa ukuaji huu haukufanyika kwa usawa katika sekta zote huku sekta kama vile ya utalii ikiwa bado chini ya shinikizo.

Kadhali, sekta ya uanahabari ilishuhudia ukuaji japo kwa kiwango cha chini ikilinganishwa na 2020, kutokana na kulegezwa kwa vikwazo vya usafiri na kufunguliwa kwa uchumi. Hatua hizi zilidhibiti mitindo ya matumizi ya bidhaa katika masoko na kuruhusu biashara mbalimbali kuendesha kampeni za bidhaa na huduma kote kwenye majukwaa ya machapisho, matangazo na dijitali ili kuendesha uhamasishaji wa bidhaa pamoja ukubalifu wake, jambo ambalo kwa upande mwingine lilisababisha athari chanya katika matokeo ya biashara yetu.

Hata hivyo, mafanikio yaliyopatikana mwaka wa 2021 yanakabiliwa na changamoto ya kuzoroteshwa kutokana na janga linaloendelea nchini Ukraine pamoja na vikwazo vilivyowekwa dhidi ya Urusi vikitarajiwa kuwa na athari mbaya zaidi kwa bei ya vyakula, mafuta na bidhaa nyinginezo muhimu pamoja na usambazaji wa bidhaa kote duniani.



Jukwaa hili limesajili zaidi ya watumiaji binafsi 61,000 katika mwaka wa kwanza tangu kuzinduliwa kwake mnamo Februari 2021, huku takriban watumiaji 21,000 wakilipia kusoma habari zetu kila siku.

Matokeo ya Kifedha

Faida ya Kampuni kabla ya ushuru ilikuwa bilioni 0.7, ilikuwa juu kuliko mwaka uliopita. Hali ya kurejea kwa biashara iliyoanza katika nusu ya pili ya 2020 baada ya uharibifu mbaya uliosababishwa na Covid-19 ilidumu katika mwaka wa 2021 kwa sababu kuu kwamba kulikuwa na ukuaji katika matangazo kupitia televisheni na machapisho, matangazo ya kidijitali na usajili katika Gazeti la mtandaoni (E-paper). Kuendelea kurejea kwa matangazo ya machapisho kumepigwa jeki na kurejea polepole kwa shughuli za kiuchumi kote katika ukanda huu. Ili kuyazungumzia matokeo haya chanya ni kwamba, usajili katika Gazeti letu la mtandaoni umeendelea kukua huku tabia za matumizi ya maudhui zikibadilika kuenda dijitali. Mikakati ya kudhibiti gharama na kuboresha biashara iliyoinduliwa wakati tandavu hii ilianza imesababisha kuimarika kwa ufanisi wa kuendesha biashara na kuendelea kuathiri upatikanaji wa faida na mtiririko wa pesa taslimu kwa njia chanya.

Safari ya Mageuzi ya Kidijitali

Mandhari ya vyombo vya habari yameendelea kukua na kubadilika katika miaka michache iliyopita na 2021 haikusazwa. Kuendelea kukumbatiwa kwa majukwaa ya kidijitali kwa matumizi ya maudhui kumetoa changamoto kwa majukwaa ya jadi ya habari na uzalishaji wao wa mapato, hii inamaanisha kwamba mashirika yamelazimika kupanga upya na kuoanisha miundo yao ya kuzalisha mapato. Kwa hivyo tumeendelea kuunda upya miundo ya biashara ya Kampuni hii kutoka muundo wa awali ya matangazo hadi kwa muundo wa mapato unaompa msomaji kipaumbele ili kuendelea kuendana na mabadiliko haya katika soko.

Kufuatia uzinduzi wa bidhaa kuu ya kidijitali ya shirika hili, *Nation Africa*, NMG ilichukua hatua kubwa ya kuwa kampuni ya kwanza kabisa ya habari Afrika Mashariki na Kati kuzindua huduma ya kujisajili ili kupata maudhui ya habari kidijitali. Jukwaa la *Nation Africa* paywall, lililozinduliwa mnamo Februari 2021, linalenga kufanya vyanzo vyetu vya mapato kuwa anuai, kuwapa wasomaji wetu uwezo wa kuchagua maudhui ambayo wangependa kutumia, kuchangia katika kutoa mwongozo kuhusu ajenda katika bara hili na kuimarisha ubora wa habari zinazozalishwa.

