

MCCI *mag*

THE MAGAZINE OF THE MAURITIUS CHAMBER OF COMMERCE AND INDUSTRY

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All About Brands: Protecting Your Business Potential

Qui aurait dit que ce petit Mauricien jouerait en Champions League ?

Depuis 160 ans, la MCCI a toujours soutenu l'exportation du savoir-faire mauricien.

En 2009, Mario Guillot, designer et propriétaire de la marque IV Play, est sollicité par les Girondins de Bordeaux, multiples champions de France de football et évoluant aussi en Champions League, pour dessiner la collection hiver d'une ligne de vêtements pour sa boutique de supporters.



L'expérience de l'avenir

Plus de 160 ans mais pas une ride !



CÉDRIC DE SPÉVILLE
Président

Nous y sommes. Nous plongeons avec ce 1er MCCI Mag dans le nouvel univers de la MCCI. Nouveau logo, nouvelle appellation (MCCI), nouvelles couleurs et enfin une signature forte qui inscrit notre institution, votre institution, dans une dynamique résolument tournée vers l'avenir.

Ces changements ne sont pas le fruit du hasard. Ils sont le résultat d'un vaste chantier lancé il y a maintenant plus d'un an sous la présidence de Monsieur Marday Venkatasamy avec la mise sur pied d'un Branding Committee.

Accompagné par l'agence de conseil en communication Facto WE, le Branding Committee a entrepris d'évaluer l'image de notre institution, mesurer sa notoriété auprès de nos différents publics, découvrir ses déficits et ses potentiels.

Dans un premier temps, l'étude de notoriété (conduite au sein de la communauté des affaires, des décideurs et du grand public) nous a révélé que trop souvent le rôle de la MCCI est méconnu. Tous reconnaissent que nous avons accompagné l'histoire de Maurice comme personne mais peu savent ce que nous faisons concrètement pour promouvoir le développement économique de Maurice.

Il a donc fallu se repenser, se réinventer, se relooker. Nous avons aussi défini, de manière pérenne, nos valeurs, puis travaillé sur une nouvelle identité.

Nos précédents logos ont toujours projeté une image en concordance avec le contexte économique de la période. La fleur de lys dans une roue dentée des années 70 mettait l'accent sur l'industrie ; dans les années 90, l'ancre et le paille en queue symbolisent les assises solides de la MCCI et l'ouverture du pays ; à partir de l'an 2000, un cercle et des fluides exprimaient la force et le vivant.

Ce nouveau logo porte en lui la philosophie de l'institution. Il est le reflet des valeurs (sérieux, confiance, proximité, dynamisme, pro-activité et innovation) que prône depuis plus de 160 ans la MCCI. Chaque couleur a sa signification :

- le bleu représente la justice, la communication et la créativité
- le rouge symbolise l'activité, la force et la puissance,
- le gris, élégant, sobre, soutient le côté institutionnel & professionnel
- l'orange symbolise l'équilibre et l'optimisme.

Notre identité est soutenue par une signature impactante, évidente, dont on découvre les meilleures traductions à travers la campagne de communication. « **L'expérience de l'avenir** » affirme, sans prétention, que personne à Maurice n'a su, aussi bien que la MCCI décrypter les tendances économiques et conseiller le monde des affaires depuis plus de 160 ans.

Donner des exemples concrets ...

Nous continuerons dorénavant à inscrire l'ensemble de nos actions dans cette philosophie. La récente adoption de nouveaux statuts prévoyant plus d'ouverture vers les secteurs nouveaux de l'économie tels que l'immobilier, la logistique et les TICs entre autres en est une excellente démonstration.

La première émission de la nouvelle saison de 100% Challenge (diffusée en février 2012 à 20h30 sur la MBC1) en est une autre : elle décryptera nos principaux moyens, car, une fois n'est pas coutume, c'est sur la MCCI que seront tournés les projecteurs.

Pour conclure, c'est avec une certaine fierté que la MCCI arbore sa nouvelle identité et vous invite à découvrir au travers de ses pages son expérience de l'avenir. ■

DES IDÉES BÉTON POUR RÉINVENTER VOS SOLS

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Sommaire

3	Édito Plus de 160 ans mais pas une ride !
6 - 8	Dossier Of Brands and Consumers: Economic Perspectives
9 - 10	Interview Vincent d'Arifat, Président de l'AMM : « Une marque mauricienne pour se démarquer de la concurrence »
12 - 14	Dossier All about brands: Protecting your Intellectual Property Rights
15	MCCI Breakfast Meet Regional Integration: Opportunities and Challenges
17- 18	Formation Le nouveau BTS Services Informatiques aux Organisations
19	7^{ème} Forum Économique des îles de l'Océan Indien Six axes de coopération identifiés
20 - 21	Interview Marday Venkatasamy, Président de l'UCCIOI : « Nous avons bâti un réseau institutionnel fort et reconnu »
22 - 25	Dossier The crucial role of the employee in the delivery of brand promise
27 - 28	Évènements <ul style="list-style-type: none">■ Series of activities to promote GS1 System in Mauritius■ EXPO PAKISTAN 2011: Participation of the MCCI
29 - 30	Régional <ul style="list-style-type: none">■ www.tradebarriers.org■ COMESA EAC-SADC Tripartite Forum■ COMESA Business Council Meeting: Setting up of the Technical Working Groups approved
31 - 32	Coopération bilatérale Turkey: New prospects for Mauritian exporters
33 - 34	Dossier Le « branding » ou la transformation des impressions en représentations

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Of Brands and Consumers: Economic Perspectives

If today Google, Apple, McDonalds, Starbucks and Microsoft amongst countless others have invited themselves with relative ease into the daily chatter of households, it is because companies have effectively recognised the potential of investing on branding.

SANROY SEECHURN - Analyst, Economic Analysis and Industry Division



In brands, companies have found the ultimate gizmo in prodding a consumer's materialistic alter ego without irking the moral fibre of a society that would normally restrain consumerism and ingratiate the commonly imparted notion of a decadence of principles linked with commodity fetishism.

"Brand Finance has estimated the value of the Google brand to be nearly \$ 48.3 billion while and for Apple at \$ 39.3 billion, placing them as the two most powerful brands globally in 2011."

So successful have branding exercises been that even countries today are following suit, with the concepts of Incredible India or Malaysia Truly Asia earning plaudits on the international scene.

Significant amount of time and ink have been utilised by researchers to comprehend the phenomenon that is branding. Keller and Lehman , in 2006, have posited that brands are in fact 'markers' for the offerings of firms, while for consumers they simplify choice through the promise of a particular quality level, adjusted for perceived risks.

Thus, brands reflect the complete experience with the products, forming the basis of brand loyalty. Brand loyalty is in fact what companies aim to achieve through brands. Apple inc. for instance can boast an impressive support of stalwart supporters ever so keen to try its latest products in a groupie-like frenzy that its competitors can only eye with envy. What this fervour actually leads to is a decrease in the price sensitivity of the products for the brand loyalists.

At a slightly inflated price, they would still buy the product, paving the way for the company to make more profits at the detriment of its customers. What brand loyalty also entails is a reduction in competition faced by the company.

Competitors may find it harder to battle and may concede some

of their market share to the branded company that further finds itself in a position to exploit consumers.

Through the increase in brand loyalty, companies increase brand equity, which Farquhar (1989) describes as the value-added a brand gives a product. Brand equity as a concept, has been considered in the literature from company and consumer based standpoints.

Companies are able to levy a higher price for branded product than an unbranded one through better distribution channels than an unbranded one, more effective advertising resulting in an increased market share.

**"Brand Finance
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while and for
Apple at \$ 39.3 billion,
placing them as the two
most powerful brands
globally in 2011."**

This entails the ability to sell products at a premium and diversification into other lines of production building on the influence on the already established brand.

From an economic perspective, this process is analogous to reducing the degree of market inefficiency.

However, the effect of branding on the consumer's behaviour through the economics of information has somewhat stirred more interest from researchers. Srinivasan, Chan Su Park and Dae Ryun Chang have postulated, in 2005, that branding is expected to bring an incremental contribution to the value of the product resulting from the actions of consumers' choices and decision-making.

A key consideration before the actual branding process is thus the forage into motivations of those consumers into choosing a particular brand over another one or none at all. In reality, what creates a penchant for a particular brand over another is the credibility in quality claims of the company promoting the brand.

The higher the rated credibility of a particular brand, the higher is the expected utility of the consumer. An increased perceived satisfaction shifts the choice of the consumer towards a particular >

brand, leading to brand loyalty that, through the dynamics mentioned previously, increases the brand equity. Erdem, Swait and Louvière have demonstrated empirically how increased brand credibility reduces price sensitivity.

It can be deduced that a successful branding campaign requires upstaged credibility claims that the brand promotes. The trick here is to send the proper signals to the market.

According to Erdem and Swait to increase the credibility quotient, increasing the perceived quality of the product, reducing information costs and risks perceived by consumers may be helpful.

