



ASHESI UNIVERSITY COLLEGE

BUSINESS ADMINISTRATION CAPSTONE APPLIED PROJECT

AFTOWN

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Ashesi University College in partial fulfillment of the requirement for the award of
Bachelor of Science degree in Business Administration**

DECLARATION

I hereby declare that this Applied Project Report is the result of my own work and that no part of it has been presented for another degree in this university or elsewhere.

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I hereby declare that the preparation and presentation of the Applied Project Report was supervised in accordance with the guidelines on supervision of applied projects laid down by Ashesi University College.

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EXECUTIVE SUMMARY

Online music retail stores have made it possible for users to access a wide range of music online either by paying or free of charge (Swanson, 2013).

Aftown is a commercial online music retail store which provides music from a wide range of African Artists. Aftown users are categorized into the artistes(sellers) who upload their music unto the portal, and the music lovers(buyers) who can also subscribe to the portal. Since it's establishment in June 2017, Aftown has subscribed about 11,000 users.

Aftown has prominent artistes such as Sarkodie, Stonebwoy, Efya, Manifest, Worlasi and Joe Mettle signed unto their platform. The company is currently unable to match their growth in customers to their efforts in marketing. Also from surveys, prospective customers do not know about Aftown and what their benefits are. The company needs advice on how to penetrate the market in order to increase their customer base.

To achieve this, interviews and questionnaires were used to get more information on the needs of the company. From the results, Aftown lacked strategies on how to acquire customers and make their product made know to prospective users.

This project provides strategies and tactics on how to overcome the barriers to growth of the company. It provides an action plan, an OGSM Framework and an evaluation plan in executing the recommended strategies, all to be done in 7 months.

CHAPTER 1: INTRODUCTION

Chapter 1 analyses the business surrounding and the conditions in which Aftown operates. This analysis includes; the macro environment, the internal environment, historical analysis, PEST Analysis, Porters five forces and the micro environment (industry analysis).

1.1 COMPANY ANALYSIS

Aftown is a commercial online music retail store which aims to provide music from a wide range of African Artistes. The vision of Aftown is to offer music from any African genre, becoming African music's number one destination and the 'go-to' African music store. Today, Aftown stocks only Ghanaian music and users are for the most part able to listen to their favorite Ghanaian artists, albums and songs, and discover new music. The cofounders of Aftown identified the need to utilize technology and entrepreneurship to create an avenue for African musicians to earn revenue from music sales. The core of Aftown is to build a global community where musicians can use the Aftown platform to sell their music to the world.

Aftown functions like most online music retail stores and streaming services (example iTunes, Spotify, Deezer etc.). It provides a platform for musicians to sell their music to the local majority and the rest of the world. At the same time, Aftown offers musicians who sell their music on the platform a guaranteed 80% share of the revenue in a very transparent way whereby the musicians can monitor the sales they make on a regular basis. They do this by having easy access to their accounts on their various devices using their log in details.

Currently consumers sign up for free to be able to purchase songs on the platform. The aim of starting this business was to improve the limited revenue streams

for African musicians and also provide a convenient medium for sale of African music. At the same time, the aim of signing free users is to later convert them to paying users (Roland Ohene- Amoako, Business Manager). A free user gets to sign up at no charge in order to buy any music of their choice at a price, whilst a subscription user signs up for a period (monthly/annually) at a specific price to access all music on the Aftown platform.

Aftown was co founded by Anthony Mensah, Roland Ohene -Amoako and Jefferson Seneadza. The company currently employs 10 people including 4 interns and its service is available in Ghana. The co-founders possess complementary capabilities that allow them to play important roles in the operations of the business. Anthony Mensah, is responsible for increasing digital presence and developing a plan for the new generation African music lover, Roland Ohene- Amoako, a business development professional, is in charge of increasing the marketing budget and setting up the caller support while Jefferson Seneadza and Jerome, both technology professionals, are in charge of increasing online support staff, managing the smooth running of the online platform and developing check out processes that fit the company's market.

The idea for Aftown was hatched initially by Anthony and Roland, when they observed Ghanaian artists complaining about having their revenue stream limited to only when they feature on concerts locally and on rare occasions internationally. There existed no local avenue for music sales locally, and the only way these artists could earn sales revenue was to sell on international platforms like iTunes, Deezer and Spotify who unfortunately did not fully understand the needs of the local Ghanaian artistes. Aftown was born to solve this problem.

In addition to making musicians' songs available for purchase, Aftown also provides PR services for pre and post release campaigns for songs, exclusive entries into the Aftown playlists, and promotional advertisements are provided for artists who sign on to Aftown services.

The company's current key statements are:

- a. **Company's Mission:** To make African music a globally consumed product and to make the African music industry profitable.
- b. **Company's Vision:** To become the one stop shop for African music.
- c. **Company's Values:** Transparency and Passion Driven Creativity

1.2 GENERAL ECONOMIC OVERVIEW: PEST ANALYSIS

1.2.1 Political Factors

Ghana is known as one of, if not the most peaceful countries in Africa (Modern Ghana, 2008). For this reason, investors would generally want to invest and operate in Ghana or in Ghanaian companies and initiatives. Corruption would on the other hand be one of the major setbacks when it comes to how well companies would thrive in an economy like Ghana's (Transparency International, 2016). The company might face situations, "doing it the Ghanaian way", whereby they would be made to pay 'bribes' or "something small for the boys", as it is termed, in order to either get their business running normally, or to get processes done in time.

Despite the above situation, for a start up like Aftown, the chances of attracting investors for their company are high, while corruption might become a barrier success. Nevertheless, the chances of Aftown thriving in this sector remains positive.

Moreover, the current government policies which focus on and support entrepreneurship and the growth of small businesses provide significant opportunities for a start up like Aftown to thrive (Ghana Web, 2017).

1.2.2 Economic Factors

Ghana was ranked number 17 for ease of starting a business in Sub-Saharan Africa in 2017 (World Bank Doing Business, 2017). The country's economy has also experienced significant rise in growth rate, from 3.6 per cent in the year 2016, which has been recorded as the lowest in the past 22 years in the history of Ghana, to 7.9 per cent in 2017 (Business and Financial Times Online, 2018). At the same time, Inflation reduced significantly from 15.6 per cent in the year 2016 to 10.3 per cent as at January 2018 (Business and Financial Times Online, 2018).

There also appears to be deliberate economic incentives targeted at developing the entrepreneurial ecosystem in Ghana. For instance, according to Ghana's Finance Minister, Mr. Ken Ofori Atta, government will grant tax holidays to young entrepreneurs and business owners below age 35 based on the number of people they employ (CitiFmOnline, 2017). Granted that the above conditions are indeed true, Ghana presents a stable economic environment for start ups and small scale businesses to thrive.

1.2.3 Social Factors

Anecdotaly, Ghana does not experience as much individuals delving into the entrepreneurship sector. However, there are a few who despite the odds get on board to combat youth unemployment and solve societal problems through innovation and technology (CitiFmOnline, 2017).

Nevertheless, organizations like the ‘youth business network’ and the ministry of employment and social welfare are in recent times putting in some effort to promote entrepreneurship. They are doing this by providing incentives in the form of tax exemption and also organizing awards to reward young entrepreneurs in Ghana; and these are but a few (CitiFmOnline, 2017). The Ghana Climate Innovative Centre and Ashesi University are also examples of institutions that are helping to promote entrepreneurship in Ghana through incubator programs and the introduction of design thinking and entrepreneurship courses respectively.

1.2.4 Technological Factors

Some specific reports from the Pew Research Centre have shown that almost a good 14 per cent of Ghana’s population happen to own smartphones (Pew Research Center, 2014). More importantly, 15 per cent of this population of smartphone users are active users of social media including Facebook, WhatsApp, Instagram, Google and Snapchat (Pew Research Center, 2014).

The number of people in Ghana who happen to use internet have as of January 20, 2018, increased to a total of 9,328,018 according to index mundi reports. Indeed, mobile phones have become the answer to many things for Ghanaians ranging from making international calls, sending and receiving money, downloading music, trending videos and even making purchases online (Business Ghana, 2018).