Ingawa uzinduzi wa jukwaa hilo la malipo ulipokelewa kwa hisia mseto katika soko, hadhira yetu ilianza kukubali kwamba katika karne hii, ni sharti mtu agharamike ili kupata maudhui bora. Jukwaa hili limesajili zaidi ya watumiaji binafsi 61,000 katika mwaka wa kwanza tangu kuzinduliwa kwake mnamo Februari 2021, huku takriban watumiaji 21,000 wakilipia kusoma habari zetu kila siku.

Tunafahamu ukweli kwamba safari ambayo tulianza ya kuchuma kutokana na habari itakuwa ni ndefu na yenye panda shuka nyingi, lakini

Ripoti Ya Afisa Mkuu Mtendaji Wa Kampuni (inaendelea)

tumejitolea kutoa maudhui ambayo yanafaa muda na pesa ya hadhira yetu; ambayo yanaakisi, yanavutia, mtu anaweza kujinasibisha na kujihusisha nayo.

Katika juhudi za kupiga hatua kufikia lengo letu la kuwa *Chombo cha Habari cha Afrika kwa Ajili ya Afrika*, pia tulizindua ukurasa wa Afrika uliotuwezeshwa kupanua maudhui na hadhira tunayoifikia barani na pia ughaibuni. Ukurasa huo unajivunia habari na hadhithi za hivi punde, zilizofanyiwa utafiti vyema na zinazofaa kwa hadhira zetu.

Mipango ya Utafutaji Soko

Katika mwaka uliopita, NMG ilizindua kampeni za kutafuta soko, matukio na shughuli za nyanjani kuendesha uhamasisho kuhusu bidhaa, mapenzi kwa bidhaa na kukumbatiwa kwa bidhaa kote katika ukanda huu.

Machapisho

Utafiti uliofanywa 2021 na Baraza la Wanahabari Kenya (MCK) ulionyesha kwamba gazeti la Daily Nation linalochapishwa na NMG linasalia kuongoza nchini huku washiriki wakiashiria kwamba gazeti hili ndilo chaguo lao. Ili kudumisha msingi wake katika kuongoza na kusisitiza nafasi ya bidhaa yake kama sauti ya wanyonge na mshirika wa kuaminika katika demokrasia ya Kenya, *Daily Nation* iliendesha kampeni ya *"You Deserve the Truth"*. Kampeni hiyo iliingazia taarifa za ukweli katika Habari za Kitaifa, Kaunti, Mtindo wa Maisha, Jinsia, Mazingira na Spoti, na kutoa changamoto kwa masuala ya kijamii na kiuchumi huku ikitumia kauli mbiu ya kampeni ya kuleta umoja ya *"You Deserve the Truth"*. Kauli mbiu hiyo iliipa hadhira yetu kipaumbele katika kampeni na ililenga kuwavutia kwa bidhaa katika mazungumzo sehemu zote kwenye masoko, na kusababisha ufikiaji wa mitandao ya kijamii wa watu milioni 210.

Kando na haya, *Daily Nation* iliendesha kampeni ya *"Faulu na Nation"*, iliyoandaliwa maalum ili kuanzisha uhusiano wa kihisia na wasomaji wetu ambao ni vijana pamoja na watu wazima, kwa kulirai taifa kutuma ujumbe wa kheri ya fanaka kwa watoto wanaofanya mitihani yao ya shule ya msingi na sekondari. Kupitia kampeni hiyo, *Daily Nation* ilichapisha zaidi ya ujumbe 300 na kufikia zaidi ya watumiaji milioni 5.5 wa mtandao wa kijamii.