These in turn are dependent on the provision of physical and functional information, show of consistency in quality of products

over time, and by investing massively in product development. Consumers sometimes read a lot in the price of the product set where a high price is seen as a signal of quality.

People experience a sense of comfort in brands that pervade an increasingly stressful life. What Steve Jobs had was the knack to gauge society's wants and ability to turn them into their needs. However, the mood of customers is fickle in uncertain waters.

Brands are now, expected to represent all that is good and pure in society. Corporate social responsibility, environment friendly and fair trade labels on products they consume make people feel good.

Branding today thrives, but only as long as the companies give due respect to the allegiance their customers show. ■

¹. Keller and Lehmann (2006) "Brands and branding: research findings and future

² Farquhar, Peter (1989), "Managing Brand Equity," *Marketing Research*, 1 (September), pp. 24–33

³ Srinivasan V., Chan Su Park and Dae Ryun Chang, "An approach to the measurement, analysis and prediction of brand equity and its sources", Research Paper No. 1685, Stanford Graduate School of Business

⁴ Erdem, Swait and Louvière (2001) "The impact of brand credibility on consumer price sensitivity", *International Journal of Research in Marketing*, 19, pp. 1–19

⁵ Erdem, Tülin and Joffre Swait (1998), "Brand Equity as a Signaling Phenomenon," *Journal of Consumer Psychology*, 7 (2), pp. 131–57

Vincent d'Arifat :

« Une marque mauricienne pour se démarquer de la concurrence »

Créer une marque mauricienne afin de se démarquer de la concurrence. Tel est l'objectif de l'Association of Mauritian Manufacturers (AMM).

Interview de Vincent d'Arifat, Président de l'AMM, qui évoque ce projet ambitieux.

PRIYA SEEWOOCHURN DEY - Analyst, Communications and Promotion Division



VINCENT D'ARIFAT,
Président de l'Association
of Mauritian Manufacturers

- **D'où vient la nécessité de créer une marque mauricienne et pourquoi maintenant ?**

Nous souhaitons, à l'AMM, être offensifs sur notre marché intérieur de plus en plus ouvert aux produits importés dans la mesure où nos industries locales se battent aujourd'hui à armes inégales face à des produits souvent bas de gamme, qui ne respectent pas les mêmes contraintes et normes que celles qui nous sont imposées. La création d'une marque mauricienne permettra, en valorisant nos produits locaux, de nous démarquer de la concurrence. La visée de cette marque mauricienne portera, dans un premier temps, sur le marché local. Nous souhaitons que les consommateurs puissent

l'identifier et qu'elle devienne pour eux, une référence de qualité et de garantie, un lien d'interdépendance. Les études relatives aux habitudes de consommation de la clientèle mauricienne, démontrent que celle-ci est de plus en plus exigeante en matière de qualité et de sécurité, et qu'elle attend une garantie par rapport aux produits qu'elle consomme.

- **Comment déterminer ce que c'est qu'un produit mauricien ?**

La marque mauricienne reposera sur le « scoring » de plusieurs critères, non encore précisément définis à ce stade. >

Les produits fabriqués à Maurice sont divers : produits fabriqués à partir d'intrants locaux, ou de matières premières importées, produits typiquement mauriciens ou produits de marque internationale sous licence.

Les secteurs sont très variés : quand on dit « marque mauricienne » spontanément, on pense aux produits agro-alimentaires de base mais il y a plus de 11 secteurs industriels répertoriés en plus du « food-processing » : les boissons, les produits chimiques, l'imprimerie et l'édition, les matériaux de construction, l'ameublement, les produits métalliques, la construction navale, le cuir, les produits pharmaceutiques etc...

Notre marque devra prendre en compte cette diversité.

Sa gestion sera faite par un comité, neutre, institué à cet effet qui aura la responsabilité de la prise de décision finale concernant les différents aspects de la marque.

Ces aspects incluent notamment des critères précis et bien délimités (quantitatif et qualitatif) : investissement productif, Valeur Ajoutée, emplois, respect des normes de qualité (variables selon les produits), respect des obligations légales et fiscales.

La procédure d'attribution sera précisément normée, les contraintes seront appliquées uniformément à tous, la rigueur dans la procédure d'attribution sera de mise, afin d'éviter filtre que l'intégration d'un détenteur non conforme décrédibilise toute la démarche.

Nous aurons à cœur que la marque soit représentative de toutes les entreprises, et nous y trouverons bien évidemment les marques faisant partie du patrimoine mauricien. Ce qui permettra de poser les bases la crédibilité de la marque.

• **Et comment inscrire sa légitimité ?**

Il est d'abord important d'associer à la démarche les partenaires publics et les autres acteurs de la chaîne : les consommateurs, les distributeurs et qu'ils participent au

processus d'attribution afin qu'ils deviennent les garants et les prescripteurs.

Il faut également éviter les auto-attributions. Des dispositions légales doivent assurer une prévention de ces abus. L'installation de la marque est un travail de longue haleine qui doit se faire dans la durée.

Nous commencerons par des produits, ensuite la légitimité et la notoriété acquises permettront l'élargissement de la marque mauricienne aux secteurs de services, pourquoi pas ?

• **A quant la visée internationale de la marque mauricienne ?**

Dans un premier temps, nous visons principalement le marché local. Nous allons d'ailleurs mettre en place une étude de marché auprès des consommateurs pour comprendre la perception de la qualité chez eux.

La création d'une marque mauricienne est d'abord une stratégie de positionnement qui fait face à l'importation.

Nous voulons faire reconnaître, par le biais de cette marque, la qualité de nos produits dans l'esprit des consommateurs.

Nous pensons que la rigueur qui sera imposée par le standard de la marque mauricienne dynamisera le niveau d'exigence des entreprises bien que bon nombre d'entre elles soient déjà accréditées aux différentes normes en vigueur.

Une fois la crédibilité et la légitimité acquises, et avec une campagne de communication à l'appui, la marque mauricienne acquerra elle-même sa notoriété sur un plan international, notamment grâce aux voyageurs qui viennent séjourner sur l'île. ■

quality
joy family together
fun buying smiling fun
best friends nestling imagining chatting texting
super joy tasty flirting asking
fun telling music creating
fun telling music creating
generosity
like fun planning tasty sisters helping playing asking emotions
forgiving friends forever
dreaming dialing
tasty dad playing giggling joy
tasty mates playing network
finger lickin' caring fun reasoning listening
relaxing communicating finger lickin' caring fun reasoning listening
watching family hug friends nature
helping buying grateful finger lickin' living fun
texting caringsmsing joy
finger lickin' living fun
buying texting
music kissing
helping playing reasoning
buying family smsing joy planning
texting finger lickin' relating fun
joy imagining
finger lickin' caring joy tasty
imaging family



KFC
so good™

All about brands: Protecting your Intellectual Property Rights

In view of encouraging Mauritian SMEs and innovative entrepreneurs to better exploit their Intellectual Property Rights (IPRs) through branding, the Mauritius Chamber of Commerce and Industry (MCCI) is planning to launch a training course on the use of IPRs in business next year.

ANJANA CHIKHURI - Analyst, Legal and Business Facilitation Division

Mauritius has no dearth of creative entrepreneurs, artists, designers and inventors. Branding is a sure way of capitalizing on this creativity, and building commercial success in a context of increasing competition and globalization.

The MCCI has also been actively involved during the past five years in sensitization campaigns targeting the business community, and consultations with public authorities on how to improve the IP legal framework and enforcement system in Mauritius.

Originally, the term branding referred to the practice of marking livestock with a hot iron stamp to differentiate one farmer's cattle from that of another.

Today, it is still associated with the concept of identification though the term is now commonly extended to a wide range of subjects ranging from products and services to companies, organizations, countries, groups of countries and concepts.

In the field of commerce and industry, branding has become a strategic tool for increasing profitability, and competitiveness. Successful multinationals know how to use it to build and sustain their commercial success. Coca cola, L’Oreal, Toblerone, Adidas, Kentucky are some examples of well-known brands each borne by a company aware of the importance of IP rights, and of a well-thought branding strategy.

According to the American Marketing Association, a brand is a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers."

A brand can indeed encompass various aspects: a word (Kodak or Nikon for Cameras), a series of words or slogan ("Every Little Helps"), letters and/or number combinations, logos, or even the shape of goods or their packaging (the Coca Cola bottle, the Toblerone chocolate packaging).

The term ‘brand’ is also sometimes used to refer to the overall look and feel of a product. Given the diverse forms a brand can take, there is a wide range of intellectual property rights associated with branding.

A brand can be protected as a trade mark, an industrial design, and/or under Copyright law.

Trademarks

A trade mark is a sign which can be graphically represented and that distinguishes the goods or services of one trader from those of another. The best trade marks are usually invented words, >



such as Google, or existing words which do not have a descriptive meaning in relation to the products or services of interest, for example, Mango for designer clothes.

Trade marks should not be confused with domain names or company names, which are simply administrative registrations.

In Mauritius, trademarks are protected under the Patents, Industrial Designs & Trademarks Act. Registrations are made at the Industrial Property Office and are granted for renewable periods of 10 years.

