



TREND. *annual*

<AN ORNICO & TREND. 2013 FUTURECAST>

2013 TREND. ANNUAL

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Ornico

KNOW HOW. TO GROW.

TREND.
LIVES



By Oresti Patricios

I'd like to use the thinking of one Dave Duarte to discern the difference between trends, trifles and truths and to talk about why it's crucial for brands to know this. I'd go as far as saying that to be an intelligent brand you'd have to understand what differentiates a truth from a trifle or a trend. Dave Duarte is what you'd call a smart, switched on human being who really gets marketing and where it is moving to.

One of the most perplexing and complex challenges for intelligent brands is to navigate social networks, and understand how to engineer new technologies for best benefit. Dave says that a useful entry point for doing this is to understand how to distinguish between trifles, trends and truths.

Like Dave, I believe that this helps brands more readily distinguish between what's merely fashionable from a digital perspective and what is meaningful. What needs to be heard and what is here to stay. It's a profound skill that's not only useful in navigating social networks, but once learned and practiced, it can become a way to transverse through cluttered consumer and business contexts.



the trend insider

So let's first look at Dave's definition of a **trifle**: "Flighty and fashionable, trifles are the candyfloss of social media or technology, and have as much staying power as cotton candy left out in the rain. A great example of this was Flooz and Beenz which was some kind of internet currency that was completely divorced from real world money.

People love cold hard cash and symbolic variants of the likes of Kenya's M-Pesa which delivers convenience and easy access to banking in a country where the unbanked used to struggle to transfer funds. Unlike Beenz and Flooz, M-Pesa represents the real thing, rather than some sort of Monopoly currency. That's why even though digital "currency" was at one time touted as the "secret sauce" of ecommerce it bombed. It wasn't the real thing and became a trifle that had absolutely no staying power."

Dave says **trends** are very different and can quite easily be discerned. "Easily distinguished from trifles by their staying power and ability to influence commerce and culture, trends are notable for their ability to affect consumer behaviour. The sharing of photographs, stories, diaries, opinions and other personal data online is a massive trend," says Duarte.

"Millions of people across the world are doing this on YouTube, Facebook and Twitter, and there are thousands of companies that underpin the technology that enables this sharing. It's likely that social media is a trend that will shape the way people do business, communicate and experience life for decades to come," Duarte adds.

Lastly if there's one take out here for intelligent brands, it is to know the enduring staying power of a **truth**.

Let's see how Dave defines a truth. "All trends are underpinned by a fundamental truth or enduring reality that is sustainable. The truth about social media is that people are collaborative animals and live in a communal world where they desire to share experience and more. This isn't a truism but is a truth that has been scientifically proven and recorded in numerous anthropological, social and psychological studies," Dave says.

"People's need to connect with each other is almost as high up as the survival instinct. Combine this powerful natural driver with web-based tools to enable social connection with mobile devices that connect seamlessly to the web, and you have the makings of a major behavioural shift. Business will never be the same again because technology has given birth to the tools that which enables the expression of this truth," he explains.

Good luck for 2013 and may an understanding of trends, trifles and truths provide a compass to steer your brand to new victories in the coming months and years.

SOCIAL MEDIA MARKETING

Takes Flight in 2013

13 Trends Ready For Take-Off



1 Social Media Marketing gains impact as key marketing tactic




2 Marketing turns upside down - consumers become the marketers



3 Social influence moves beyond 'like' to incentive driven recommendations



4 Marketing grows enterprise wide and can no longer sustain being a 'department'



5 Discounts and giveaways will incentivize social sharing of branding content



6 Social media impacts business infrastructures - siloed communication systems are challenged



7 Social channels integrate and align



8 Rise of Augmented Reality - visualization over data



9

Media spend shifts from display to paid and sponsored content



10

Social Reputation Management drives 'Do Good' campaign strategies



11

The dawn of social TV - where viewers comment and share during air time



12

Social commerce driven by recommendations - rapid growth in digital wallets



13

SEO shifts - less focus on tricks and more on good online marketing

Social Media Platforms Will Continue To Evolve

Gifts will transform Facebook. Paid ads shift to paid content. Facebook begins to move into social search.