The unprecedented shoot up in the number of internet users in Ghana has been attributed to the affordability and availability of smartphones and mobile data plans to many Ghanaians (Business Ghana, 2018).

1.3 INDUSTRY ANALYSIS

1.3.1 The Traditional Income Stream System

Before the introduction of the internet in the 1900's and the 1800's, musicians were making much more than they are today (Swanson, 2013). The reason being that, these musicians used to make money off touring, from selling their sound recordings and in many other ways. Possible ways one could listen to music back in the day, was either by buying a CD or a cassette (Swanson, 2013).

It was realized that, after the introduction of the internet, consumers started expecting to get music for cheap or even worse, for free (Swanson, 2013). The availability of free music to consumers from then onwards (after the introduction of the internet), unfortunately slowly eroded the income streams for musicians (Swanson, 2013).

Nowadays we see musicians venturing in many other businesses to supplement their career in order to make money by other means like selling merchandise, organizing concerts and live performances, touring and many more. The introduction of online music retail stores is to ultimately, help musicians earn some extra income from their songs.

1.3.2 The Evolution of the Sale of Music

The era of digitization of music begun around the 1980's starting with the introduction of the compact disk (Luke, 2013). Its real claim to fame was that it veered from storing music in an analog format, and instead ventured into storing it digitally (Luke, 2013).

Back in the early 2000's and the late 1990's, the sale of music was heavily skewed towards selling music CDs and Disks. Subsequently, the internet became one of

the main channels for selling goods and services and has become a major distribution channel for the sale of music, gradually cannibalizing and leaving the music CD market not as profitable (Gosain & Zoonky, 2001).

Physical sales of music, which is, selling music in either CD or Cassette form, is currently declining as compared to the key driver of music sales, paid subscriptions, which has broken the 100 million dollar mark and is still rising (Domingo, 2017).

According to the Global Music Market report in the year 2016, the global revenue growth of music was 5.9% with a 50% digital share of global revenues (Domingo, 2017). This highlights the gradual takeover of the industry by streaming and online music.

In Africa specifically, there has been an increase in the Music streaming/Online Music Retail offering, including the likes of *Las Gidi Tunes (Nigeria)*, *Simfy Africa(South Africa)* and many more (Gum, 2015). In the light of the growth of music streaming/online music retail, global players such as Spotify, Deezer, Google play or Apple Music are taking roots in the African Market (Gum, 2015).

1.4 PORTER'S FIVE FORCES ANALYSIS FOR AFTOWN

In the following paragraphs, there would be an assessment of the online music retail market to discover its attractiveness and also to understand the dynamics and trends that come into play. The music industry is potentially one of the fastest growing industries in Ghana (GhanaWeb, 2017).

Porters five forces is employed to assess the competitive forces and level of attractiveness of the online music retail market. The analysis will include looking at the potential competitive positioning and strategies a firm would need, and the profitability of the industry (Grant, 1991).

1.4.1 Threat of New Entrants:

Threats to entry is assessed by considering the barriers to entrants, and the potential of industry players to retaliate. Threat of new entrants is low for this industry.

Access to capital is a major barrier to entry. This is evident in Aftown's start up expenses sheet (See Appendix J). The sale of music requires significant access to capital to set up the platform and continuously finance it. For instance, infrastructure cost, human capital, and brand cost make up for the prohibitive cost which serves as a major barrier to entry into this industry.

Equally important, industry players such as Apple music, Deezer, Spotify etc., over the years in operation, have an amassed source of experience which gives them an upper hand to brutally retaliate against ideas brought on board by new entrants. In other words, the potential of industry players in the online music retail store to retaliate is very likely and very high. Which is to say, barriers to new entrants in the online music retail industry are high especially with strong industry players already in existence.

1.4.2 Threat of Substitutes:

Sale of music online, especially in Ghana, has many alternatives such as free downloading, listening to music from a restaurant whilst enjoying other services, having a friend send you a song via WhatsApp, the sale of CD'S, or even just listening to music from various radio stations.

Threats of substitutes generally boils down to the existence of a product that a customer can purchase or get access to instead of an industry product and affects the ability of industry players to price high.

Providing the existence of the aforementioned alternatives, the ability for this industry to achieve profitability is low. This is because, consumers can choose among the alternatives mentioned above to satisfy their needs. At the same time, the threat of substitute products in this industry is high as consumers switching costs are low. Meaning, there is not much stopping consumers from purchasing the substitutes rather than the services from this industry. The threat of substitutes is high hence likely to negatively affect industry profitability

1.4.3 Supplier Bargaining Power:

The bargaining power of a supplier in the online music retail industry goes a long way to influence the industry player's ability to achieve profitability. Supplier power in effect generally affects the industry profitability by raising costs.

In this industry, the suppliers tend to be the musicians, the internet service providers, IT specialists and technologically savvy experts as well as marketing and sales experts.

The above-mentioned suppliers especially in Ghana tend to be at the mercy of the buyers in this industry especially with the high level of unemployment rate in Ghana and a large pool of experts.

Supplier bargaining power may be somewhat low since there are a variety of musicians who would want their music uploaded on credible portals, and also a pool of IT Specialists who would be available to work in an industry such as this. To repeat, with the existence of low switching costs, and the availability of substitute products, supplier bargaining power tends to be low in this industry.

1.4.4 Buyer Bargaining Power:

Buyers in the online music retail industry are less concentrated than sellers. Also, as realized in the above paragraphs, switching costs are low, buyers are dealing with undifferentiated products and there is availability of substitute products.

African music is readily made available to buyers through different channels. For instance, iTunes, YouTube, Spotify, Daily Motion, Deezer and a couple of already existing online music platforms. Therefore, buyers being exposed to so many substitutes make their bargaining power high in this industry. High buyer bargaining power in an industry affects the industry's ability to price which is the case in this industry.

1.4.5 Rivalry:

Music is generally undifferentiated on all music portals and it is easily accessible to all. Due to the existence of an undifferentiated product, the industry is most likely to exhibit high rivalry. This leads to the prospect of the industry becoming more competitive and decreasing the profit potential for the industry players.

In brief, the online music retail store industry could potentially be a profitable one with its advantages outweighing its disadvantages. This industry from the analysis made above, poses as an attractive one especially for a start up like Aftown.

1.5 SWOT ANALYSIS FOR AFTOWN

A SWOT analysis is recommended as an important tool for a company, more importantly a new business such as Aftown to determine its strengths and weaknesses to inform how it can achieve profitability. Prior to making decisions for the company, the analysis helps to match the company's available resources and capabilities to its opportunities. It is equally important to conduct a SWOT analysis because Aftown's strengths and

weaknesses are specific to them. This SWOT analysis was put together based on conversations I had with the cofounders and employees as well as observations from their daily activities.

Strengths

- Availability of technology experts to help create campaigns for them and generally manage their online resources.
- Because Aftown has a strong local presence, it has a better understanding of what its consumers want and knows how to better relate with them in terms of payment systems. This is not common to what customers have been used to especially with the international platforms.
- The company's good relationship with African musicians helps to promote the brand. For the artistes they sign unto their platforms, they have exclusive rights to their new releases for at least two weeks.

Weaknesses

- Difficulty in influencing the market to buy into their idea.
- The pioneering disadvantage of making managerial mistakes and being exposed to risks especially because they have started something that is new to their geographical space is imminent.

Opportunities

- The different channels available to reach customers.
- The growing target market; customers aged 15-35 years.

- With the introduction of other means of making transactions such as mobile money, potential customers have various ways of making remote payment, ultimately making it easier to use Aftown.
- From an interview with some African Artistes, especially Ghanaian artistes, musicians are looking for ways to make more money from their music and this is a great alternative for them to patronize. (See Appendix D for full interview)
- There is a pool of interested millennials constantly seeking opportunities to work with companies to make the entertainment industry in Ghana and Africa a better one, hence getting a passionate workforce would be easy

Threats

- Musicians refusing to subscribe to local platforms
- There is a threat of new entrants especially because it is the first Ghanaian established online music retail store.