The prescribed fee for initial registration is Rs 3000 for the first two classes of goods or services, and Rs 1500 per additional class. For administrative purposes, goods and services are organised into 45 classes, as per the Nice Classification. For example, jewelry fall in Class 14, and clothing, footwear and headgear fall in Class 25.

Registration gives you the exclusive right to prevent others from marketing identical or similar products under the same or a confusingly similar mark.

Trade-mark registration will involve a number of steps, namely a preliminary search for similar existing trade-marks, an application to the Industrial Property Office (IPO), processing of the application by the IPO, acceptance and publication of the application in the Mauritius Government Gazette, 2 months time for opposition to the application, and finally, registration (if there is no opposition).

Designs

An industrial design is the ornamental or aesthetic aspect of an article. The Design may consist of three-dimensional features, such as the shape or surface of an article, or of two-dimensional features, such as patterns, lines or color or any composition thereof.

Examples of industrial designs include the Eames lounge chair, Apple's Ipad, the Volkswagen Beetle car.

Design registrations can be useful in obtaining protection for elements of a brand that cannot be protected by a trade mark registration (as well as some which can), including non-distinctive or descriptive marks or product/packaging shapes.

Like copyright, a design registration is not limited to particular

goods or services: if a third party uses a design which creates the same overall impression you can still enforce your design rights, even if the use is on completely different products.

Registering your industrial design gives you exclusive rights to it and enables you to prevent others from making, selling or importing articles bearing or embodying a copy of the registered design.

Unless you register your design, you can make no legal claim of ownership and have no legal protection from imitation. And the ability to protect a design through registration can be lost if action is not taken at an early stage.

In Mauritius, designs are protected under the Patents, Industrial Designs & Trademarks Act. Registrations are made at the Industrial Property Office and are granted for an initial period of 5 years, renewable for two consecutive periods of 5 years. The prescribed fee for initial registration is Rs 2000. For a design to be protected it must satisfy the criteria of novelty and originality, must not be contrary to public order or morality, and must not be a technical or functional feature of the product.

Designs protect the physical appearance of products and can be important for products with new design elements that do not qualify for patent protection. They may also provide a cheaper and quicker means of protecting brand logos, shapes of products or packaging. Shell International and 'Kentucky Fried Chicken (KFC)' have obtained registered designs for the overall appearance of their respective premises.

Designs are also useful for protecting the appearance of product packaging by filing applications for multiple designs consisting of 'nude' packaging (i.e. without any marks or logos), as well as packaging plus labels, which may include the trade mark or logo. For instance, L'Oreal has multiple design registrations for its mascara tubes. L'Oreal has also obtained design registrations for its cosmetic display stands.

Copyright

Certain aspects of a brand can also be protected by copyright law, especially where artwork, imagery or other fixed expressions of an artistic nature is involved. For instance, the overall layout and imagery of the McVitie's digestive biscuit packaging and the Lyle & Scott 'Eagle' are also likely to qualify as artistic works that attract copyright protection. >

There is no official registration system for copyright in the Mauritius and most other parts of the world. So long as an employee in the course of employment has created and fixed (for example, in a drawing) an original work, the business will have copyright protection without having to do anything further.

However, it is important to keep dated records of when the work was created, to facilitate enforcement of related rights. Copyright (for written and artistic works) in Mauritius lasts for 50 years from the death of the creator or designer and can therefore aid in protecting the longevity of a brand.

Geographical scope – Protecting your rights across borders

Intellectual property rights (with the exception of copyright) are territorial in nature and it is therefore necessary to protect your trade marks (and designs) in each country where you are selling your goods or providing services.

Unfortunately, Mauritius is still not a party to the Madrid Protocol, or to other agreements such as the OAPI or ARIPO, which would

have made it possible for a Mauritian right holder to obtain trade marks and design protections in several countries with a single application.

In the absence of such facilities, a Mauritian trade mark/design holder has to file an application in each of the countries where he is doing business and where he wants to secure protection for his trademark and/or design. Potential costs may include legal fees, travel and communications costs, filing charges.

In Europe, instead of separate national trade mark or design registrations, it is possible to obtain a single, unitary, pan-European Community Trade Mark, which can represent great value for money as it automatically covers all 27 European countries, including the UK (although it doesn't include Norway or Switzerland, for which separate national applications are required).

Such an innovation could be considered by the authorities in Mauritius to facilitate IP protection in the Indian Ocean Region, or at SADC, IOC or COMESA level. ■

Managing your IP Assets

In view of the potential for success that powerful brands hold in today's commercial world, it is now imperative for companies to have in place a strategy to manage and protect their IP assets. And a good IP asset management begins with a valuation of your IP assets. You need to find out what are your IP assets, and assess whether they are adequately protected in the various markets where they are being commercialized and how you are exploiting them (e.g. through licensing, franchising, commercial agent, joint ventures).

A good filing strategy is also important to ensure that you have adequate protection for all the IP elements of your brand, and keep track of when to effect registration renewals. For instance, with careful planning, it can be possible to protect a number of different elements of a brand through one or more trade mark/design registrations and/or through copyright law. Collecting information on the intellectual property of competitors is another important aspect of building competitive intelligence and reinforcing one's branding strategy.

Regional Integration: Opportunities and Challenges

**A Breakfast Meet, was organised by the MCCI on 13 September 2011.
It aimed at identifying challenges as well as measures required to increase trade
and strengthen business relations in the regions.**

VIVAGEN AMOOMOOGUM - Analyst, Trade Division

The MCCI's objective through the organisation of this Breakfast Meet was to identify the constraints or challenges faced by operators in the region as well as measures required to increase trade and strengthen business relations in the region.

Introduced in 2009, the MCCI Breakfast Meet aims to provide a forum for its members to network and share their experience on issues that have a direct impact on the business community.

During his opening speech, the Hon. Dr. Arvin Boolell, Minister of Foreign Affairs, Regional Integration and International Trade, urged Mauritian entrepreneurs to explore the trade and investment opportunities in the region.

He stated that eight out of the twenty fastest growing economies in the world were from Africa and that, according to the IMF, this figure was expected to further increase in the next five years. He added that there was a need for us to persevere with our initiatives on the African market so as to maximize the huge untapped business opportunities.

The President of the MCCI, Mr. Cédric de Spéville, spoke about the growing importance of the region and the business opportunities in Africa. He stated that Mauritius had a number of dynamic industry clusters, which could export its knowhow and expertise to the region namely agro-industry, manufacturing, services sectors such as tourism, logistics and distribution among others.

Trade in the region, through regional trade agreements like COMESA, SADC and IOC, have played a key role in enabling our private sector take advantage of the business opportunities in the region. Recent export figures show the growing importance of regional trade with exports increasing by three-fold over the last ten years and representing 15% of our total exports. This is due to a large extent to the significant increase in the exports of garments to the South African market under SADC.



The Minister of Foreign Affairs, Regional Integration and International Trade, the Hon. Dr Arvin Boolell addressed the Members at the Breakfast Meet. Seated from left to right: The President of the MCCI, Mr. Cédric De Spéville and the Secretary General, Mr. Mahmood Cheero.

With the setting up of the Tripartite Free Trade Area linking COMESA, SADC and the EAC, a larger and more competitive market will be created leading to increased trade and investment opportunities across the region. Members active in the region also had the opportunity to share their experience in manufacturing, investment and services sectors.

Mr. Ahmed Parkar, Chief Executive Officer of the Star Knitwear Group Ltd, spoke about the growing importance of the South African market for textile and clothing products. He pointed out the significant competitive advantage that Mauritian products had with the duty-free market access under SADC as compared to other competing Asian countries on the South African market.

Mr. Jean How Hong, CEO of Innodis Ltd, spoke about the opportunities and challenges in Mozambique by sharing his experience in investing in the poultry sector. Mr. Asfar Ebrahim, Responsible Partner for Corporate Finance at BDO, elaborated about the investment opportunities in the services sector in the Indian Ocean Islands and in mainland Africa. He also stressed on the importance of having an appropriate regulatory framework for encouraging investment in the region. ■

MA NATURE,
MA CULTURE, MA PEINTURE.



CRÉATEUR DE BEAUTÉ | POUR L'ILE MAURICE



Le Nouveau BTS SIO

Le Brevet de Technicien Supérieur « Services Informatiques aux Organisations » (SIO) a remplacé le BTS Informatique de Gestion depuis septembre 2011. Cette évolution est inévitable.

ASHRAF JOOMUN - Directeur, Centre d'Études Supérieures MCCI



Les étudiants inscrits au Centre d'Études Supérieures, situé à Ébène, bénéficient désormais du nouveau BTS SIO.

Le programme a été remodelé complètement, avec une vision plus globale et adaptée à notre monde en perpétuelle évolution.

Le programme comprend des contrôles en cours de formation, des projets personnalisés encadrés, un portefeuille de compétences professionnelles ainsi que des enseignements spécifiques

d'économie, de droit et de management.