Twitter moves closer to the newsroom of the future.

YouTube gains reputation as a key search tool.



LinkedIn evolves and grows from HR focus to brand building for companies. LinkedIn Endorsements gain momentum.

Pinterest becomes key player in social shopping



Google+ sharing to targeted lists is on the rise.



TwinEngine, Powered by The H Agency, is an award-winning, strategic marketing and creative agency that specializes in Social Media Marketing. Winnie Brignac Hart, right engine creativity, and Lorrie Brignac Lee, left engine analytics, bring 20+ years of marketing experience, 125+ industry awards and a passion for leveraging their twin talents to help companies translate traditional marketing channels into forward thinking online and social marketing solutions.

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2013 marketing trends

By Louise Marsland, Publishing Editor: [TREND](#).

We have been talking about mobile for a long time, particularly in Africa. We've called it the always-on device, the fourth screen, and so on.

Globally it's now being termed the 'second screen', as consumers are watching television and movies with their mobiles, interacting on the content they are watching with other fans; and constantly updating their status on social media networks, chatting and instant messaging, while working or pretty much doing everything else.

So mobile is at the top of my list again as consumers and brands integrate social media and mobile apps for mobile phones and other devices such as tablets, which will integrate more into our leisure and work space as pricing comes down and more devices enter the market.

Social media is on my list of annual trends again too, as the focus moves from social media as another marketing channel to actually integrating social media into business and brands throughout organisational structures, including customer service, socialising enterprise and 'living social'. Brands are demanding ROI on social media and the focus will very much be on monetising social going forward.

Content marketing is growing massively – in fact it is the only other media channel, along with digital media, that is growing in product and audience. We have seen custom publishing in South Africa move into the far more sophisticated content marketing channel, with local custom publishers transforming into agencies with account managers replacing publishers to manage brand media and customer interaction. Much of the focus for content marketers going forward will be on digital, with some print magazines moving online onto tablet or digimag formats.

'Gamification' is a massive marketing channel that keeps on growing as more brands integrate into games which are becoming as sophisticated as Hollywood blockbusters as technology improves, with celebrity endorsements and trailers directed by Oscar-winning movie directors.

Harnessing customer innovation through traditional marketing channels and social media is one of the best ways to encourage brand engagement and customer loyalty. Brands like Nike do it so well through Nike+ at [nikeplus.nike.com](#) where people are encouraged to set goals, track their exercise or sporting progress and share it with friends, etc.; Starbucks with [mystarbucksidea.com](#) crowdsources ideas for new flavours from customers and provides feedback; and some of the car manufacturers are starting to crowdsource design ideas from fans, like BMW did for its 5-series.



2013 marketing trends

Asset management is another trend I've identified in my recent research, whereby brands are starting to use social media platforms that they do not own, such as Facebook, Twitter, LinkedIn, as mechanisms to engage with their fans on the platforms of their choice, before encouraging them to visit the more sophisticated brand properties that brands have spent a lot of money on, to trade or engage deeper with more niche communities. It is important for brands to 'own' their own platforms to house consumer data and not outsource everything to social media channels and agencies that may not be around forever in their current form.

*Louise Marsland is the Publishing Editor of [TREND](http://www.trendlives.info). – an online media portal for South African consumer and content trends in the advertising, media, marketing communications industry at: www.trendlives.info. She has been a journalist and editor for 25 years, editing industry publications such as AdVantage, Bizcommunity.com and Marketing Mix.

TREND •

LIVES



WELCOME TREND.

Trends for the South African advertising, media, marketing communications industry are around in abundance, from bespoke client presentations, conferences, international trend watching sites and of course, if you Google trends, tons of links will come up.