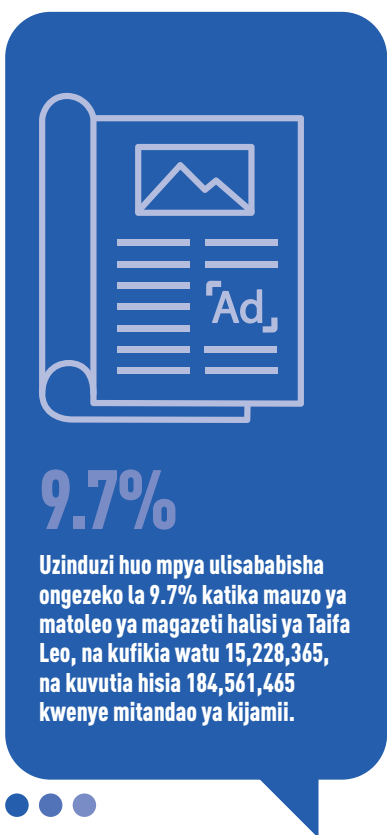
Tuzo zilizosubiriwa kwa hamu za *Business Daily* za *"Top 40 under 40" Wanaume na Wanawake* zilirejeshwa tena 2021 baada ya kusitishwa kwa muda wa mwaka wa 2020 kutokana na tandavu ya Covid-19. Zikiwa ndizo za kwanza kabisa katika sekta ya habari nchini Kenya, tuzo hizo za kila mwaka zimeendelea na zinatambua watu nchini wanaofanya mabadiliko ambao wametoa

mchango wa kipekee katika nyanja zao. Tuzo za 2021, ambazo zilipokea zaidi ya washiriki 2,000, zilivutia washiriki kutoka sekta mbalimbali kuanzia wanamuziki, wanariadha wanaoishi na ulemavu, madakatari wa upasuaji, wataalamu wa usalama mtandaoni, wahandisi wa ndege na wabunaji wasanifu wa 3D waliojifunza wenyewe.

Tuzo hizo zinaendelea kunasibishwa na ari, ufanisi na athari yake miongoni mwa watu wa umri, tasnia na taaluma mbalimbali. Tuzo za Top 40 Under 40 zimefungua nafasi za kazi na utambuzi wa kimataifa kwa washindi wa hapo awali, kwa sababu ya kuimarika kwa uaminifu wa biashara na mitandao kukua. Tuzo hizi zilichukua nafasi muhimu katika kuweka *Business Daily* kama chapisho la kutamanika na kuongeza kutegemeka kwake na hadhira lengwa.

Kutokana na kubadilika kwa mandhari ya uhariri, pamoja na mahitaji ya mtumiaji anayebadilika kila mara, NMG ilizindua safari ya kuiweka *Taifa Leo*, gazeti la pekee nchini Kenya linalochapishwa kwa Kiswahili, katika nafasi mpya, kama gazeti safi, la kisasa, ya kufahamisha, kuelimisha na kuburudisha lililojikita katika kupanua upeo wa Kiswahili ndani ya nchi na kimataifa. Hii ilisababisha kusanifiwa na kuzinduliwa upya kwa gazeti hilo ili kulipatia mwonekano jasiri, changamfu na safi, huku kwa wakati huo huo ikilifanya gazeti hilo kusomeka kwa urahisi.

Uzinduzi huo, uliofanyika kwenye Kaunti ya Mombasa, ulituwezeshwa kusherehekea utamaduni tajiri wa Uswahili kupitia matumizi ya magwanda ya kitadamuni, mapambo na maonyesho ya vyakula vya Uswahilini. Uzinduzi huo mpya ulisababisha ongezeko la 9.7% katika mauzo ya matoleo ya magazeti halisi ya Taifa Leo, na kufikia watu 15,228,365, na kuvutia hisia 184,561,465 kwenye mitandao



Ripoti Ya Afisa Mkuu Mtendaji Wa Kampuni (inaendelea)

ya kijamii na iliongoza miongoni mwa mambo yaliyovuma kwenye Twitter na kuchochea mazungumzo kuhusu lugha ya Kiswahili.