Ces éléments font de ce nouveau BTS, une formation attrayante et tout à fait en phase avec la demande actuelle en services informatiques des organisations.

La dernière réforme du BTS informatique de gestion remonte >

“Dans l’optique de l’évolution des études, le BTS SIO vise d’abord à préparer de manière optimale l’insertion professionnelle des futurs diplômés.”

à 1996. Aujourd’hui il est remplacé par le BTS SIO. Ce changement de dénomination traduit une révision majeure du positionnement du diplôme, prenant en compte l’évolution du rôle de l’outil informatique et des nouvelles technologies dans les processus de gestion.

Pour presque toutes les organisations, l’adaptation et la maîtrise du système d’information sont devenues des points d’appui stratégiques qui conditionnent leurs performances et, souvent, leurs survies. La disponibilité, la fiabilité et la sécurité des systèmes d’informations déterminent la capacité des organisations à mettre en œuvre leurs stratégies.

Aujourd’hui, en automatisant et en accompagnant les métiers des entreprises clientes, les services informatiques répondent à des besoins de performance et participent directement ou indirectement à la création de valeur.

On ne met pas en place les supports technologiques des systèmes d’information simplement en déployant des configurations matérielles et logicielles, mais en organisant et en préparant le travail des femmes et des hommes avec ces technologies, dans un objectif défini et dans un contexte donné.

Cette approche « services » se traduit par la fourniture de réponses en termes de « solutions ». Il s’agit de répondre aux besoins tout en tenant compte des contraintes technologiques et financières, des risques opérationnels, des exigences de qualité et de conformité aux normes en vigueur.

Cette dimension « solutions » a été précisément spécifiée par les représentants de la profession : elle a déterminé la structure et les contenus du nouveau BTS.

Dans l’optique de l’évolution des études, le BTS SIO vise d’abord à préparer de manière optimale l’insertion professionnelle des futurs diplômés. Les métiers visés portent sur la production et la fourniture de services en développant, en adaptant ou en fixant des solutions applicatives.

Concrètement cela correspond aux emplois d’analyste d’applications ou d’études, de développeur ou de programmeur d’applications, de chargés des services, etc.

Selon diverses études convergentes, la dynamique d’emploi dans le secteur des services informatiques reste particulièrement favorable, en dépit de la crise.

Les métiers liés à la sécurisation des données dans les entreprises connaissent un très fort développement, de même que le secteur des télécoms porté par le déploiement de nouveaux services et équipements.

Les développeurs Web 2.0 ou Java, les administrateurs réseaux ou les techniciens systèmes sont également recherchés. Il ne faut cependant pas perdre de vue que dans cette spécialité, une proportion croissante d’étudiants poursuit des études après le BTS.

C’est le cas actuellement pour près de 50 % des titulaires du BTS informatique de gestion, ce qui est en phase avec l’élévation des niveaux de qualification dans ce secteur.

Dans ces conditions, nous avons veillé à introduire dans la maquette de formation des points d’appui pour aider les futurs diplômés à s’engager, de manière fluide et sans perte de temps, dans des poursuites d’études. ■

Six axes de coopération identifiés

Le 7ème Forum Économique des Îles de l'Océan Indien s'est tenu à Fort Dauphin, Madagascar, du 24 au 26 octobre 2011. Six axes de coopération ont été identifiés.

FAEEZA IBRAHIMSAH - Manager, Communications and Promotion Division



De gauche à droite : M. Callixte d'Offay, Secrétaire Général de la Commission de l'Océan Indien, M. Marday Venkatasamy, Président de l'UCCIOI et le Premier Ministre malgache, l'Honorable Camille Vittal, lors de la cérémonie d'ouverture du 7ème Forum Économique des îles de l'Océan Indien.

Après trois jours de réflexion sur des thèmes liés au développement et à la promotion des échanges au niveau régional, six axes de coopération ont été identifiés et approuvés par l'Union des Chambres de Commerce et d'Industrie de l'Océan Indien (UCCIOI).

Cette annonce a été faite lors de la clôture du 7ème Forum Économique des îles de l'Océan Indien. Celui-ci s'est tenu à Fort Dauphin, Madagascar, du 24 au 26 octobre 2011.

Outre le projet 'Les îles Vanille', qui a déjà été enclenché, les secteurs identifiés sont les suivants : la gestion des déchets, le transport aérien et maritime, la sécurité alimentaire, l'innovation et les nouvelles technologies de l'informatique et de la communication.

Des ateliers de travail seront mis sur pied pour l'implémentation de ces projets. Une demande d'appui sera faite auprès de la Commission de l'Océan Indien pour la réalisation des dits projets.

Lors de la cérémonie de clôture qui a eu lieu le 26 octobre 2011, les différents intervenants ont exprimé une grande satisfaction quant aux retombées positives du FEIOI.

En effet, environ 300 participants venus des Comores, de Mayotte, de Maurice, de la Réunion, des Seychelles et de Madagascar ont fait le déplacement jusqu'à Fort Dauphin pour assister à cet événement d'envergure.

“Outre le projet ‘Les îles Vanille’, qui a déjà été enclenché, les secteurs identifiés sont les suivants : la gestion des déchets, le transport aérien et maritime, la sécurité alimentaire, l’innovation et les nouvelles technologies de l’informatique et de la communication.”

Le Secrétaire Général de la Commission de l'Océan Indien, M. Callixte d'Offay se dit content du succès croissant que connaît le FEIOI d'année en année et se dit confiant que le FEIOI est un outil incontournable pour le développement des échanges commerciaux dans la région.

Le Président de l'UCCIOI, Mon. Marday Venkatasamy, a quant à lui, encouragé davantage les gens d'affaires de la région à profiter de cette plate-forme régionale unique pour accroître les échanges. ■

Marday Venkatasamy :

« Nous avons bâti un réseau institutionnel fort et reconnu »

Constituée en 2005, l'Union des Chambres de Commerce et d'Industrie de l'Océan Indien (UCCIOI) a su acquérir une notoriété et une crédibilité rapide sur un plan régional et international. Interview de son Président, Marday Venkatasamy.

PRIYA SEEWOCHURN DEY - Analyst, Communications and Promotion Division



MARDAY VENKATASAMY,

Président de l'Union
des Chambres de Commerce
et d'Industrie de l'Océan Indien

- **Dans quel but l'Union des Chambres de Commerce et d'Industrie de l'Océan Indien (UCCIOI) a-t-elle été créée ?**

Lors de sa constitution en 2005, plusieurs objectifs ont été établis par l'UCCIOI. Ceux-ci incluaient la mutualisation des outils de développement, l'émergence d'une dynamique régionale novatrice et une promotion des échanges économiques dans la zone. Ce, dans un but de co-développement et de conquête de marchés extérieurs.

Il faut souligner aussi que, représentant la majeure partie des entreprises de leurs pays ou région, les Chambres de Commerce et d'Industrie (CCI) forment le lien essentiel qui assure le dialogue entre les secteurs public et privé et ont, en ce sens, un rôle majeur à jouer.

Rappelons aussi l'UCCIOI a été un moyen de réactiver la Fédération des Chambre de Commerce et d'industrie (FCCI) de l'océan Indien, souhaitées par les CCI de la région. La FCCI avait été créée, à l'initiative de la Commission de l'océan Indien en février 1989 et regroupait les CCI des Comores, de Madagascar, de Maurice, de la Réunion et des Seychelles.

- **Quel est son plus grand défi ?**

Il faut savoir que la zone océan Indien englobe des économies aux caractéristiques spécifiques, constituées de niveaux et de structures différentes, mais en même temps, marquées par les problématiques communes liées à l'insularité, au développement durable, à la protection et l'exploitation adaptée des ressources naturelles, terrestres et maritimes.

Le défi de l'UCCIOI réside dans le fait de permettre la mise en complémentarité de ces économies, tout en favorisant une connaissance et une compréhension mutuelle, ainsi que l'émergence et la concrétisation de projets ou partenariats croisés, économiques et commerciaux, préalable à une identité économique affirmée.

- **Un exemple phare de la consolidation régionale ?**

Il y a eu plusieurs retombées positives enclenchées par ces efforts collectifs de coopération régionale et commerciale. Les îles Vanille en est un exemple. Ce concept qui est, en effet, un exemple phare de la consolidation régionale, pilote à présent, la politique touristique régionale. C'est également un bel exemple de la coopération public/privé. >

Ce projet intègre les grands chantiers de développement économique régional qui se veut durable et englobe de nombreux points positifs pour le consolider. Il a permis un apport considérable dans la hausse de la compétitivité et la promotion du commerce régional, de la consolidation de la coopération économique et commerciale.

Et d'une manière générale, il a renforcé le dialogue politique dans la région. De plus, il influe directement sur un des secteurs clés des pays Etats Membres de la COI, qui est le tourisme en leurs offrant la possibilité de maximiser l'échange touristique entre eux. Et bien qu'il reste des problématiques à résoudre à l'instar du trafic aérien et des barrières administratives, entre autres, la dynamique et l'enthousiasme est bel et bien présente auprès des opérateurs touristiques de la région.