But no one has taken all those lovely trends and consumer data and contextualised it for the South African marketer or business leader in one easily accessible place, until now.

Louise Marsland and business partner, Herman Manson, who edits and publishes independent, respected media, marketing and advertising website, marklives.com, launched [TREND.](http://www.trendlives.info) at www.trendlives.info on 1 November 2012, to serve as a central curated resource for local and international marketing and media research and trends, as well as its own unique in-depth reports that source and chart influential modern trends and interrogate industry research that marketers and agencies need to take note of.

TREND.

LIVES



Be a creator. Innovator.

Making is all about creating, solving, reworking and prototyping new solutions to old problems, or forging a way to make a living in a consumerist world. The maker movement is a subculture very similar to DIY, but takes things much further by mashing the best of technology with making to invent or re-invent. Africa's first '[Maker Faire](#)' premiered in Accra, Ghana in 2009 and has gone on to become a regular feature of the continent's calendar. Populated with gadgets, contraptions and inventions, the Maker Faire is all about driving an innovation culture on the continent. The Maker Faire spells out why the maker movement is such a positive, energising and creative continental trend: [The Maker Manifesto](#).



Genius design influence

Look around you - we are constantly surrounded by design. Magazines. Malls. Online. Even quotes on Facebook updates, all these graphic elements are carefully constructed by a design process. Usually it's the finished article that's seen – rarely do we get to explore the experimentation, sketches and ideas that make great design. To understand how design influences our world, page through [Graphic: Inside the Sketchbooks of the World's Great Graphic Designers](#) – a new book that opens top designers' minds and scribbles to the world. Artists featured are Milton Glaser, an icon of American graphic design and creator of the seminal I Love New York logo; Michael Bierut, a partner of Pentagram Design and known an advocate of the power and influence of design; prolific photographer and iconoclastic typographer Ed Fella; and Bruce Mau designer of the seminal S,M,L,XL whose client list includes MTV, Coca Cola, and Frank Gehry.



Bigger cities, smaller screens:

UN report show trend toward African megacities. Mobile will be the default communications machine.

In 20 years' time, (according to the UN) Africa will become predominantly urban with cities tripling in size - megacities will develop across the continent. The massive urbanisation suggests major changes for Africans' consumption of media in general and digital media in particular.

Research by Adam Clayton Powell III for International Media Assistance indicates cell phones and other mobile devices are 'nearly universal' - not just for telephony but also for audio and video information and entertainment. It is "predicted that mobile devices will surpass broadcast receivers as the continent's primary medium," writes Powell who states that African media from Cairo to Cape Town are accommodating this shift.

"During last year's referendum in southern Sudan, Sudan Radio Service used mobile technology as a tool to measure and engage with listeners," Powell writes. "Since 2009, Voice of America has discovered it is serving a very large audience for video on mobile telephones, especially in Kenya. And in December 2010, VOA recorded a noteworthy 'crossover' in its audience data: larger and increasing demand for Internet content by mobile telephone, continent-wide, rather than VOA Internet content accessed from computers," he adds.

Powell believes these trends will continue in the coming decade. In cities there will be fewer people per TV or radio receiver and more mobile devices per capita, "enabling and encouraging more individually customized media consumption. Urbanization will drive fragmentation of supply. Competing media sources are far more numerous in African cities than in rural areas. This may be true worldwide, but it is particularly dramatic in Africa, where all but the most affluent rural residents have limited choices of news, information, and entertainment," Powell writes.

The result? New and independent media providers are emerging, as are new 'broadcasters' and new patterns of media consumption. Download the [full report](#).

CLEVER ■ TREND

intelligence



Being the smartest woman or man in the room has always been prized, but now, more than ever before, intelligence is being valued in business because of how complex industry has become. Intelligence (backed by intelligent action) is both a trend and a truism because of the power of good thinking.

With this in mind The 2012 Trend Annual brings you some of the smartest management thinkers in the world. They are recognised by [T50](#) - the first-ever global ranking of management thinkers.