Table 1 SWOT REASON TO BELIEVE

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • <i>Availability of technology experts</i> <p>-Jefferson Seneadze who is the head of IT at Aftown has strong expertise especially in cloud computing and information management. He has work experience with project 15 Ghana and he doubles as the head of the IT department for TechNation. He is currently working with Jerome with whom together are in charge of developing</p>	<ul style="list-style-type: none"> • Inability to influence market to buy into their idea <p>-From surveys conducted, not as much people know about Aftown and what they really do. This stems from not having good enough marketing campaigns and communication not reaching the right people.</p> <p>-Pioneering disadvantage</p> <p>-Aftown is prone to making some marketing mistakes like knowing who to target with their advertisements</p>

<p>check out processes that fit the company's market and run the online platforms. Also, Anthony Mensah who serves as the head of marketing and the programs director as Live FM(One of the country's prime youth driven FM station), has an amassed store of knowledge in what exactly local artistes want and also has a great experience working with music lovers including the produces of music as well.</p> <p>- With Aftown as a locally established company, they are able to retrieve payments from various channels especially mobile money which has become a fast rising means of making transaction in Ghana. The company understanding what works for the local market gives them an upper hand and creates convenience for their respective stakeholders.</p> <p>• <i>Aftown' Local Understanding of the market</i></p> <p>- With Aftown's strong local presence, they are able to find out what exactly the consumers want and provide it for them using their available resources. The company understanding what works for the local market gives them an upper hand and creates convenience for their respective stakeholders.</p> <p>• <i>Company's good relations with artistes and prospective investors</i></p>	<p>as they are new on the market. They are also prone to invest money in some advertisements and investments which might not yield them any benefits. Because they are new in Ghana, they are liable to make a couple of wrong moves.</p> <p>THREATS</p> <p>• <i>Musicians Refusing to Subscribe to local platforms</i></p> <p>Aftown has found it somewhat hard to convince Ghanaian musicians to sign unto the platform as some of them believe that so far as it is a company established in Ghana, they would not reap as much benefits as they do from the other international platforms.</p> <p><i>Threats of new entrants</i></p> <p>In the past four months after the establishment of Aftown there has been an upspring of about three competitors in the local market. Two of them using similar colours as Aftown's and slowly trying to penetrate the market .</p>
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The Aftown team has a great relationship with many Ghanaian artistes. Anthony doubling as the marketing manager at Aftown and the head of programs at live FM helps him create good relationships with artistes who come through to the radio station for shows. The team also helps with promos for concerts organised by these artistes and this creates a good relationship with them. Aftown also has two major investors, who are the heads of a very prominent media house. These two have a chain of connections with other prospective investors. Aftown having these two as investors automatically connects them to the chain of other investors through them.

OPPORTUNITIES

- ***Different channels available to reach customers***

We live in a world where social media has taken over the attention of the youth (15- 35). channels such as Facebook, Instagram, twitter, among others is a great opportunity for Aftown to reach their customer base.

- ***Means of transacting***

The recent patronage of mobile money in Ghana is a great opportunity for Aftown to be able to transact with its local customers as it is a relatively easy way of transacting.

<p><i>Musicians looking for money making avenues</i></p> <p>African musicians are constantly looking for avenues to make money off their music. In recent times, popular artistes like Shatta Wale, Stonebwoy, Manifest and many more have either opened boutiques to sell their merchandise or set up stands at their shows to sell some of their merchandise. When asked in interviews what their major challenges as musicians are, most of them say actually making a good revenue off their music. This is therefore a problem for Aftown to tap into.</p>	
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1.6 COMPETITOR ANALYSIS

As established from Porter's five forces analysis, the online music retail industry has a high barrier to entry. However, there are some existing industry players and knowledge on them would help Aftown to know how to better compete for profit and customers as well.

Competitor Data	Competitors		
	Spotify	Apple Music	Deezer
Geographical Availability	Across 65 markets worldwide	59 countries	180+ countries
Prices	\$9.99 per month	\$9.99 per month	\$9.99 per month
Competitive Advantage	<ul style="list-style-type: none"> •Ability to play offline •It's unlimited •It has over 30 million songs from a wide range of musicians 	<ul style="list-style-type: none"> •Pandora Premium •Family plan offerings which enables 6 users, all with separate libraries 	It has the largest music library in the world with over 35 million tracks.
Target Market	Business Professionals	Young people in their prime	Young professionals and teenagers
Service Characteristics	Music, Podcasts, Video streaming	Music, podcasts, Music Playlists	Music streaming
Promotion	Website, social media	Website, Social media, apple products,	Website , social media, word of mouth

CHAPTER 2: NEEDS ASSESSMENT ANALYSIS

2.1 Internal Analysis

As mentioned in the introduction, this paper would be focused on the views of the various stakeholders of Aftown. In the preceding paragraphs we would be seeing bits and pieces of the conversations had with the different stakeholders as well as the outcomes from surveys.

It is expedient in problem solving for Start ups like Aftown to conduct a needs assessment. This would help in providing essential information in various ways to conceptualize the actual needs of the company, and inform decisions on selecting the appropriate data collection designs and primary research needed to solve the grey area which might impede the company's growth (Royse, Staton-Tindall, Badger, & Webster, 2009).

Furthermore, the cofounders of Aftown disclosed in an interview how Aftown was set up in their living room with one computer and the skills and expertise they acquired from college. According to them, starting Aftown involved a lot of their time and personal money which they hope to recoup and multiply in the near future. Similarly, investing in Aftown was a big risk to all three of them as two of them, Roland and Jeffrey quit their jobs in the United States to come to Ghana to set up Aftown simply because they recognized a problem and had a solution to it.

The creation of a new product or a service could be costly both fiscally and the opportunity costs one encounters (Shanker & Carpenter, 2013). For instance, the company started operations with an initial amount of about GHC 5000 in June 2017 and over the first six months of operation, obtained GHC 585, GHC 304, GHC326,

GHC1086, GHC4053, and GHC 9655 respectively. This sales earned over these months has not been enough for the company to sustain itself (See the breakdown below).

Revenue	
Music sale	24,744.66
Artist signups	8,855.00
Cost of sales	
Music sales	17,525.25
Gross Profit	14,261.11
Expenses	
Branding	6,818.00
Marketing	23,046.00
Server	4,080.00
Event	4,360.00
Wages	32,800.00
Upkeep:	240
Equipment	17,000.00
Total Expenses	72,544.80
Net Income (loss)	58,283.69

Figure 2.1; Income Statement for December 2017 (Breakdown from Aftown ,2018)

According to the founders of Aftown, revenue goes up as and when new music is uploaded on the platform and new artistes are signed unto their platform as well. In the past seven months, Aftown has signed a little over 200 artistes, hence, a wider range of songs and a larger market for them which ultimately increased the company's sales.

“Growth in revenue becomes hard when there is no expansion in the various genres of music and songs on the platform, and also when we do not get people to know and trust our services (Roland Ohene- Amoako, Business Developer, Aftown)”.

Additionally, with the recent hiring of part time workers to help with customer services, artiste management and content creation for their various platforms, sales generated are used to cover more salaries and also to cover some utility bills (electricity, internet). (See income statement above).