Kadhalika, gazeti hili lilizindua Kampeni ya mkeka ya mezani katika mikahawa *yaani Table Mats* iliyotumika kwenye hoteli na maeneo ya maankuli kote nchini kuanzia ukanda wa Pwani, Kisumu, Kakamega, Eldoret, Nakuru na hadi Naivasha. Kampeni hiyo ililenga kulipigia debe gazeti hilo katika maeneo yaliyolengwa, kuongeza idadi ya watu wanaosoma toleo la ePaper kupitia kwa matumizi ya misimbo ya kutambaza ya QR iliyochapishwa kwenye mkeka hiyo. Kampeni hiyo ilidhihirisha ufanisi kukiwa na ongezeko la uhamasisho kuhusu gazeti hilo, kuongezeka kwa maswali kuhusu *Taifa Leo* na hoteli kugeuka kuwa mawakala wa gazeti hili ili kuendesha ufikivu wa gazeti hili katika eneo lao. Mipango hii ya utafutaji soko ilifanya Taifa Leo kuwa chapisho linalokua kwa kasi zaidi nchini Kenya, ikiripoti ongezeko la 4.7% ikilinganishwa na 2020.

Nchini Uganda, *Monitor Publications Limited (MPL)* ilizindua kampeni zenye kaulimbiu za kusherehekea Siku ya Wapendanao na Siku ya Kina Mama, huku washindi wakijishindia zawadi, mipango ya data ya kila mwezi na kutenga nafasi ya chajio ili kusherehekea na watumiaji wao.

Mwananchi Communications Limited (MCL) iliendelea kutumia Utafiti wao wa Mapendeleo ya Maudhui ili kupata maarifa kuhusu bidhaa zao na vitu vinavyovutia hadhira – mchakato wa kupokea maoni unaoendelea umekuwa muhimu kwa timu ya uhariri ili kuboresha maudhui yao, hususa ufuatiliaji wa habari za siku ya kwanza ya chapisho. Kadhalika, wafanyikazi wa Tanzania walianza mchakato wa kuendesha mambo kidijitali na kusaidia utendaji wa kiuchambuzi wa habari ili kuleta suluhu za machapisho pamoja na utangazaji kwenye ukanda mzima.

66

Ili kuadhimisha miaka 60 ya uhuru wa Tanzania, MCL ilitumia majukwaa yake mbalimbali kuadhimisha hatua kubwa ambayo nchi iliyopiga. MCL ilianguzia kampuni ambazo zimekuwepo kwa miaka hiyo 60, iliendesha kampeni za uchapishaji na kufanya maonyesho ya sekta tano kuu (Madini na Kawi, Fedha, Kilimo, Miundombinu na Elimu) ili kutoa makala ya hali halisi ya safari ya nchi hiyo kufikia Uhuru.



The Citizen ilizindua mipango mbalimbali ya kuhamasisha machapisho pamoja na matangazo ili kujiweka katika nafasi nzuri kama gazeti la biashara, mojawapo ya mipango hii ikiwa ni toleo la kwanza la Mpango wa Mwanamke Anayeinuka, chini ya kaulimbiu ya "Women in Leadership; Achieving an Equal Future" (Wanawake katika Uongozi; Kufikia Mustakabali wenyewe Usawa). Lengo la mpango huu lilikuwa ni kukuza viwango vya wanawake viongozi ili kuchukua nafasi muhimu katika asasi za umma na za kibinafsi ili kuchangia katika ukuaji wa biashara katika mandhari yanayobadilika kila wakati.

Ili kuadhimisha miaka 60 ya uhuru wa Tanzania, MCL ilitumia majukwaa yake mbalimbali kuadhimisha hatua kubwa ambayo nchi iliyopiga. MCL ilianguzia kampuni ambazo zimekuwepo kwa miaka hiyo 60, iliendesha kampeni za uchapishaji na kufanya maonyesho ya sekta tano

kuu (Madini na Kawi, Fedha, Kilimo, Miundombinu na Elimu) ili kutoa makala ya hali halisi ya safari ya nchi hiyo kufikia *Uhuru*.