- **Que peut-on dire du bilan de l'UCCIOI 5 ans après sa constitution ?**

On peut dire que c'est un bilan très positif. Au niveau du commerce régional, par exemple, si on considère les statistiques, entre Maurice et les pays membres de la Commission de l'Océan Indien (COI), on verra que les chiffres de l'importation et de l'exportation ont connu une augmentation conséquente, passant de USD 183 million en 2005 à USD 269 millions en 2010, soit un pourcentage avoisinant les 50 pour cent.

Cela est dû notamment grâce à des événements tels que le Forum Economique des Îles de l'Océan Indien (FEIOI) dont l'un des principaux partenaires-organisateurs est l'UCCIOI.

Le FEIOI prend de l'ampleur chaque année et il est devenu une plateforme commerciale qui a su acquérir une notoriété internationale. Plusieurs partenariats ont ainsi pu être signés et les entreprises de la région ont pu bénéficier de soutiens institutionnels à travers les Chambres consulaires de la région, au titre de leurs projets économiques. Je dois ajouter qu'au niveau de la crédibilité, l'UCCIOI a également fait son chemin.

Un exemple est le fait que nous avons été invités à faire partie de la délégation de la COI qui était en mission de médiation à Madagascar en février 2009 et qui visait à trouver une solution pour la stabilité sociale et politique dans la région océan Indien dans le contexte des événements qui ont eu lieu dans le pays.

A propos de l'UCCIOI...

Les Membres de l'UCCIOI sont : La Fédération des Chambres de Commerce et d'Industrie de Madagascar et la CCI des Seychelles ; L'Union des Chambres de Commerce, d'Industrie, et d'Agriculture des Comores ; La Mauritius Chamber of Commerce and Industry ; La Chambre de Commerce et d'Industrie de La Réunion et la Chambre de Commerce et d'Industrie de Mayotte. Les Membres associés incluent les CCIs France-Madagascar et France-Maurice.

L'UCCIOI agit en subsidiarité aux Chambres de Commerce et d'industrie qui la composent, dans le cadre de programmes régionaux thématiques et en lien avec les axes stratégiques de la Commission de l'Océan Indien.

Son objectif : Relayer et soutenir, à travers ces programmes régionaux les objectifs et intérêts des représentants du monde économique de la zone, pour ensuite donner ses avis et des recommandations qui sont effectués dans ce cadre.

- **Quels sont les projets futurs de l'UCCIOI ?**

Une des ambitions consiste à faire de l'UCCIOI l'ombrelle du secteur privé dans la région, en fédérant l'ensemble des acteurs économiques. Fort de l'expérience des îles Vanilles et du dynamique sectoriel créé, il s'agit de multiplier les plates-formes sectorielles : TICs, Sécurité alimentaire, développement durable, gestion des déchets L'UCCIOI se dotera en 2011 d'une structure permanente pour un meilleur suivi de ses projets .

- **Que retenez-vous de vos 3 ans de Présidence de l'UCCIOI ? Y-a-t-il un évènement particulièrement marquant pour vous ?**

Nous avons bâti un réseau institutionnel fort et reconnu, un partenariat efficace public/privé. La participation croissante aux différentes éditions du FEIOI est réconfortante.

J'ai particulièrement apprécié la confiance de mes pairs pendant ces trois ans. Ma présence dans la toute première mission d'observation de la COI à Madagascar au début de la crise, en tant que porte parole du monde économique régional, est un fait marquant de mes trois années de mandature. ■

The Crucial Role of the Employee in the delivery of brand promise

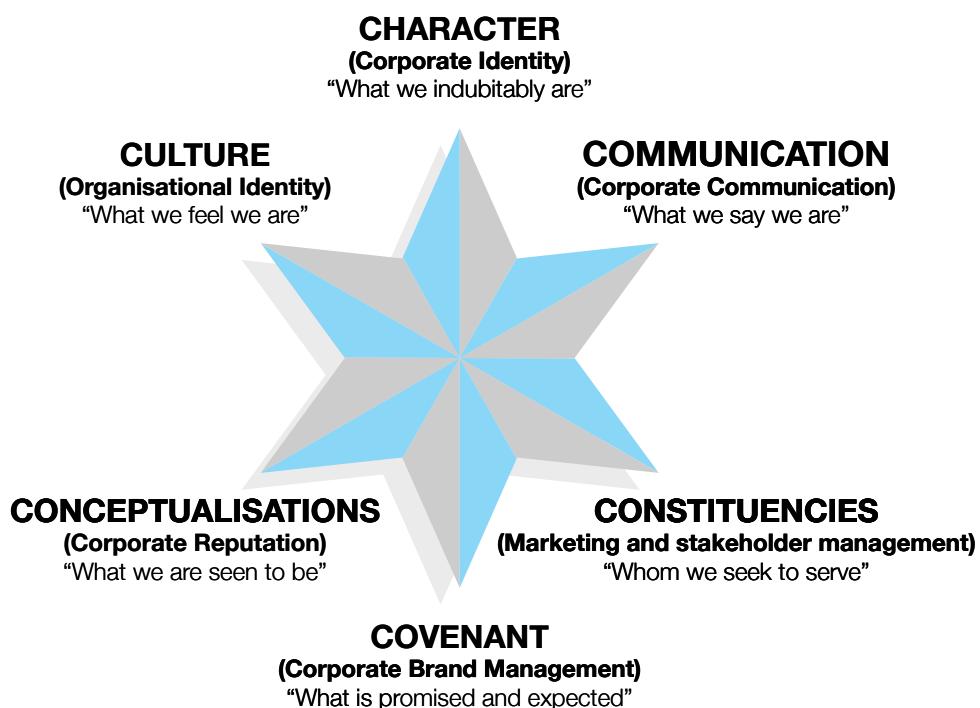
In literature, branding is usually viewed through the practitioners' and customers' perspectives. The employee role is however crucial in delivering the service as promised by the brand.

ANWAR KAIDOO - Operations Manager

A study¹ in the hotel industry reveals that employees feel that their actions are vital to the brand and that the employees' brand attitudes (brand identification, brand commitment and brand loyalty) influence the manner in which service is delivered by employees.

In 'Corporate identity and the advent of corporate marketing', Balmer² analyses the different corporate-level perspectives and concepts linked with corporate and branding since 1950s, such as corporate image, corporate identity corporate branding and corporate reputation. All these are synthesised under the 'corporate marketing vortex'.³

The orchestration of these concepts provides the cornerstone of Balmer's corporate marketing mix as shown below.



The six elements of Balmer's corporate marketing mix

Dr Punjaisri's study¹ focuses on the 'covenant' element of the six corporate marketing mix elements. Covenant looks at corporate marketing from the perspective of corporate branding. As corporate branding is about multiple stakeholders interacting with the organisation's employees, its success largely relies on employees' attitudes and behaviours in delivering the brand promise to external stakeholders. To be recognised as high-performing rather than mediocre, firms have to understand and orchestrate their employees. To this end, internal branding has emerged as a key process to align the behaviours of employees with the brand values.⁴

Despite the growing interest in internal branding, research has been mostly conducted with management, brand practitioners' and customers' perspectives. Punjaisri's study gives us an insight on the processes required to encourage brand-supporting behaviour. It looks at perceptions of the employees who deliver brand values to the customer.

She does this through undertaking multiple case studies in 4 and 5 Star hotels in Thailand to reveal frontline employees' perceptions on their role in corporate marketing through the delivery of the brand promise.

Explanation of the 6Cs of corporate marketing mix³

Corporate marketing mix	Explanation
Character	The factors (i.e. tangible and intangible assets of the organisation, organisational activities, markets served, corporate ownership and structure, organisational type, corporate philosophy and corporate history) that make the organisation distinctive from another.
Culture	Employees' collective feeling (i.e. values, beliefs and assumptions) about the organisation.
Communication	The various outbound communications channels (including employee behaviour, word of mouth and media/competitor commentary) that an organisation uses to communicate with customers and other constituencies.
Conceptualisation	The perceptions that customer and other key stakeholder groups hold of the corporate brand.
Constituencies	Corporate marketing needs to meet the wants and needs of customers as well as other stakeholder groups.
Covenant	An informal contract that underpins a corporate brand.

Gaining competitive advantage

The increased competition in services industries has resulted in many companies focusing on corporate marketing and building a strong corporate brand to gain competitive advantage.⁵

Whether the positioning of their corporate brand is successful

remains dependent on the employees' behaviours in producing and delivering the service. As such, service corporations have begun to realise the importance of encouraging their employees to enact the key characteristics of the corporate service brand.

Branding, however, does not immediately allow service organisations to surpass the disadvantages intrinsic in their characteristics. >

Service organisations remain vulnerable to variability because of their reliance on their employees.

Frontline employees exert a certain degree of influence on customers' and other stakeholders' perceptions about the brand and/or the organisation, which determines the success of brand positioning.⁶

Although the specific employee skills can create a company's competitive advantage that may be difficult to be matched, human nature of the competitive edge also makes it the most vulnerable one.