HISTORICAL ANALYSIS

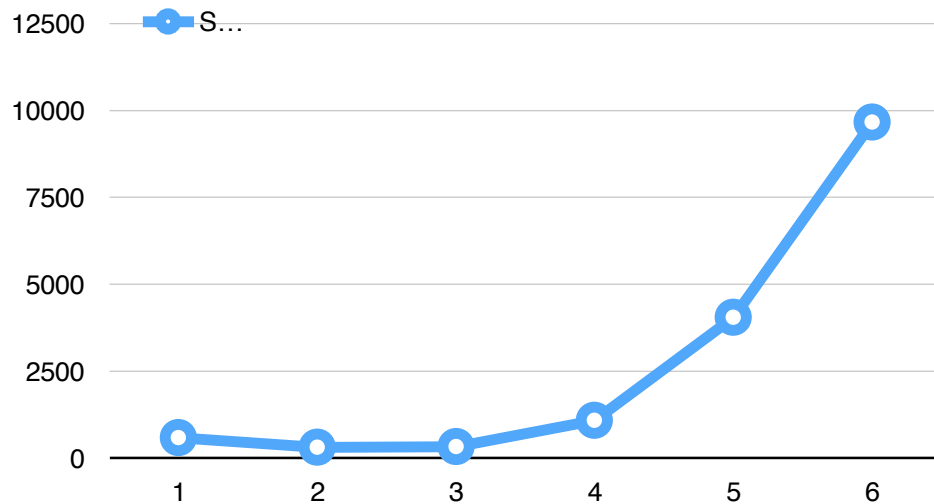


Figure 2.2; Historical Analysis from June 2017- November 2017 (Aftown, 2017)

From the diagram above, there is a clear indication of a steady growth of sales from the inception of the company from June 2017 (shown as '1' in the diagram and '6' being November) at GHC 585 to November 2017 at GHC 9655. Aftown being a relatively new company in a relatively slow moving industry, it is advisable for them to take certain measures in order to constantly grow in sales and revenue. Succeeding in a sea of free downloading online music platforms would require more than just advertisement and low prices offered to consumers.

2.2 PRIMARY RESEARCH

A primary research was conducted in order to assess the views from the different stakeholders- customers, music professionals and artistes. The target population consisted of the artistes(sellers), the buyers/prospective buyers (especially people ranged between the ages of 15-35). Aftown stands as both a pioneer and a new entrant at the same time. This is because, Aftown is the first online music retail store established in Ghana and is currently focusing on getting Ghanaian music to be patronized through their platform. At the same time, if compared on the international scale it qualifies as a new entrant with Spotify being a pioneer.

Consumers

The sample size of this research equaled sixty respondents. This included respondents ranging from 15 to 35 years both in and out of Ghana, but all Africans. For the purpose of this qualitative research, the data was gathered through questionnaires, that is, both online and hardcopy, interviews and focus group discussions. Also, respondents who engaged in this research included current and Prospective Users of Aftown.

2.3 METHODOLOGY

Respondents were selected using the multistage random sampling method. This comprised of a combination of a systemic sampling method and a random sampling method. For the first 40 questionnaires, respondents were selected systematically (probability sampling), from a contact list of the researcher. That is to say, a systematic sampling method was used to select respondents by sending questionnaires to every 5th person from her special broadcast contact list. This was done specifically because, her contact list was created specifically including music lovers for all genres, Africans living

home and abroad, students from various institutions in Ghana and workers ranging from the ages of 15 to 35 years.

In addition, the next 20 respondents were selected using the snowballing technique. The snowballing technique was used because, she always happened to find herself around individuals who have an interest in African music and would most likely have some knowledge in online music retail. This technique assured genuine responses and was also very cost effective.

2.4 SUMMARY OF PRIMARY RESEARCH

Questions for potential users were asked based on demographics, music preference, sources of music, willingness to pay for music, and attitude towards Aftown. From the responses obtained, the five largest sources of music consumption for 15-35 year olds in Ghana aside from streaming services are, Apple music, Spotify, YouTube, iTunes, and Free Downloads. Also when respondents between 15- 35 were asked how much they would pay to buy an African song, more than 60% of them reported that they would pay above 50 pesewas per song (See Appendix A). Currently, 45% of this sample, buy music from Apple music whilst 40% of them download free music. Also an insight from the results showed that, there was an indication that potential customers are more likely to stick to what they have been used to for a while now, for varying reasons. For instance, about 81% of the respondents are not likely to use Aftown services mostly because they didn't know about it (See Appendix figure A). 60% of the respondents when asked if they knew about Aftown voted that they didn't know about it which was one reason why they would not buy African Music from Aftown (Appendix A).

Although 40% of these respondents get their music from free downloading sites, about 55% of them buy music from other online music retail stores like Spotify, and Apple music. This data provides a key insight which is that, a new generation even in the midst of free downloading is still paying for music. Accepting the data from this survey, it is granted that the low patronage of Aftown services goes beyond the price users would have to pay for music on their platform, and rather that they didn't know about Aftown or were not satisfied with their services.

In order to better understand reasons why some consumers were not using Aftown, I conducted interview with three neutral individuals (non users of Aftown). According to the first consumer, she had only seen Aftown on a billboard located around Danquah circle some time back and did not really know what it was. She explained that she initially thought it was a service provided by Stonebwoy (Picture in Appendix F) as his picture was mounted at the center of the billboard and saw a small Aftown sign on the side. The second consumer explained that she didn't have any problem with buying music as she felt it was the right way for her to own her music. When later asked if she would buy music from Aftown she said maybe. The reason being that she was used to Spotify for a while now and the idea of switching to another service would be a lot of work for her. Her relationship with Spotify was enough for her as it served her needs. The third consumer stated that he had actually tried using the application some time ago. However, it took a while for it to load, and consequently asked him to sign in with his email which he thought he could have simply done using his Facebook details. He also mentioned that their discovery features were poor and the whole app looked unprofessional to him and it was a complete turn off for him. I discovered three things

from my conversation with these three people- inadequate knowledge about the application, the familiarity with other services and Aftown's poor app design and log in issues (See Appendix C for full interview with consumer 2)

Employers and Employees

Moreover, I had the opportunity to interview the cofounders, and also observe a few things whilst working with the team on various projects they organized such as sponsoring concerts, and running promotional videos and ads for musicians. From these observations and interviews, I realized that Aftown is currently focused on promoting the artists on their platform more than promoting what Aftown is and what their benefits are.

Aftown is not well known by a majority of customers the company would potentially like to reach. Communication of what the real benefits of using Aftown is not clear to consumers.

When Aftown began its operations in June 2017, it came with a "sign up and get 50 pesewas free" benefit (Anthony Mensah, Aftown). This was an attraction to the customers they were able to reach through friends, families and the pop up stands they mounted at concerts. However, within the past 7 months, there has been an upspring of three local competitors who offer undifferentiated services as Aftown. Evidently, Aftown needs to reposition themselves well in the industry in order to grow their market share, be relevant and register in the minds of their consumers.