Utangazaji kupitia Runginga na Redio
NTV Kenya ilidumisha nafasi yake kama kiamboni mwa burudani za spoti, kwa kupata haki za kipekee za kuonyesha mbio zilizosubiriwa kwa hamu za World Athletics Under 20 zilizoandaliwa nchini Kenya. Kando na hayo, *NTV* ilitia sahihi mkataba wa miaka mingi, wa ushirikiano wa kupeperusha matangazo na Shikirisho la Kitaifa la Mpira wa Vikapu (NBA), ili kutangaza mchezo wa All-Star na zaidi ya michezo 25 ya moja kwa moja katika nusu ya pili ya msimu wa 2020-2021. Kadhalika, *NTV* ilichangamsha mashindano ya Olimpiki ya Tokyo kwa kuyaonyesha kwa hadhira yao ya Kenya wakati wa michezo hiyo. Mkakati wa maudhui ya spoti uliendelezwa kwa stesheni yetu ya redio – *Nation FM* – ambayo mwaka jana ilizindua *The Game Plan*, kipindi cha kila wiki kinachoangazia na kujadili habari za spoti kutoka sekta mbalimbali. Kuzinduliwa kwa kipindi hicho kuandaa shughuli za nyanjani kote nchini ili kutoa hamasisho, kukuza jumuiya ya mashabiki wa spoti, kuboresha kupendwa kwa kituo hicho na kujiweka katika nafasi nzuri kama chaguo lao la stesheni ya spoti.

NTV Kenya pia ilizindua vipindi vipya kama vile; *With All Due Respect*, kipindi kinachoangazia mazungumzo na mijadala na watu wanaogonga vichwa vya habari kuhusu masuala ya siku, na *Attitude*, kipindi cha muziki wa utamaduni wa pop ambacho kimevutia hadhira ya watu wachanga.

Dijitali

Ingawa Jukwaa la kujisajili la *Nation Africa* paywall limekuwa likikua tangu kuzinduliwa kwake, kampeni fulani ilizunduliwa kama sehemu ya kampeni ya maadhimisho ya



Ripoti Ya Afisa Mkuu Mtendaji Wa Kampuni (inaendelea)

kwanza ya jukwaa hilo ili kugeuza watu wanaopita tu kwenye jukwaa hilo kuwa mashabiki sugu kupitia mchanganyiko wa mauzo kupitia barua pepe, majarida, maudhui ya kulipia, mauzo ya pamoja na zawadi za kidijitali. Kampeni hiyo iliwezesha ukuaji kwa 64% katika usajili na kuboresha uhamasisho na trafiki kwenye ukurasa wa Africa.

Kituo hicho pia kiliendesha *Kampeni ya Kuandikishwa na Kujisajili* iliyolenga kuunda uhamasisho wa juu na kuwasiliana kuhusu thamani ya uanahabari wa kina wa *Nation. Africa* na kuelimisha watumiaji kuhusu manufaa ya maudhui yanayolipiwa.

Kampeni ya *Africa & Diaspora* iliyoendeshwa 2021, lililenga kutoa uhamasisho kuhusu ukurasa wa Africa kwa wasomaji wetu humu barani na ughaibuni ili kuwawezesha kufikia maudhui ambayo watu wanaweza kujinasibisha nayo. Kampeni hiyo ilisababisha ongezeko la uhamasisho nchini Afrika Kusini, Nigeria na Ghana, ikiongeza muingiliano faafu na hadhira katika masoko haya.

Nchini Uganda, *Daily Monitor* iliendeleza safari yake ya kufanya mambo kidijitali kwa kujiweka katika nafasi kama chapa inayoendeshwa kwa hisani ya *Nation.Africa* na iliendesha matangazo ya zawadi kwa lengo la kuongeza idadi ya watu waliojisajili mtandaoni kwa kuunda fursa za kushinda zawadi kama vile Televisheni, runulishi za watoto, vifaa vya kuhifadhi chaji ya simu, bidhaa zilizopigwa chapa na mengine mengi.