This ranking of thinkers is published every two years and is based on three core beliefs, namely:

- Ideas have the power to change the world
- Management is essential to human affairs
- New thinking can create a better future.

CLEVER ■ TREND *intelligence*

Celebrating intelligence

Here are the best of T50's best – those men and women who have been recognised by the "Oscars of management thinking".

#1 – Clayton M. Christensen

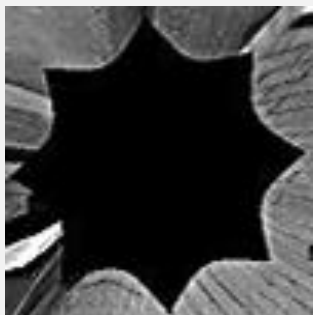
The Kim B. Clark Professor of Business Administration at Harvard Business School, Christensen is widely regarded as one of the world's foremost experts on innovation and growth. He is the bestselling author of *The Innovator's Dilemma* (1997) which received the Global Business Book Award for the best business book of the year; *The Innovator's Solution* (2003); and *The Innovators' DNA* (2011). Christensen founded [Innosight](#), a consulting firm that uses his theories to help companies create new growth businesses. Christensen has advised the executives of many of the world's major corporations. They generate tens of billions of dollars in revenues every year from innovations inspired by his research.

#2 - W. Chan Kim & Renée Mauborgne

Professors of strategy and management at INSEAD, and co-directors of the INSEAD Blue Ocean Strategy Institute in France, Kim and Mauborgne are the authors of global business bestseller *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant* (2005), which has sold over 2 million copies. In it, Kim and Mauborgne describe a world where most companies operate in overcrowded industries, and head-to-head competition creates "a bloody red ocean of rivals fighting over a shrinking profit pool." Far better, they say, to create a clear blue ocean of uncontested market space through value innovation.

#3 - Vijay Govindarajan

Known as VG, Govindarajan is professor of international business at the Tuck School of Business at Dartmouth College in New Hampshire, and is one of the world's leading experts on strategy and innovation. Govindarajan's books include the international bestseller *Ten Rules for Strategic Innovators* and his more recent *The Other Side of Innovation* which focuses on how to turn an innovative idea into a successful commercial business. Formerly General Electric (GE) company's first Professor in Residence and Chief Innovation Consultant, Govindarajan helped pen a Harvard Business Review article "How GE is Disrupting Itself" (September 2009) which introduced the concept of reverse innovation, rated by Harvard Business Review as one of the ten big ideas of the decade.



BRAND INTELLIGENCE™

Are you seeing the full picture?



KNOW HOW. TO GROW.

When it comes to assessing your brand you need to see the whole picture, not just a small part of it. For an unbiased, objective and comprehensive view of brand performance speak to Ornico and get the know how to grow. Call Oresti Patricios, CEO of Ornico about Brand Intelligence™ today:

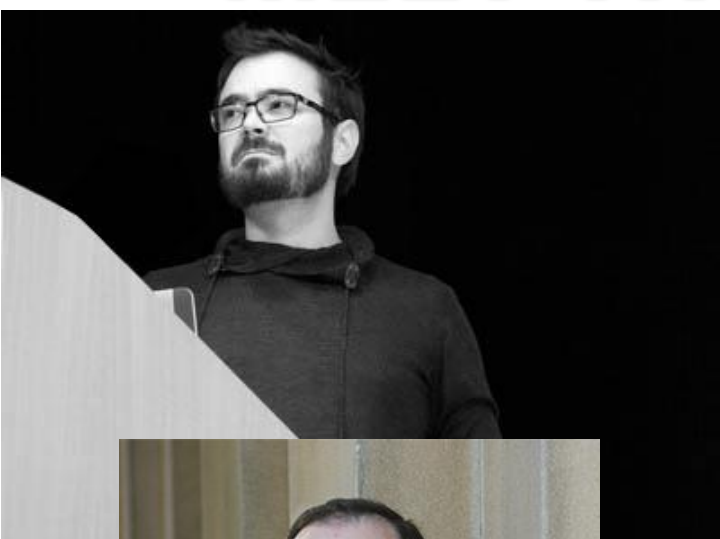
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MEET THE FUTURISTS