INSIGHTS FROM THE SURVEYS

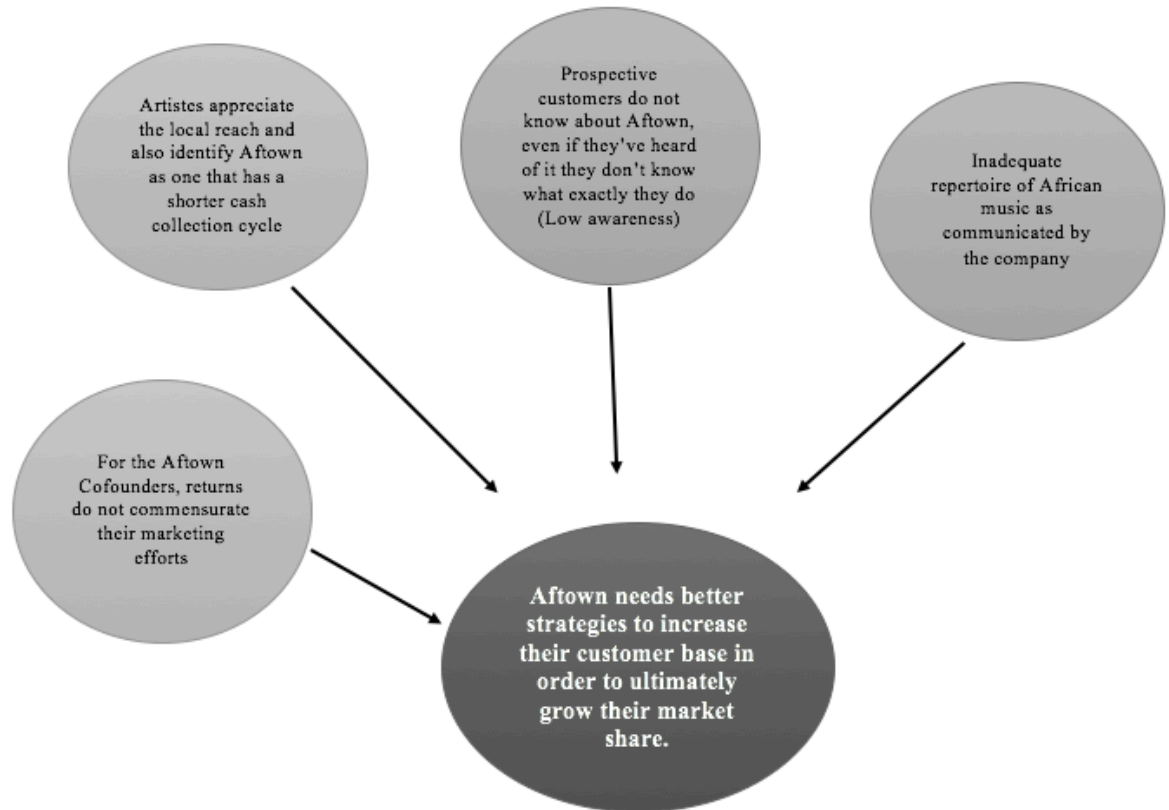


Figure 2.3; Insights from the surveys conducted

Problem Statement: Aftown is not well known by their target audience. For those who might have heard or seen it, they are not sure what exactly it is or does. There is no particular brand identity attached to Aftown.

Therefore, **Aftown needs better strategies to increase their physical and mental availability in order to increase their users and ultimately grow their market share.**

CHAPTER 3: MASTERY OF SUBJECT MATTER

This chapter throws more light on the concept of how a company can grow its market share in a theoretical approach. It covers an overview of how a brand can grow, honing into growth barriers, brand growth strategies and customer acquisition. The chapter also discusses music branding.

3.1 THE CONCEPT OF MARKET SHARE GROWTH

According to Byron Sharp, it is the ultimate goal of many companies to grow in order to cover their fixed costs and also experience profitability (Sharp, 2010). According to an article in the Harvard Business review, the main determinants of business profitability is their market share (Buzzel, Gale, & Sultan, 1975). A company's market share is a key determinant in its growth for the next year or more and its prospective profitability in the industry (Sharp, 2010). This is made evident in many competing brands which have different market shares. For instance, MTN is the largest market leader in the mobile subscription market. As at September 2017 it had the largest total voice subscriptions and market share at 22,865,821 and 56.52% respectively (National Communications Authority, 2017).

Additionally, MTN has been shown to be the most profitable telecommunications network in Ghana. MTN also currently has the largest telecommunication data market share with a penetration rate of 79.94% (National Communications Authority, 2017). According to an article in the CitiFM business news, MTN experienced an increase in revenue by 23.3% from 2016 to 2017 (CitiFM, 2018). MTN has since been recorded as the most profitable telephony operator in Ghana.

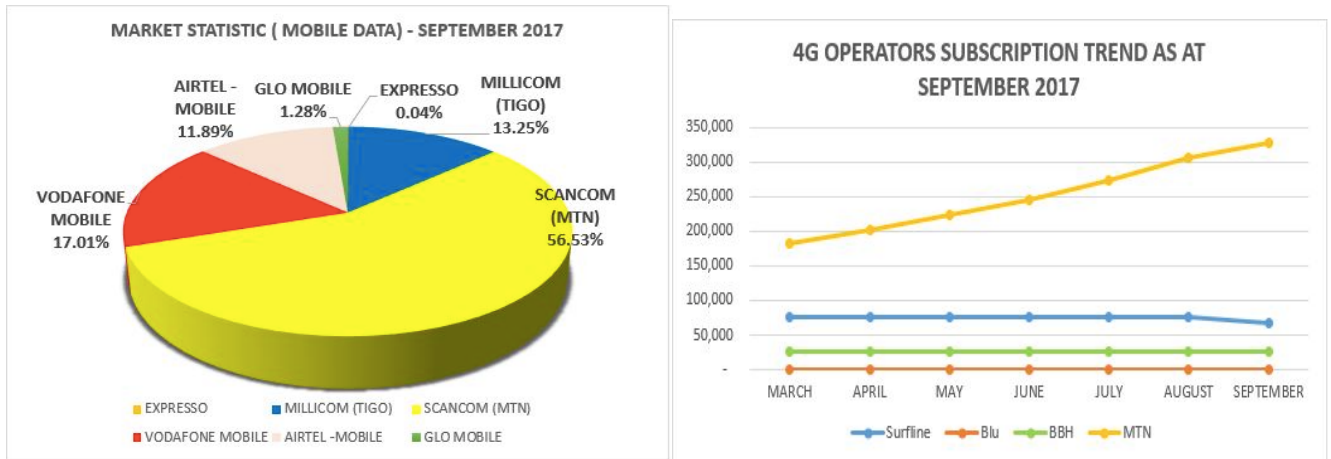


Figure 3.1; Mobile subscription data analysis (Retrieved from the National Communications Authority, 2017).

Granted that large market shares for a company ensures profitability, it is useful to explore the means by which a company can increase its market share. A company can increase its market share significantly by either choosing to promote brand loyalty or by focusing on penetrating the market (Sharp, 2010). Bryon Sharp in his book '*how brands grow*', proved beyond reasonable doubt that loyalty programs have little effects as compared to market penetration in a brand's growth (Sharp, 2010). He explains this using the law of Double Jeopardy which is explained in later paragraphs. This leaves us with market penetration.

How a company can increase its market share is illustrated in the diagram below.

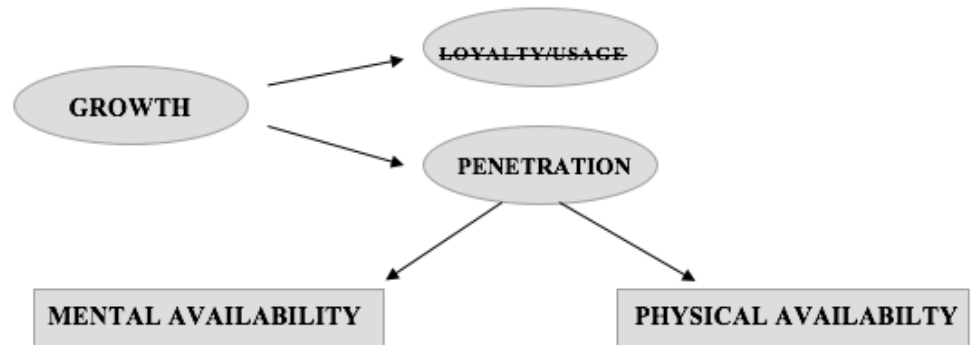


Figure 3.2; Illustration of how to increase market share

A company's growth is essential not just for profitability but also for the sustenance and continuous relevance of a company to its customers (Sharp, 2010). Market penetration refers to the act of successfully selling a product or service in a market and reaching as many people as possible as well (Business dictionary, 2016). This can be achieved through customer acquisition which relies on the physical and mental availability of a brand to a customer (Sharp, 2010). In order to achieve market penetration, crafting a **strong** marketing strategy which outlines the various actions to take within a period is essential.

According to Byron Sharp, the foundation of achieving a substantial growth in a company's market share lies in growing one's customer base (Sharp, 2010).

Furthermore, he states that a company with large customer base is better than a company with a small customer base and he illustrates this using the law of double jeopardy.

The double jeopardy law basically states that a brand can grow predominantly by increasing their market penetration, through mental and physical availability to the consumers (Anschuetz, 2002; Baldinger, Blair & Echambadi, 2002; Stern & Ehrenberg,

2003). Meaning that, a brand with a bigger customer base has a greater potential of occupying a larger market share than a brand with a smaller customer base. This is seen in the case of MTN a mobile service provider in Ghana. MTN'S market subscription penetration stood at 79.94% in 2017. MTN has the biggest market base in Ghana and the highest penetration rate as shown above.