Matukio

Mwaka wa 2021, NMG iliandaa matukio kadhaa ya kushughulikia fursa za kushirikiana na washikadau na kuunda matumizi ili kuzindua upya bidhaa miongoni mwa hadhira yetu lengwa. Mojawapo ya matukio tuliyozindua katika kipindi hiki ilikuwa ni pamoja na *Digital*

“*Nation.Africa* pia ilituzwa kama mshindi katika kategoria za Utambulisho wa Bidhaa na Video ya Kampeni na Muundo wa Jukwaa la Kimataifa (iF) (the Oscars of Design) ikiwa ni tuzo bora kabisa katika mwaka wa kwanza tangu kuzinduliwa kwake. Tuzo hizi zimekuwa kama ushahidi kwamba tumekuza bidhaa ya kimataifa katika kipindi cha miaka mingi.

Summit, kongamano lililoandaliwa ili kutathmini mambo yanayovuma kidijitali barani Afrika na jinsi biashara zinaweza kuwasilisha thamani yao kwa washikadau wao. Tukio hili lilivutia zaidi ya wajumbe 200 waliohudhuria kwa njia ya ana kwa ana na pia kupitia kwa njia ya kongandao (simu ya video) kote nchini.

Kadhalika, katika mwaka huo wa 2021 tulizindua toleo la kwanza la *Meat Expo and Conference*, chini ya kaulimbiu ya “Nyama Salama iliyo na Ubora wa Juu kwa lishe, Afya na Uundaji wa Mali” lililofanyika katika Ukumbi wa Mikutano ya Kimataifa (KICC) mwishoni mwa mwaka huo. Maonyesho hayo, yaliyopangwa kwa ushirikiano na Wizara ya Mifugo, Kenya Markets Trust, Kenya Meat Commission, Baraza la Wauzaji wa Mifugo katika Masoko ya Nje ya Kenya na washirika wengine yalilenga kuchunguza suluhu

inayowezekana kwa changamoto zinazokabili sekta ya nyama na hitaji la uvumbuzi, na ilituwezesha kujihusisha na kuunda mahusiano na washirika wapya katika sekta.

Awamu ya pili ya Kongamano na Maonyesho ya SME iliofanyika katika Ukumbi wa Makutano ya Kimataifa (KICC), ulileta pamoja wadau katika sekta kuangazia changamoto zinazokabili Biashara Ndogo na za Wastani (SME) nchini Kenya, kutoa jukwaa la mazungumzo ili kuleta ukuaji na kutoa fursa kwa biashara hizo kuonyesha uvumbuzi wao, chini ya kaulimbiu ya “*Ustahimilivu, Kurejea na Uendelevu wa SME*”. Kongamano hilo lilivutia watu 135 waliokuja kuonyesha bidhaa zao pamoja na zaidi ya washiriki 6,000.

Utambuzi wa Kimataifa

Ninajivunia kutangaza kwamba majukwaa yetu mawili ya uongozi – *Nation Leadership Forum na Kusi Ideas Festival*, yalishinda tuzo katika Tuzo za Kimataifa za Shirikisho la Wanahabari wa Kimataifa za 2021. *Nation Leadership Forum* ilituzwa kama “**Bora Barani Afrika**”, lilikuwa la kwanza katika kategoria ya “Matumizi Bora ya Tukio Kukuza Bidhaa Mpya”, huku Kusi Ideas Festival likiwa la pili katika kategoria hiyo hiyo. Kando na haya, kampeni ya bidhaa mpya ya *Daily Nation* ilituzwa nafasi ya pili kwa “Matumizi Bora ya Machapisho” huku *Nation.Africa* ikitajwa kwa heshima katika “Bidhaa Bora na Uvumbuzi wa Kiteknolojia”, na vilevile “Matumizi Bora ya Sauti”.