[Michelle Zappa](#) is a Berlin-based technology futurist who focuses on helping companies and people understand where society is headed by extrapolating current technological developments. By painting the big picture of where technology is headed he tries to guide corporations and public institutions in making better decisions about their future. And of course, the futures of the societies they operate amongst. You can see Zappa's work at [Envisioning Technology](#).



[Ross Dawson](#) is founding chairman of the [Advanced Human Technologies](#) group, and author of the prescient *Living Networks*, which anticipated the social network revolution. Dawson has been named as one of the 40 biggest players in Australia's digital age, and his blog Trends in the Living Networks is ranked as one of the top business blogs in the world.



TREND ■ LEGEND

Lidewij Edelkoort

NOMADISM

One of the world's most renowned trend forecasters, [Lidewij Edelkoort](#) was identified by TIME Magazine as one of the most influential people in fashion.

“now that our smartphones and tablets and pocketbooks have made us wireless and have set us free we are able to work everywhere and anytime we want.

as a result we no longer need a desk or an office and are able to completely reinvent our existence. borders of work time and leisure time have faded as we decided on our own timetables and priorities. we are free to roam and wander...

under this influence we will again become nomadic and are without knowing it going back to the beginning of mankind when our species would roam and wander living from hunting and gathering.

fashion will therefore become nomadic and go on the road for inspirations from all itinerant tribes and migrant movements in history; from the first pilgrims and pioneers to the most recent urban nomads, from the first adventures to the contemporary campers and from the historical migrants to the futuristic mind travellers.”



BIG TREND. BIG DATA

Information everywhere

Big Brother is watching, and for the most part people don't mind. Every word posted, item purchased, web-site visited, is part of the data fingerprint that consumers leave behind; and this data grows into enormous cross-referenced databases that need to be managed and mined for ways of tracking and marketing to those same consumers.

From Facebook information, YouTube videos, television advertisements to print newspapers, blog entries and advertising measurement, the amount of data that is being created by humans is growing exponentially. IBM will have us know that each day humans create 2.5 quintillion bytes of data. "90% of the data in the world today has been created in the last two years alone. This data comes from everywhere: sensors used to gather climate information, posts to social media sites, digital pictures and videos, purchase transaction records, and cell phone GPS signals to name a few. This data is big data."

[McKinsey says big data](#) will be big business for industry. "The use of big data will become a key basis of competition and growth for individual firms. From the standpoint of competitiveness and the potential capture of value, all companies need to take big data seriously. In most industries, established competitors and new entrants alike will leverage data-driven strategies to innovate, compete, and capture value from deep and up-to-real-time information. Indeed, we found early examples of such use of data in every sector we examined."