Furthermore, the double jeopardy law states that, generally brands with a relatively smaller market share are so because they have fewer buyers, and these buyers are slightly less loyal in their buying attitudes as compared to brands with a bigger market share (Sharp, 2010).” He emphasizes that almost half of every company’s current buyers are most likely not brand loyal, especially when there are other substitute products (Sharp, 2010). Therefore, it is rather advisable for a brand to focus on increasing their customer base rather than focusing on a particular niche to grow their market share. **The implication is that for a brand to increase their market share they would need to increase their number of buyers. This is explained in the diagram below.**

More of a small customer base turns over (Sharp, 2010)

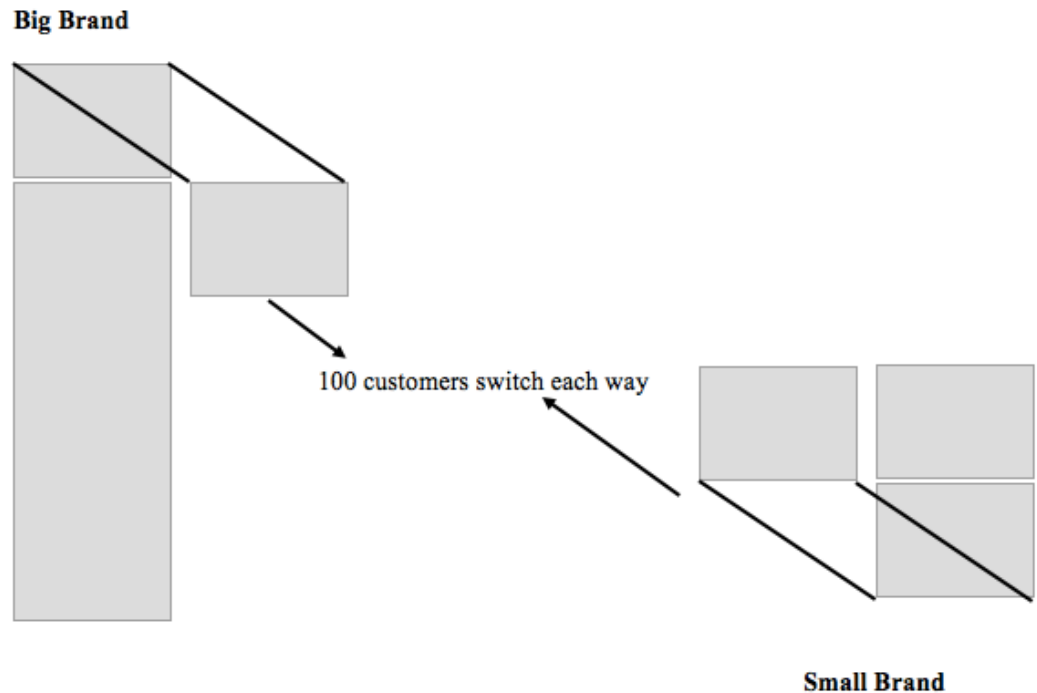


Figure 3.3; Big brands vs. Small brands Source: “Sharp et al., 2002 (illustration by Nadia Amasa)”

3.2 HOW TO GROW ONE’S CUSTOMER BASE

Companies in one way or the other tend to lose some customers every year. It is therefore important for a company to find ways by which they can constantly increase their customer base or retain their customer base. In the previous paragraphs, we established the fact that when a company increases its customer base they increase their number of buyers. This was proven by the law of double jeopardy. It is proven by the law of double jeopardy that it is advisable for a smaller company to acquire more customers instead of focusing on reducing customer defection or dwelling so much on loyalty programs (Sharp, 2010). There are various approaches to grow one’s customer base.

Different types of customers look at different things in choosing a product. Keller (1998), identifies a brand as a product that has differentiating characteristics and dimensions from other products satisfying the same customer's needs (Keller, 1998). This seeks to say that in order for a company to stand out and always be on the minds of the consumer, there has to be a physical and mental availability to the consumer. Increasing one's physical and mental availability is one sure way to increase ones' consumer base.



Figure 3.4; Mental and Physical Availability (Buckley,2016)

What is physical and mental availability?

Physical and Mental Availability simply makes a brand easy to be identified among a cluster and to be bought as well. Mental Availability refers to the probability of a consumer remembering a particular brand when faced in a buying situation (Buckley, 2016). According to Byron Sharp (2010), mental availability requires distinctiveness as well as a clear branding (Sharp, 2010). Once mental availability has been established, it is now up to the company to make available the products or services to their consumers for selection. Physical availability literally refers to how available one's products or services are to customers in time and space (Buckley, 2016).

How can mental and physical availability be this be achieved?

We are living in a world full of a clutter, not just of brands, but day to day activities and multiple choices to make. It is therefore important for a company to go all lengths in order to make their products or services stand out, be readily on the minds of consumers in buying situations, and be relevant in a world of clutter. In order for a brand to stand out and always be on the minds of consumers, it takes more than just creating brand awareness (Sharp, 2010). For a brand to be registered in the minds of a consumer, the brand would have to be distinct and form certain mental associations in the mind of consumers. A brand can establish distinctiveness through using consistent icons and imagery, a brand color, tone, and the use of many other things . All of these collectively forming the mental and physical availability of a brand. Bryon Sharp stated seven simple rules on how a brand can grow through mental and physical availability. These are listed and explained in the table below.

Table 3.1. Seven rules on how a brand can grow

Rule	Strategic Guidelines
Reach	He explains that a brand must never be silent. It must consistently reach out to all buyers in the category through communication and distribution. However, for a start up like Aftown, communication in the form of advertisements should not be too consistent. Rather focus should be on creation associative networks for the brand.
Be easy to buy	One must ensure that the brand is easy to buy by communicating how it fits with the user's life and what benefits the user derives from it.
Get noticed	This can be achieved by grabbing attention and focusing on brand salience to their target market. It also includes advertisements, campaigns etc.
Refresh and Build memory Structures	Creating useful memory structures by respecting existing associations that make the brand easy to notice and buy

Create and Use Distinctive Assets	Using brand assets like colour, logos, theme songs, etc., which speak to the senses and get noticed in order to stay top of the mind
Be consistent	Avoiding unnecessary changes and keeping the brand fresh and interesting in the consumer's mind and eye.
Stay Competitive	Brands that are easier to buy get bought more. In this case the price, packaging, place etc., of a product should be carefully evaluated.

(Byron Sharp, 2010).

3.3 WHICH CUSTOMERS TO ACQUIRE

According to Byron Sharp, it is important for a brand to focus on both light and heavy buyers of a brand in order to increase their sales (Sharp, 2010). This in other words is termed mass marketing, whereby the marketer tries to sell to all category buyers (light, and heavy buyers) and accepts the fact of inefficacy of brand loyalty (Sharp, 2010). He further defines light buyers as the infrequent buyers of a particular brand and states that, contrary to believes, non- buyers and light buyers are heavier buyers than they are often thought of (Sharp, 2010). This theory was confirmed as right upon the reports of a two-year analysis of a leading brand in tomato sauce in the US (Anschutz, 2002). The report showed that, 14% of its sales were from buyers who did not buy from them the year before(non-buyers). On the other hand, the 'heavy buyers' bought 34% of the total volume, which was less than the 43% they bought the year before (see in diagram below). This survey proved that over the years, heavy buyers get lighter as light buyers and non-buyers get heavier (Sharp, 2010).

Sales volumes from different buyer groups one year later

Table 3.2; Sales Volume from different buyer groups

				Representing brand sales volume (%)
Buyer Group	Percentage of Sample	Buying frequency in year 1	Year 1	Year 2
Non- buyers	44	0	0	14
Light buyers	22	1	14	16
Moderate buyers	25	2-4	43	36
Heavy buyers	9	5+	43	34
Total	100		100	100

Source: (Anschuetz, 2002; US IRI panel data), (Sharp, 2010).

Every group of buyers change over the years. It is therefore expedient that for a brand like Aftown to extend their marketing to all buyers in a category. According to Bryon Sharp, the growth in market share and sales of a company is as a result of giving the brand more ‘heavy buyers’, more ‘medium buyers’ and even a lot more ‘light buyers’ (Sharp, 2010). Essentially, the effectiveness of marketing is seen when it is extended to a larger audience. Fortunately, there is a great opportunity for Aftown to reach all category buyers through the digital revolution. Channels such as Instagram, WhatsApp, Facebook, Twitter among others are the current tools that their target market use in recent times to get information.