Employees are as much a valuable asset as they are a challenge to a service organisation because people are innately heterogeneous. During the service delivery process, customers have to interact with different personnel, whose attitudes and behaviours may vary from one to another.

Internal Branding

This is an issue as consistency is critical to the successful service brand. Employees who are responsible for fulfilling the brand promise are required to deliver the service in a consistent manner to attain and maintain the desired identity, a coherent corporate image, and a corporate reputation.

To ensure that employees behave in ways that support the brand promise, internal branding has become a means to create powerful corporate brands.

Internal Branding assists the organisation in aligning its internal process and corporate culture with those of the brand.⁷

Its objective is to ensure that employees transform espoused brand messages into brand reality for stakeholders. Successful internal branding engenders employees' commitment to, identification with and loyalty to the brand.

When employees internalise the brand values, they will consistently deliver on the brand promise across all contact points between the company and its stakeholders.

We spend sometimes weeks developing our "marketing message" examining and experimenting with taglines and logos. It's also not unlikely to spend hours determining the company colours before its launch.



Training sessions are often organised by companies to ensure employees' commitment to, identification with and loyalty to the brand.

There is however an area that is almost always forgotten in the planning phase of a new company or the restructuring of an old company. That area is training staff to understand and reflect the message and brand.

Marketing starts from the inside out. Do employees believe in the product and services being offered? Are they standing 100% behind the mission of the organisation's brand? Are they living the brand?

It is important that employees are informed and involved in new initiatives and strategies that are taking place within a company. Otherwise it can have detrimental results.

To implement successful internal brand building, the following steps can be suggested.

- **Synchronise Brand Personality, Values and Corporate Culture**

Marketing needs working closely with Human Resources team to ensure that the common values of the organisation internally and externally are in synchronisation.

Thus, employees will better accept and internalise the brand values and align their attitudes and behaviour, accordingly. This will result in the brand promise being delivered to the organisation's clients, providing it with customer satisfaction, customer preference and loyalty

- **Get employees behind the brand**

Align the criteria for recruiting and rewarding employees >

with the criteria of the brand value. Look for the right skills and aptitudes that will represent the brand promise effectively.

This process is very important because employees meet, greet, and assist customers in many different ways. The staff needs to be engaged right from the start and individual input encouraged.

- **Reinforce and repeatedly explain Brand Values and behaviours**

Use internal communication to reinforce and explain the values and behaviours that reflect the brand promise. Continuously do this until they become second nature.

Internal communications (ICs) aim to influence employees' brand knowledge, attitudes and behaviours. The outcomes of ICs include employee commitment, shared vision, a service-minded approach, loyalty and satisfaction.

While ICs operate with the current members inside the organisation, the role of the HR department begins with selecting and recruiting the right prospects. The concept of 'person-organisation fit' underlines the value congruence

between the candidates, the organisation and the brand.⁸

As values are hard to change, staff recruitment based on the level of value congruence is sometimes more viable than emphasising merely on their technical/operational skills. Training and development programmes are essential to enhance employee performance and to bring consistency to the external brand experience.

Therefore, HR should incorporate the brand concept into all employee development programmes. To maintain brand standards, an organisation should reward employees accordingly.⁹

This can enhance employee motivation and commitment. When the right employees are kept satisfied, the organisation tends to retain the best people facilitating superior performance.

This is confirmed by Punjaisri's study which underlines the significant influences of ICs and training on employees' attitudes and behaviours and the need for reinforcing the alignment of employees' behaviours with the brand values. ■

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Gamme frais Chantecler cuisiner devient plaisir

POULET À LA MOZZARELLA ET AU PISTOU DE CARIPOULÉ

Ingrédients pour 4 personnes :

- 4 cuisses de poulet
- 25 cl d'huile d'olive
- 4 bottes de caripoulé
- ½ tasse de parmesan râpé
- 2 boules de mozzarella
- 25 cl de bouillon de volaille
- Huile et beurre pour la cuisson
- Sel
- Poivre

Préparation:

- Dans un mixer, mettre les feuilles de caripoulé, l'huile d'olive et le parmesan. Mixer jusqu'à l'obtention d'une pâte homogène.
- Désosser les 4 cuisses en prenant soin de ne pas couper la peau à la jointure ; casser l'os juste avant la jointure.
- Badigeonner l'intérieur avec du pistou de caripoulé. Saler et poivrer, puis déposer une demi-boule de mozzarella. Envelopper dans du film alimentaire et bien serrer pour éviter les fuites du fromage pendant la cuisson. Faire cuire à la vapeur pendant 40 minutes.
- Laisser reposer et conserver au réfrigérateur pendant la nuit.
- Chauffer une poêle avec de l'huile et un peu de beurre, enlever le film alimentaire déposer les cuisses côté peau et faire colorer ; retourner et avec un pinceau, badigeonner de pistou. Terminer la cuisson au four à 200°C pendant 10 minutes.
- Déglacer la poêle avec un peu de bouillon de volaille pour obtenir un jus.
- Servir avec des pâtes mélangées au reste de pistou.



Series of activities to promote GS1 System in Mauritius

FAZLEE DHUNY - Analyst, Legal and Business Facilitation Division



From left to right: Mrs. Fiona Van der Linde, Manager Global Data Synchronization, GS1 South Africa and Mr. Barlen Pillay, Manager of Legal and Business Facilitation Division of the MCCI, addressed the GS1 Workshop.



Interactive session during the workshop.

The Mauritius Chamber of Commerce and Industry, has been a licensee of GS1 since 1995, under the name of GS1 Mauritius. Today, we have more than 750 member companies, the majority of which belong to the retailing sector, mainly for food products and other consumer goods.

As a Member Organisation, the focus of GS1 Mauritius has been mainly on the allocation of the bar codes for trade items – the Global Trade Identification Number (GTIN) for fixed and variable measure.

In today's global village, the needs and requirements of our local core users are increasingly demanding. Competition, productivity, product information and traceability have become major concern both for commercial enterprises and authorities.

In our quest to better meet the evolving needs of our subscribers and stakeholders, the MCCI, managing GS1 Mauritius, is going the extra mile to play a leading role to guide and advise our subscribers with innovative and leading ideas and methods.

In this context, MCCI and GS1 Mauritius hosted a series of activities in the week of October 10, 2011 to disseminate knowledge on the GS1 System.

Mrs Fiona Van der Linde, an eminent expert from GS1 South Africa delivered a workshop on GS1 Standards and Product

Traceability to educate subscribers and solution providers. The targeted companies were GS1 subscribers, marketing professionals, personnel involved in commercial activities, logistics, quality control, supply chain management and solution providers.

To ensure that we are listening and reacting to what is being said, as well as being able to identify specific issues that need to be addressed, MCCI staff, accompanied by Mrs Fiona Van der Linde, even conducted site visits to advise on GS1 subscribers and solution providers how to better make use and implement the application of GS1 across supply chain to achieve operational excellence.

To better cater for the evolving needs of the stakeholders, the GS1 Mauritius team followed an intensive train-the-trainer course and had consultative sessions where various challenges were addressed.

According to Fiona Van der Linde, Mauritius is at a critical state of expanding and strengthening the service offering. She further added that "Knowledge building within the GS1 community in Mauritius and industries' willingness to collaborate and support GS1 Mauritius are both fundamental".

In this context, the forthcoming efforts of GS1 Mauritius will also focus on GS1 Corporate Branding. ■

EXPO PAKISTAN 2011:

Participation of the MCCI



An exchange of gifts was made between the President of the Federation of Pakistan Chambers of Commerce and Industry (FPCCI), Senator Haji Ghulam Ali and the President of Mauritius-Pakistan Joint Business Council, Mr. Shehzad Ahmed at the JBC Meeting.



The Minister of Commerce of Pakistan, the Hon. Makhdoom Muhammad Amin Fahim, was greeted by Mr. Shehzad Ahmed at the Mauritius Stand, during the Expo Pakistan 2011.

FAEEZA IBRAHIMSAH

Manager, Communications and Promotion Division

A 20 Member delegation, led by Mr. Shehzad Ahmed, President of the Mauritius-Pakistan Joint Business Council, participated at the Expo Pakistan 2011 held in Karachi from 19 to 23 October 2011. The mission was organized by the Mauritius Chamber of Commerce and Industry in collaboration with Enterprise Mauritius.

The Expo Pakistan's main objective is to showcase Pakistani products. Moreover Mauritius has had the opportunity to exhibit some of its main products targeted for the export market, namely pineapples, flowers, detergents, tea, sugar and cosmetics.

The 'Mauritius stand' welcomed many visitors, including the Minister of Commerce of Pakistan, the Hon. Makhdoom Muhammad Amin Fahim.

A Mauritius-Pakistan Joint Business Council was also held on the 22nd October 2011 at the FPCCI House.

The President of the Federation of Pakistan Chambers of Commerce and Industry (FPCCI), Senator Haji Ghulam Ali expressed satisfaction as regards the good relations which exist between the FPCCI and the MCCI since the signing of a MoU in 2005 in Islamabad.