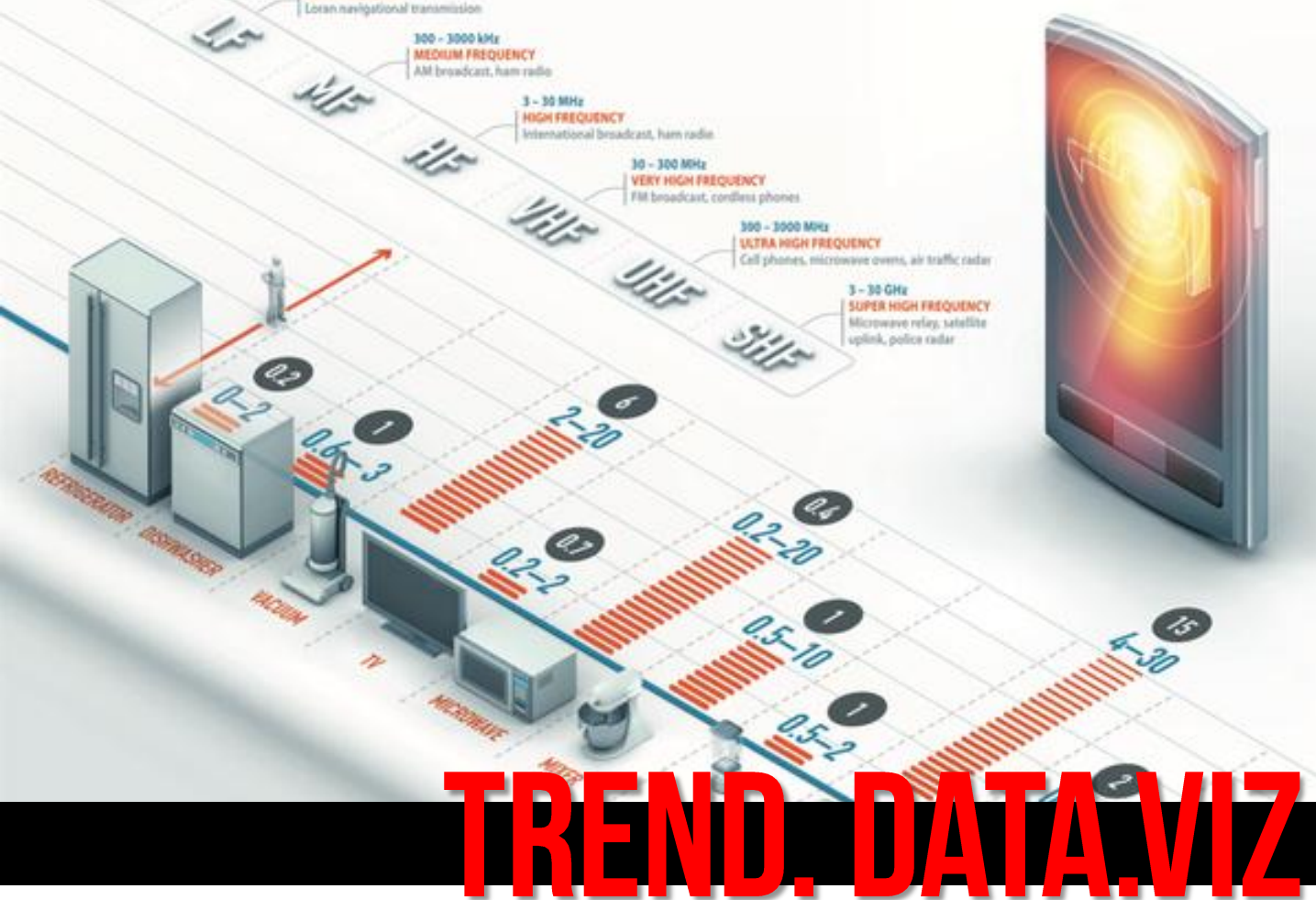
To read more about big data and how it could impact your business go to:

- Do You Really Need Big Data? in [Fast Company](#)
- Big Data In 2020: More Info, More Problems in [Fast Company](#)
- Big Data Hype (and Reality) at [Harvard Business Review](#)
- The 4 Phases Of Big Data at [Forbes](#)
- Big Data and the end of theory at [Guardian's Data Blog](#)

BIG TREND. BIG DATA



"Your recent Amazon purchases, Tweet score and location history makes you 23.5% welcome here."



WHAT IS IT? “Data Visualization is a transversal discipline which harnesses the immense power of visual communication in order to explain, in an understandable manner, the relationships of meaning, cause and dependency which can be found among the great abstract masses of information generated by scientific and social processes.” - datavisualization.ch.