A strategy is a link an organization makes between its internal resources and skills, and the opportunities and risks created by its external environment. (Grant R. M., 2001). A strategy being looked at in this study is the marketing mix strategy.

The Marketing Mix Model is defined as the combination of certain elements in a company that enables the planning of a company's Marketing strategy (The Business Dictionary, 2016). In this study, I would be sticking to the traditional four elements of the marketing mix which are, product, price, place and promotion. I used these four because in the above paragraphs I provided other ways in which Aftown can grow based on other theories (See Appendix H for details of each of the elements).

In this report, the 4 p's would be used to plan some part of Aftown's marketing in order to boost customer acquisition and growth. The Marketing Mix is the most widely used marketing framework for companies providing services like Aftown (Rafiq & Ahmed, 1995). In addition to the Marketing Mix, I would also employ the use of the OGSM Model.

The OGSM Model is a tool that ensures that strategies for a company are aligned with the company's goals, and also provides measurement to ensure that a company is on track in pursuing its objectives (Chaffey, 2015). OGSM stands for Objective, Goals, Strategies and Measures. The OGSM model in addition aids in monitoring the progress of objectives of the company to its goals using strategies and actions plans (Chaffey, 2015). See (Appendix I) for what the OGSM Model looks like.

Table 3.4; OGSM Framework

O	Defining an over-arching breakthrough vision (This should be stable concise and linked to the company's vision)
G	Stepping Stones to achieve the objective (Specific, Measurable, Achievable, Compatible)
S	The frameworks used to achieve objectives (Focal points, and it should be flexible)
M	Numerical Benchmarks on the progress of the company (Using KPI'S as checkpoints)

Source (Chaffey, 2015). Table designed by Nadia Amasa.

Insights from the mastery of subject matter that would be considered in the marketing plan

- In order for Aftown to grow its brand/market share, they require strategies that would increase their mental and physical availability among their costumers.
- There needs to be a well structured and laid out plan with steps on how to ultimately increase their customer acquisition through brand salience/mental availability.
- A member of their marketing team must oversee the strategic plan's implementation till its end.
- The literature supports findings from the primary research conducted. Customers do not know the brand or have not heard of the brand because not as much is being done on promoting the benefits of the brand. Also, the brand is not made available to consumers hence, they cannot tell if they would use their services or not.

CHAPTER 4: SOLUTION TOOL AND IMPLEMENTATION PLAN

The chapter gives a detailed strategic marketing plan for Aftown, which would be used as a solution to acquire more customers and create brand salience/Mental Availability in the minds of its customers. This includes an implementation plan, an OGSM Framework and an evaluation plan as the solution for this project. This package is ultimately to result in growth of the company over the next 7 months.

4.1 STRATEGIC MARKETING PLAN

The strategic marketing plan to acquire more customers would be overseen by the marketing manager of Aftown, Anthony Mensah. Ideally this plan is to be implemented from May 2017- December 2017, which is within a period of 7 months. At the end of this period the company is expected to have increased their users, hence growth, and achieved a high level of brand salience.

4.2 OBJECTIVES OF THE STRATEGIC MARKETING PLAN

- To increase current users from 11,000 to 50,000 users by December 2018

4.2.1 STRATEGIES

Suggested Positioning statement: For the African Music Lover, Aftown provides music from over 10,000 African songs from at least 2,000 African Artistes.

Competitive strategy

Aftown is a start up which currently has most of its music from Ghanaian artistes. They are tackling the issue of inadequate revenue for African artistes from the grassroots and this is one thing its competitors are not doing. Aftown is distinct from its competition based on the following:

- African music -Aftown unlike other online music retail stores, sells only African music. Its aim is to become a one stop shop for African music.
- Prices in Ghana Cedis- Aftown prices its singles and albums and subscription fees in Ghana cedis. This makes it easy for the local market to be able to purchase the music of their choice. On the other hand, it is a great advantage for the musicians to retrieve their money as and when they want it as they just need to put in a request and receive it in a matter of a few working days.

4.2.2 TARGET MARKET

Aftown has three categories of target customers - Teenagers between 15- 19, young adults in their 20's to 30's, and the African artistes to sign up to sell their songs on to Aftown.

4.2.3: 4 P'S MARKETING MIX

- **Product:** According to Kotler, people satisfy their needs through products (Kotler, 2016). Aftown is a commercial online music retail store. Its provides a platform for African music lovers to purchase a wide range of African music and also a chance to discover new African songs. Its main aim is to become the one stop shop for African Music and they have started with Ghanaian music. Their competitors provide music from a wide range of different genres and some of them provide their customers with premiums and the ability to create their own playlists. In order to improve their offerings, Aftown would enable customers to subscribe to monthly and annual services. This would enable their customers to have unlimited access to all the African music they want on their platform which would cause customers to have a reason to look for African music on their platform.

Aftown should redesign the discovery feature on their platform suit their individual preferences. That is, data they obtain from its customers Facebook pages would help Aftown to suggest songs that customers would most likely be interested in purchasing.

To validate the authenticity of their services, customers would receive electronic receipt copies via email after every transaction

Aftown should also work on broadening the range of products like more African music from other African countries and from a wide range of genres.

- **Price:** Songs on Aftown range from 50 pesewas to 1 cedi depending the particular artistes. Albums range from 10 Ghana Cedis to 30 Ghana Cedis depending on the Artiste as well. Artiste sign up is 100 Ghana Cedis. These prices are lower than what their competitors offer, so that is a good thing. Currently customers are allowed to pay using mobile money, credit cards, and visa cards. This vast provision of means of payments makes it easy for customers to decide which payment system to use. Aftown would use an escrow payment system like Hubtel and My GHPay which support MasterCard, Visa and PayPal as payment channels, to allow for customers out of Ghana to have more options for payments as well. Also, Aftown could create discounts for students who fall within their target market 15—35 years. This way, the company can reach students using a ‘students package’ approach.
- **People:** All stakeholders of the company; employers, employees and current and prospective customers. Employees and employers would hold weekly management meeting which would be divided into upper management and sector management. Upper management meetings would be held for the directors of the company every

month. For the sector meetings, information on what the goals of the company are would be communicated. Training videos of detailed job requirements and the duties of each position should be executed and communicated as well. Additionally, field training for prospective employees will be provided for at least two weeks before they start the job. Also, employees on the individual teams would cross train with other departments on a quarterly basis to create an enabling environment to work, innovation and progress. Customer feedback through rating the app would be established to have a fair idea of what customers think about their services.

- **Promotion:** The value of Aftown would be communicated through its promotional activities.

Table 4.1; Promotional Targets for Aftown

Segments	Description	Size (1-3) 1being the largest	Marketing Tools
OWN	These are regular customers on the platforms who buy music at least once in two weeks	2	Loyalty Program
ATTRACT	These are lurking customers/prospective customers who could use the platform as well	3	Digital ads (Instagram, Facebook, Twitter, TV), Pop up information stands.
ACCEPT	These are customers who use similar services but from their competitors	1	Digital ads, Social Media, sponsoring events, pop up stands, Aftown campaigns for their individual targets.

Loyalty Program: Loyalty programs are necessary in building databases of consumers in order to create new and improved channels to communicate with them and also monitor their buying habits (Sharp, 2010). Aftown would run loyalty programs whereby customers who subscribe for a whole year would get exclusive passes to the VIP section of 3 concerts sponsored by Aftown.

Additionally, customers who a specific number of albums (say 5 albums) would have the amount they paid for one of the albums returned into their account. Also, Aftown would keep track of the birthdays of their loyal customers and surprise them with a birthday wish in video form from their favorite artistes via text.

Sign up 100 users for 100 Ghana Cedis: Acquiring customers is one of the strategies Aftown would employ to increase their market share. Therefore, recruiting interns/volunteers to sign up customers using pop up stands at malls, school campuses, etc., would be a way of attracting customers and making the Aftown product physically available to customers. Incentives for the volunteers would be 100 Ghana Cedis for signing up 100 customers unto the Aftown platform. It would also include free tickets to concerts being sponsored by Aftown.