Mr. Shehzad Ahmed encouraged the business people of both countries to avail themselves of the opportunities offered by the Preferential Trade Agreement between Pakistan and Mauritius. ■

www.tradebarriers.org

VIVAGEN AMOOMOOGUM - Analyst, Trade Division



The web portal of www.tradebarriers.org

With tariff liberalisation largely achieved, the challenge remains the elimination of non-tariff and other barriers to trade that contribute to the high cost of doing business across the region thereby inhibiting intra/inter-regional trade.

Consequently, the identification, removal and monitoring of Non-Tariff Barriers (NTBs) have become one of the priority areas of many Regional Economic Communities (RECs).

In the region, Member States of the SADC, COMESA and EAC have decided to adopt a harmonized approach as regards to the elimination of NTBs.

The three RECs have joined forces to implement a common Non-Tariff Barrier reporting, monitoring and eliminating mechanism, which incorporates concrete timelines for the removal of NTBs in the region.

The online NTB monitoring mechanism is available on www.tradebarriers.org. Operators can directly report and monitor the resolution of barriers encountered in the COMESA, EAC and SADC regions.

This new system enhances transparency and makes it easy to

follow-up reported and identified NTBs. This web-based NTB system is accessible to all economic operators, public officials, academic researchers and other interested parties.

Mauritian operators exporting to the region are strongly encouraged to use the online system to report any NTB encountered. The website lists the different types of NTBs which can be reported on the system.

Once the complaint is registered in the database, it is logged with a reference number. This reference number can be used to monitor who is responsible for dealing with the reported NTB and any specific outcomes.

The online system also publishes notifications of procedural, legislative or regulatory changes announced by Member States in the three RECs, enabling all traders to constantly keep up to date with trading requirements. ■

Information can be obtained either from the www.tradebarriers.org website or from MCCL, which has been appointed as the national private sector focal point for assisting the business community in the reporting process. ■

COMESA EAC-SADC Tripartite Forum

The Trade Policy Training Centre in Africa (TRAPCA) organised a Forum under the theme “Tripartite Free Trade Area: The Road Ahead” in Arusha, Tanzania on 5-6 September 2011.

The main objective of the Forum was to contribute to the on-going negotiations for the setting up of the Tripartite Free Trade Area (FTA) by making recommendations that would provide guidance to the negotiators in the region.

The decision for the establishment of an enlarged Tripartite FTA encompassing COMESA, EAC and SADC Member States was taken by the first Tripartite Summit held in Kampala, Uganda in October 2008. The objective for embarking upon a Tripartite FTA was primarily motivated by the desire to resolve the challenges of multiple memberships.

Indeed, many African states currently belong to two or more

regional blocs thus complicating the implementation of conflicting trade regimes of the different regional blocs. The Tripartite FTA also aims at laying the basis for the synchronisation and harmonisation of trade policies among member states belonging to the three regional organisations.

The TRAPCA Forum focussed on the status of the Tripartite process, the roadmap of the Tripartite FTA and the draft negotiating modalities. Several panels of discussions were held to consider the level of ambition of the proposed Tripartite FTA and the challenges foreseen.

Mrs. Rooma Narrainen from the MCCI, was invited as a panellist in the Forum. The participants included senior public and private sector officials involved in the Tripartite negotiations as well as international trade experts and policy analysts in various fields. ■

COMESA Business Council Meeting: Setting up of the Technical Working Groups approved

At the last meeting of the COMESA Business Council held on 9 October 2011 in Lilongwe, Malawi, the Board approved the setting up of four sectoral working groups which will feed into the Policy organ Meetings of Agriculture, Industry and services.

The CBC will engage and provide input on a private sector issues by engaging in a four phase workplan specifically focusing on the following working groups:-

- SMEs and Trade Support Schemes, (INDUSTRY)
- Agri-business and Industrial development, (AGRICULTURE)
- Tourism, (SERVICES)
- Financial Services, (SERVICES)

The objectives of the workgroups are to increase policy dialogue at regional level and to increase information sharing among private sector institutions on the priority sectors.

The meeting was held in conjunction with the 7th COMESA Business Forum which officially opened on 11 October 2011 under the umbrella theme “Harnessing Science and Technology for Development”. ■

The MCCI was represented at the CBC Meeting by Ms. Faaiza Ibrahimsah, Manager of the Communications and Promotion Division. ■

Turkey:

New prospects for Mauritian exporters

The Free Trade Area between Mauritius and Turkey was signed on 9 September 2011 by the Honourable Dr. Arvin Boolell, Minister for Foreign Affairs, Regional Integration and International Trade and by the Minister of Economy, Mr. Zafer Çağlayan, for the Turkish government.

ROOMA NARRAINEN - Manager, Trade Division



From Left to right: The Secretary General of the MCCI, Mr. Mahmood Cheero, the Minister of Foreign Affairs, Regional Integration and International Trade, the Hon. Dr Arvin Boolell, the Minister of Economy for the Turkish government, the Hon. Zafer Çağlayan, Mr. Assad Bhuglah from the Ministry of Foreign Affairs, Regional Integration and International Trade and Turkish Business operator Mr. Murat Yapıcı.

Bilateral negotiations for the setting up of a free trade area (FTA) between Mauritius and Turkey were launched in June 2009 following a shared interest from both countries to strengthen their economic and trade relations.

The Secretary-General of the MCCI, Mr. Mahmood Cheero, and Mr. Assad Bhuglah from the Ministry of Foreign Affairs, Regional Integration and International Trade were also present at the official ceremony for the signature of the FTA.

Since the beginning of the negotiations, the MCCI has been actively involved in the discussions and has participated in all rounds of negotiations held in Mauritius and Turkey. In his speech during the signing ceremony, Mr. Zafer Çağlayan stated that the FTA would provide a basis for expanded trade and cooperation between Turkey and Mauritius.

He said that, according to World Bank reports, Mauritius was one of the African countries with the best business atmosphere in the continent and offering good market opportunities to Turkish companies. On his side, Dr. Arvin Boolell stated that the FTA would not only contribute to increase trade but would also boost the political, economic and cultural relations between both countries. >

Trade between Mauritius and Turkey (Rs. million)						
	200 6	200 7	200 8	200 9	201 0	Main Products
Total Imports	282	567	911	1004	1506	Pharmaceutical products, iron and steel products, ovens, electrical equipment, biscuits, baby napkins, soap and detergents
Total Exports	55	101	84	86	109	Denim, shirts, trousers, surgical needles, safety valves

He urged Turkish entrepreneurs to use Mauritius as a stepping-stone for investments in Africa and to explore the possibility of partnering with Mauritian entrepreneurs to establish joint ventures for acceding to the African market.

Over the last five years, there has been an upward trend in the total value of trade between Mauritius and Turkey with the balance of trade being largely in favour of Turkey. Imports from Turkey have increased by fivefold over the last five years reaching Rs. 1.5 billion in 2010. On the export side, > the value of Mauritian exports has doubled over the same period.

In 2010, imports from Turkey amounted to Rs. 1.5 billion with pharmaceutical products, iron/steel bars, biscuits and electrical ovens being among the main products imported. Pharmaceutical products represented nearly 55% of the total value of imports last year. Mauritian exports to Turkey amounted to Rs. 109 million in 2010 with denim fabrics accounting for nearly 85% of our total exports. Turkey remains an attractive market for our denim and other cotton fabrics as input for the Turkish garment industry.

It is also interesting that Turkey's exports to the world increased by 11.3% from 2009 to 2010 reaching more than US\$ 113 billion with ready-made garments representing 12.7% of its total export

value. The EU remains a major export market for Turkish textile and clothing products.

Implementation

Both Mauritius and Turkey have agreed that the date of entry into force of the FTA will be finalised after both parties have completed the internal administrative procedures for the implementation of the agreement. Both countries also agreed that the FTA will initially focus on trade in goods and it will, subsequently, be extended to other areas such as trade in services, investment and intellectual property rights.

The need to strengthen the private sector relations between the two countries was also emphasized. It was agreed that a Memorandum of Understanding would be signed between the MCCI and its Turkish private sector counterpart to strengthen trade relations between both countries.

Moreover, the Turkish government has indicated that the Turkish International Cooperation and Development Agency (TIKA) would set up an office in Mauritius to promote and facilitate trade between the two countries. ■

Mauritius-Turkey FTA

Turkey's geographical location between Europe and Asia, and along the Mediterranean, Aegean, and Black seas constitutes a major advantage for building trade relations in the region. Turkey has recently embarked on ambitious reforms, supported by the IMF, and has been successful in stabilizing its economy contributing to high economic growth.

Turkey adopted its policy of opening up to Africa and building strategic partnerships with other part of the world in 2005. As part of its Africa strategy, Turkey has started negotiating FTAs with several countries in the African region.

The FTA signed between Mauritius and Turkey is largely based on the Interim Economic Partnership Agreement (EPA) signed between Mauritius and the European Community (EC).