COME AGAIN? “Data visualization is the graphical display of abstract information for two purposes: sense-making (also called data analysis) and communication. Important stories live in our data and data visualization is a powerful means to discover and understand these stories, and then to present them to others. The information is abstract in that it describes things that are not physical. Statistical information is abstract. Whether it concerns sales, incidences of disease, athletic performance, or anything else, even though it doesn't pertain to the physical world, we can still display it visually, but to do this we must find a way to give form to that which has none. This translation of the abstract into physical attributes of vision (length, position, size, shape, and colour, to name a few) can only succeed if we understand a bit about visual perception and cognition. In other words, to visualize data effectively, we must follow design principles that are derived from an understanding of human perception.” – [Stephen Few of Perceptual Edge](#).

For more information on Data Visualisation and how it works, take a look at: [Visualise This](#)

A curated selection of [data visualisation tools](#) from datavisualization.ch

Data visualisation tutorials from [Flowing Data](#)

[Visually](#), the one-stop shop for the creation of data visualizations and info graphics

top 10 IT Trends for 2013

Gartner. Just released the list of the strategic trends in technology for next year. Learn how it may affect you and the way you do business:



Mobile Device Battles

As mobile devices devour the desktop market, consumerization will drive tablets into the enterprise.

Apps & HTML 5

With the convenience introduced by HTML 5, It will be the preferred standard for application design and development



Personal Cloud

As services gain precedence over devices, Cloud will emerge the favored hub for apps, content and preferences.



Hybrid IT and Cloud Computing

Changing role of IT departments demands they play a bigger role in coordinating IT related activities.



Internet of things

Mobile devices and computers will not be the only ones connected anymore, as we slowly see the rise of smart homes, the internet of things will be an inevitable part of our future.

top 10 IT Trends for 2013



Actionable Analytics

Cloud packaged with Analytics and Big Data will be key to businesses and will finally witness growth next year.

Strategic Big Data

The death of single corporate data warehouse, calls for organization focus on non-traditional data types and external data sources.



Mainstream In-Memory Computing

Helps in boosting performance, response time while enabling provision of real-time business intelligence.

Integrated Ecosystems

software and services are likely to address infrastructure or application workload and there is likely to be additional shipment of "appliances," where software is delivered as hardware.



Enterprise App Stores

More than 70 billion downloads a year may become the norm by 2014. Most organizations may deliver mobile apps to employees via application stores by the same time.





GO.GO.GADGET

- Microsoft Surface: made by Microsoft, for Windows 8. Use the touch-screen or the built-in keyboard. It's a laptop, with a bit of a tablet sheen.
- Microsoft will also release its latest games console, the Xbox 720, which is rumoured to be built around an eight or even 16-core Intel CPU. It will allegedly support Blu-ray, 1080p 3D and have DVR functionality. It is expected to be at least 6 times more powerful than the Xbox 360.
- Sony will retaliate with the PS4 (codenamed 'Orbis' - does that mean it will be round?) and yes, it will also support HD and 3D and be super-fast.
- 3D and HD are the watchwords when it comes to media and games.
- Apple is exploring [a hand-held TV](#), with a 5-inch screen, DVR with cloud connectivity and Siri interaction. If and when this makes it to market remains to be seen.



TREND.MUSIC

Will K-Pop burst its bubble?: While some say it's a one-hit wonder, "Gangnam Style" has got American music bosses worried: for the first time a foreign country has decoded and demystified the Music-As-Product model created by the USA. If Korea continues churning out these bright, bubbly pop hits, Katy Perry may have to learn another language.



TREND. NOSTALGIA

Call Back The Past:

The more life become increasingly uncertain from an economic, social and political perspective the more people hanker for the past. Viewed through a consumer lens, this manifests as a yearning for nostalgia and retro-products. This creates interesting niche markets and opportunities, like the handcrafted radios that are individually made by retired salesman [Tom Kipgen](#). The retro radios have launched a second career for Kipgen while collectors prize these reasonably priced items that hark back to the days when radios proudly stood as a showpiece in the middle of the living room.