Nation.Africa pia ilituzwa kama mshindi katika kategoria za Utambulisho wa Bidhaa na Video ya Kampeni na Muundo wa Jukwaa la Kimataifa (iF) (the Oscars of Design) ikiwa ni tuzo bora kabisa katika mwaka wa kwanza tangu kuzinduliwa kwake. Tuzo hizi zimekuwa kama ushahidi kwamba tumekuza bidhaa ya kimataifa katika kipindi cha miaka mingi.

Ripoti Ya Afisa Mkuu Mtendaji Wa Kampuni (inaendelea)

Zaidi ya tuzo hizi, wafanyakazi wetu kote katika ukanda huu walitambulika kwa juhudi zao kwa kuleta habari za kuaminika katika bara hili. Mwaka wa 2021, NMG ilijishindia tuzo 9 nchini Kenya, 23 nchini Uganda na 4 nchini Tanzania.

Mabadiliko ya Utamaduni wa Kiutendakazi

Tandavu pamoja na kuharibika kwa mandhari ya vyombo vya habari kumekuwa na athari kubwa kwa wafanyakazi na maeneo yetu ya kufanyia kazi. Mwaka wa 2021, ustawi wa wafanyakazi wetu ulikuwa na jambo tulilolipa kipaumbele, kwa kukiri nafasi muhimu ambayo wafanyakazi wetu wanachukua katika kuleta mageuzi kwenye shirika.

Mwaka jana, sisitizo la safari ya mageuzi ya utamaduni lilikuwa kwa utekelezaji wa matokeo ya utafiti wa utafutaji wa talanta na uboreshaji wa maarifa uliofanywa mnamo 2020. Uchunguzi huo ulitambua mianya katika ujuzi wa kidijitali na vizingiti vilivyopo ndani ya vitengo vya biashara. Majadiliano ya makundi makinifu yaliyofanywa Kenya, Uganda na Tanzania, yalifuata utafiti huo na kutambua hatua zilizoongoza programu ya mabadiliko kwa mwaka huo na kuingia 2022. Pamoja na haya, programu ya kudhibiti mabadiliko kwa wakurugenzi wakuu nchini Kenya na Mameneja Wakurugenzi wa kampuni tanzu iliendeshwa katika Robo ya 3 ya 2021 ili kuwapa ujuzi zaidi wa kudhibiti mabadiliko na kujumuisha maadili ya NMG katika utamaduni wa kazi za kidijitali.

Nchini Kenya, Utafiti wa Maoni ya Wafanyakazi ulifanywa katika Robo ya 3 ya 2021 ili kuelewa kauli za wanafanyakazi na maeneo yanayofaa kuboreshwa kwa safari yetu ya utamaduni. Wafanyakazi wengi waliashiria kuridhishwa kwao na usawazisho uliopo wa kazi na maisha, maadili ya kibiashara, ustawi wa wafanyakazi na mafunzo.

Mwelekeo wa Kimkakati wa 2022

Kama ilivyoonyeshwa hapo juu, safari yetu ya mageuzi ya kidijitali haijafika katika kiwango tunachotarajia, lakini ni safari ambayo tumeianza kadri mabadiliko ya kiteknolojia yanavyoendelea kubadilika. Kwa hivyo, tutalitilia maanani suala hili kwenye mipango yetu ya kimkakati ya muda mfupi, kati pamoja na muda mrefu, kadri inavyohitajika, ili kushinda.

Mwaka huu, tutalitilia mkazo nguzo mbili kuu, Uvumbuzi wa Bidhaa na Mabadiliko ya Kiushirika, jambo ambalo litatuwezesha kutumia



Ninajivunia kutangaza kwamba majukwaa yetu mawili ya uongozi – Nation Leadership Forum na Kusi Ideas Festival, yalishinda tuzo katika Tuzo za Kimataifa za Shirikisho la Wanahabari wa Kimataifa za 2021. Nation Leadership Forum ilituzwa kama “Bora Barani Afrika”, lilikuwa la kwanza katika kategoria ya “Matumizi Bora ya Tukio Kukuza Bidhaa Mpya”, huku Kusi Ideas Festival likiwa la pili katika kategoria hiyo hiyo.