Turkey has granted duty-free and quota-free access on all industrial products (Chapters 25 to 97 of the Harmonised System) originating from Mauritius and this will be applicable

as from the date of entry into force of the agreement. There is, however, a list of exception covering about seventy clothing items on which duties will be phased down over a period of four years.

For products from the agro-industry, Mauritius has obtained concessions on a list of about fifty tariff lines including cut flowers, vegetables, pasta, preserved tuna and biscuits.

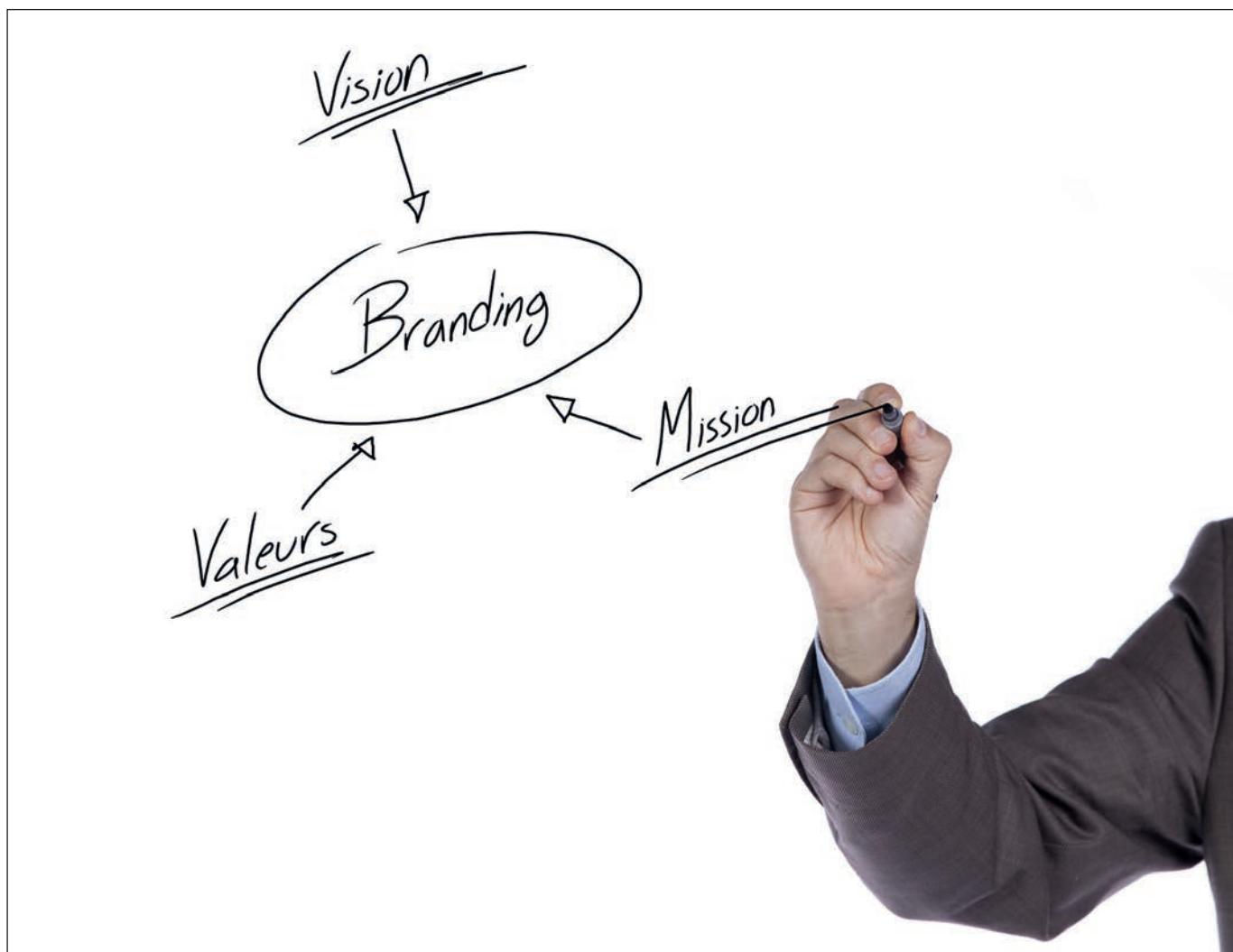
As for the Mauritian offer, a tariff phase-down schedule similar to the Interim EPA with the EC will be applied for Turkey with a phase down period starting from the year 2013 to 2022 and covering both agricultural and industrial products.

The FTA also contains a list of sensitive products, which will be excluded from the tariff liberalisation process for Mauritius. As regards to the rules of origin, similar rules as the Interim EPA Agreement will be applied between Mauritius and Turkey. In addition, the FTA also includes provisions enabling both countries to cumulate origin with the EU.

Le « branding » ou la transformation des impressions en représentations

« Un signal est une partie du monde physique de l'étant (being), un symbole est une partie du monde humain de la signification (meaning). » Ernst Cassirer

DANIELLA BASTIEN - Chargée de cours, Centre d'Etudes Supérieures de la MCCI



La culture, les symboles et les mythes sont des concepts jadis confinés aux domaines de l'anthropologie, de l'ethnologie et de la sociologie et aujourd'hui, ces concepts envahissent le monde de la gestion et des entreprises.

Soigner l'image et l'histoire qui y sont associées est devenu incontournable pour l'entreprise qui voudrait se démarquer de ses concurrents. En cela, les symboles où encore la construction de mythes s'avèrent être des portes d'entrée de choix car >

l'existence humaine est à la recherche continue de signification.

Nous entrons dès lors dans un domaine qui touche, dans son sens le plus profond, notre humanité car l'être humain est en constante fabrication de sens et producteur de symboles.

Appartenant au monde de l'imaginaire, le symbole répond au besoin de penser, au plaisir de créer et à la volonté de produire du sens. De quelle manière, l'entreprise, comme ensemble organisé, construit-elle des symboles ?

Le branding en est une illustration parfaite. Cette création d'une culture de marque porteuse de valeurs pour le client vise à installer une relation durable avec ce dernier et à entrer dans son quotidien. Le branding, comme promotion naturelle, facilite les opérations de communication car tout un ensemble est pris en compte : du logo au packaging.

Depuis plus de deux décennies, le champ de la conception et de la perception de la marque s'est élargi. Désormais, à travers le développement d'une image de marque, un produit doit nous « parler » et nous raconter le lien qui nous unit à lui.

Ainsi, nous achetons et consommons des brands plutôt que des produits. L'exemple le plus frappant, est le naturel avec lequel nous disons : « Je vais acheter un KFC » ou encore « Mes NIKE sont usées ».

Les marques entrent dans nos vies de manière naturelle et en toute transparence. Le plus important dans cette nouvelle façon de penser la création en entreprise est que la marque va à la rencontre des désirs de son public.

Une marque avec un branding réussi a un tel pouvoir d'évocation, de retentissement, de résonance que l'adhésion des clients est quasi automatique et sa fidélisation, un pari gagné. C'est dans les récits autour de la marque que ce pouvoir s'installe.

Les grandes marques ont toutes des histoires ou des anecdotes qui installent le consommateur dans une diachronie. Par exemple, pour la marque Nike, Bill Bowerman et Phil Night choisissent la déesse de la victoire, Niké comme divinité protectrice en empruntant son nom.

La marque Canon est un dérivé du nom d'une divinité bouddhiste, Kwanon. L'activité originelle de la compagnie Shell était l'exploitation de coquillages de la mer Caspienne.

Quand la marque raconte une histoire où encore si elle est issue de l'imaginaire collectif et populaire, sa « prégnance symbolique », pour emprunter le terme de Cassirer, mène l'individu à avoir des connotations inconscientes qu'il associe à la marque :

« Le mot seul, n'agit pas sur nous, c'est ce qu'il déclenche dans le registre de l'imaginaire qui mobilise notre esprit. »

Outre les autres valeurs créées autour d'une marque lors d'un exercice de branding, la valeur symbolique nous intéresse particulièrement car la marque devient un constructeur d'identité ; les consommateurs adoptent les produits de la marque parce qu'ils véhiculent un état d'esprit, ce « quelque chose » qui dialogue avec leur imaginaire.

Parce que l'imagination symbolique va chercher à se représenter avant tout l'imperceptible, l'indicible que quelques grandes marques ont ouvert leur espace de communication pour dialoguer avec les consommateurs.

La marque n'est donc plus souveraine et les expériences singulières des consommateurs sont mises en commun pour créer encore plus de proximité.

En 2010, GAP a lancé son nouveau logo sur Facebook et des milliers d'internautes, pendant deux jours, ont commenté négativement cette démarche. Quelques jours après, la Présidente a annoncé un retour à l'ancien logo.

Aujourd'hui, dans la gestion d'une marque au quotidien, les interfaces avec le consommateur sont essentielles car, in fine, le consommateur choisira, dans la jungle des marques, celle qui a su stimuler ses affects. ■

¹ CASSIRER Ernst, Essai sur l'homme, trad. Norbert Massa, éd. Minuit, 1975.

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