Standard Bank's also embracing the nostalgia trend with a very clever campaign that looks backward in order to look forward. The ad features wistful footage of the Wright brothers' first flight; Henry Ford's pioneering assembly line; women's suffrage; a smiling Albert Einstein; and a dancing Charlie Chaplin.

There's local material like video of a young Miriam Makeba jiving; heart surgeon Christian Barnard walking off a plane; our first democratic elections; SA's rugby world cup and the 2010 soccer world cup. When times are tough it's good to look back and to see the progress that's been made. Smart of ad agency TBWA\Hunt\Lascaris to come up with a commercial that peeks at our past and reminds us how good it feels to move forward.

As the world becomes increasingly uncertain, nostalgia's just going to get bigger.



1 PLAY AS A
COMPETITIVE
ADVANTAGE



2 THE SUPER
STRESS ERA



3 INTELLIGENT
OBJECTS



4 PREDICTIVE
PERSONALIZATION



5 THE MOBILE
FINGERPRINT



6 SENSORY
EXPLOSION



7 EVERYTHING
IS RETAIL



8 PEER
POWER



9 GOING PRIVATE
IN PUBLIC



10 HEALTH &
HAPPINESS:
HAND IN HAND

JWT

10 TRENDS FOR 2013



TRENDS in africa



Want the low-down on trends on Africa? What's in. What's out. How trends in Africa will affect your brand. For insight on everything you need to know on brands and trends in Africa let Oresti Patricios speak at your next conference or in-house marketing meeting. To book Oresti call Claire Lamb at Ornico:

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DIGITAL TOOLBOX

Free business tools to get organised, enhance productivity and collaborate with colleagues.

[Google Drive](#) - The free service that lets you store all your files online, change files whenever you want, share files and access your work regardless of what device you are on.

[WordPress](#) – The free and easy to use web-based blogging software that enables people or organisation to set up and start running a blog in a couple of minutes.

[Evernote](#) – An online tool created for saving, sorting and sharing anything and everything from emails, documents, photographs, sound clips, web pages, lists and more. Evernote aims to help the world ‘remember everything, communicate effectively and get things done’.

[Slideshare](#) – The free, online hosting system where people and companies can upload, view and share slides and presentations.

[Prezi](#) – The web based sharing and storytelling tool for exploring and sharing ideas on a virtual canvas. Sort of like if PowerPoint became a movie.

[Audacity](#) – The free audio tool for recording, slicing, and mixing sound.

[Wikispaces](#) - A wiki is a space on the Web where you can share work and ideas, pictures and links, videos and media – and anything else you can think of. Wikispaces gives users a bunch of tools to make sharing all kinds of content fun and easy.

[SurveyMonkey](#) – An online service that allows users to design surveys, collect responses, and analyse the responses of these collected surveys. Free and premium versions are available.

[Google Translate](#) – The free online language translation service that instantly translates text or web pages.

[Instapaper](#) – The free service that allows you to save web articles or web pages so that you can read them later on your iPhone, iPad or Kindle.

[Trello](#) - a collaboration tool that organizes your projects into boards. In one glance, Trello tells you what's being worked on, who is working on what, and the state of progress in a work process.

[Dropbox](#) - A designated folder on your computer/smartphone/laptop that allows you to synch documents across your various devices and share documents with collaborators.

[YouSendIt](#) - Useful for sharing files with collaborators - especially files that are too large to be sent as attachments. The free “Lite” version gives you 2GB of personal storage, and a 50MB maximum file size with a default 7-day “lifespan”.

LINKS & CONTACTS

TRENDS:

[Trend.](#)

Trend[Watching](#)

The Trend [Watch](#)

Spring[wise](#)

PSFK

The Cool [Hunter](#)

Cool[Hunting](#)

Mashable

AFRICA:

Africa [Confidential](#)

How we made it in [Africa](#)

All [Africa](#)

ZAM [Magazine](#)

The Business [Eye](#)

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Business Day [Nigeria](#)

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Malcolm [Gladwell](#)

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THE SMALL PRINT

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