majukwaa yetu yenye mikondo anuai kufanya bidhaa zetu kununuliwa, kuhusishwa na hadhira na kuchuma kutokana na maudhui. Tumetambua vigezo sita (6) vitakavyoendesha mkakati huu ifuatavyo:

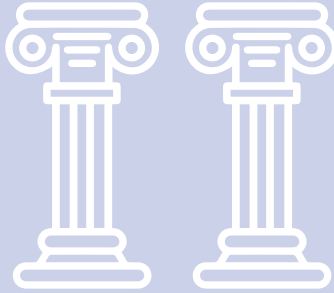
- **Maudhui:** Muhimu sana kwetu ni habari tunazowaletea. Hii itasalia kama nguzo muhimu ya mkakati wetu tunapoendelea kujaribu kufikia lengo letu la kuwa sauti ya wanyonge.
- **Utamaduni:** Tutaendelea na ajenda yetu ya kudhibiti mabadiliko huku tukiendesha shirika shirikishi zaidi, lenye ari na linaloyapatia kipaumbele masuala ya kidijitali
- **Teknolojia:** Tumewekeza katika mifumo yetu ili kuzipa hadhira zetu maudhui, kwa kuzingatia mapendeleo yao ya matumizi.
- **Talanta:** Wafanyakazi wetu wamekuwa ni nguzo inayosukuma ufanisi wa mkakati wetu na tutaendelea kuwekeza katika mkusanyiko wa talanta yetu ili kutoa hali ya matumizi inayoipa kipaumbele mambo ya kidijitali
- **Muundo:** Tutaunda taratibu na michakato ya kazi ili kuoanisha na njia zetu mpya za kufanya kazi
- **Hadhira:** NMG itatumia zana na talanta zinazotoa kiolesura na hali ya matumizi rahisi, bora inayotoa bidhaa zinazoweza kuwekwa kuzalisha chumo

Vigezo hivi viwezeshaji vitasababisha shirika hili kufikia sio tu lengo lake, lakini pia kukuza njia mpya za kuleta mapato ambazo hatimaye zitatoa thamani ya kijamii na kwa wadau wote.

Kwa niaba ya Kikosi kizima cha Usimamizi Tendaji cha NMG, ningependa kuchukua fursa hii kutoa shukrani za dhati kwa kila

Ripoti Ya Afisa Mkuu Mtendaji Wa Kampuni (inaendelea)

mshikadau ambaye anaendelea kuamini ajenda yetu ya kulea mageuzi katika jamii na kusaidia kufikia maono yetu ya kuwa *Chombo za Habari cha Afrika kwa Ajili ya Afrika*. Hususan, ningependa kutoa shukrani kwa wafanyikazi ndani ya NMG wanaoendelea kuonyesha ari, uvumbuzi na ustahimilivu mwaka baada ya mwingine, na kwa Bodi ya Wakurugenzi ya NMG ambao wameendelea kutoa usaidizi wao usiotetereka na kutoa mwongozo kwa biashara hii.



Mwaka huu, tutatilia mkazo nguzo mbili kuu, Uvumbuzi wa Bidhaa na Mabadiliko ya Kiushirika, jambo ambalo litatuwezesha kutumia majukwaa yetu yenye mikondo anuai kufanya bidhaa zetu kununuliwa, kuhusishwa na hadhira na kuchuma kutokana na maudhui.

Tunatazamia mwaka wa 2022 kuimarika hata zaidi, na kujitolea kuletea hadhira yetu maudhui yanayohamasisha, kufahamisha na kuelimisha. Tunapoingia katika kipindi cha uchaguzi nchini Kenya, tumejitolea kuwa kampuni yakinifu, jasiri, huru na itakayoripoti bila upendeleo na/au maonevu, na tunatazamia kutembea safari hii pamoja na wadau wetu.

Stephen Gitagama

Afisa Mkuu Mtendaji wa Kampuni