Aftown Social Media Campaigns: Currently, Aftown uses Instagram and twitter as its main channel for communication. They also have a website, however, upon careful analysis I realized that their website does not really communicate what Aftown really is to their customers. I did a comparison with its competitors' websites and these are seen in (Appendix G). The company would work on putting out the right communication message on their platforms starting with their

website. There would be daily posts on ‘how to get the Aftown App’ on their social media platforms and one post solely marketing the company using their brand icon and their tag line.

Short 40 seconds videos teaching customers how to use the Aftown Application would be circulated on their social media platforms as well. In these videos, they would tackle how to use the platform from the perspectives of the different kinds of users (teenagers, young adults, artistes). In all their campaign materials their tag line would be prominent and as well as their logo. The recommended tag lines for Aftown is “Experience Africa through music”, “Strictly African Music”, and “Experience the African Beats”. These promotions would be made through paid social media advertising in order to appear in the feeds of their target market.

There would be a hired social media manager would ensure the management of their platforms is done properly. Details like new followers, active engagers and questions asked on platforms would be taken note of in order to inform decisions they make about customers in the future.

Pop-up Shops: These pop-up shops will be situated at the various malls, campus hall week celebrations, concerts and other events that present us the opportunity to sign up users. The aim of this is to increase the physical availability of Aftown.

Aftown sessions: The Aftown sessions will serve as mini-launch events to unveil artistes newly signed to Aftown music. These acoustic concerts will take the format of unplugged sessions and also serve as a platform for album listening by artistes with upcoming albums.

4.2.4 OGSM MODEL FOR AFTOWN

Company's vision – *To become the one- stop- shop for African music*

Company's Mission – *To make African music a globally consumed product and to make the African music industry profitable*

Company's Ultimate Goal – To have over 50,000 + music from 5,000+ African musicians across the continent by January 2020

Table 4.2: OGSM Model for Aftown

GOALS	STRATEGY	TACTICS	MEASURES
Product- To gain 50,000 users by December 2018	<p>Stay ahead of the game with new releases of African music and have exclusive rights to new songs on their platform</p> <p>Strengthen relationships with African artistes</p> <p>Get knowledge on what the consumers want to see and hear through consistent market research</p>	<p>-Monitor trends in African music consumed in particular categories of their target audience every week</p> <p>-Ensure that each category of African music on the platform has new suggestions of music for users every week</p> <p>-Update discovery section of music on the platform every week to get consumers something new to look forward to on accessing the platform</p>	<p>- Not less than 20% increase in new consumers every month</p> <p>- Weekly additions of 'new music' from new artistes across Africa</p>
Price – To be at par (\$0.99) or a little below the prevailing market price by January 2019	-Making sure current price is at par with existing market prices for subscriptions	<p>-Monitor current prices and discounts given by competitors every week</p> <p>-Monitor student spending on the platform every week</p>	-Have the best student discount for online music purchasing by August 2019

<p>-To Hit an increase in revenue by a 20% profit margin by January 2019</p>	<p>-Tier Pricing to cater for different customer segments</p> <p>-Raise money towards promotion campaigns for the next year from investors</p>		<p>- Sell at 10% below the prevailing market prices of music on other platforms</p> <p>-Sign deal with a major telecommunication company to provide discounts for users of that network by January 2019</p>
<p>Promotion –</p> <p>To increase Instagram and twitter followers to 10,000 by January 2019</p> <p>To hire a new social media manager for the company by July 2018</p> <p>-Advertise on major blogs and websites every month from September 2018</p>	<p>-Leverage PR and thought leadership in the African Music space</p> <p>Media channels to focus on the best of digital marketing with relevant offline activations</p>	<p>- Set up a focused PR team in the next two months</p> <p>- Continue conversations with consumers on what they believe in and document responses every week</p> <p>- Monitor Social media engagements weekly to inform messages for target audience in ads</p> <p>-Run 40 second ‘Where to get African music’ campaigns every month</p> <p>-Execute Action plan for June 2018-December 2018</p> <p>-Be present with pop up stands at every music concert in the Country to engage with customers</p>	<p>-Sign partnership deal with at least one telecommunication company by January 2019</p> <p>-Increase sign ups on social media pages by 100% every month</p>

4.3 ACTION PLAN

Month	Activity	Target End Date	Person in Charge	Budget(GHC)
July	<p>Hire a social media manager and decide on which distinctive assets they would be using to promote the brand's equity in their promotional activities (i.e. tag line, icon, positioning statement)</p> <p>Plan Aftown Acoustic night with African Artistes</p>	July 15	Marketing Manager (Anthony Mensah)	0
August	<p>Hire a PR officer to develop a PR plan</p> <p>Measure distinctive assets using the distinctive asset grid.</p> <p>Consistently run promotional videos of 'how to subscribe to Aftown', on TV and social media platforms.</p> <p>Posts on social media would be tracked as well as customer engagements on the platform</p> <p>Set up 'new followers' tracker for all social media pages</p> <p>Set up 3 pop up stands at schools, mall, and concerts and run 'sign 100 get 100 Ghana cedis campaign'</p> <p>Run a 40 second video on how a young adult uses Aftown in his or her daily life</p>	<p>August 10</p> <p>August 10</p> <p>August 30</p> <p>August 30</p>	Social Media Manager/ Marketing Manager	GHC 8000

	Aftown Acoustic Night with African Artistes	August 30		
	Review of Implementation plan (Measure progress)			
	Sign up 5,000 users			
September	Review on Acoustic night and feedback	September 5	Business Manager	GHC 10,000
	Plan next Activity to promote African acts	September 10	Artistes Manager	
	Consistently run promotional videos of 'how to subscribe to Aftown', on TV and social media platforms	September 30	Marketing Manager	
	Run a 40 second video on how a teenager can use Aftown in his/her daily life.	September 20		
	Roll out loyalty programs	September 20		
	Kick off social media campaigns on "tag line for Aftown" with videos and catchy sketches	September 27	Marketing Manager	
	Set up 4 pop up stands at schools, mall, and concerts and run 'sign 100 get 100 Ghana cedis campaign'			
	Establish a relationship with at least one mobile network that would help you to promote the brand as a partner	September 15		
	Sign up 6,000		Business Development Manager/	

			Marketing Manager	
October	<p>Repeat September Activities</p> <p>Run a new 40 second video campaigns on how a DJ uses Aftown in his/her daily life on all media platforms</p> <p>Review of Implementation plan (Measure progress)</p> <p>Sign up 8,000 users</p>	October 10	Social Media Manger/ Marketing Manager	GHC 8,000

November	<p>Repeat October Activities</p> <p>Continue running promotional videos of 'how to subscribe to Aftown', on TV and social media platforms</p> <p>Run a new 40 second video campaigns on types of African music found on Aftown all media platforms</p> <p>Sign up 15,000 users</p>			GHC 10,000
December	<p>Review Implementation Plan (Measure Progress)</p> <p>Run a 40 second video on how a group (a family, a group of friends, a couple, a dance class, a choir) uses Aftown in their daily life on all social media platforms</p> <p>Sponsor a concert and set up multiple pop up stands to sign up new customers</p> <p>Sign up 20,000 users</p>			GHC 10,000

4.4 EVALUATION PLAN

INDICATOR	DEFINITION	BASELINE	TARGET	DATA SOURCE	FREQUENCY	RESPONSIBLE
	How would it be calculated?	What is the current value	What is the Target Value?	How will it be measured?	How often would it be measured?	Who would be responsible in Measuring?
Increase customer acquisition	Number of customers at the end of the	11,000 users	50,000 users	Membership database	Monthly	Marketing manager

	month minus number of customers at the end of the previous month					
Increase in physical and mental availability	The number of enquiries and followers on social media platforms at the end of the month	About 3,000	Increase by 100%	Number of new followers on social media. Number of New enquiries about the Company	Monthly	Social Media Manager Marketing Manager
Reduction in percentage of customers who use the page intermittently	Total number of customers who use the service for less than a month in every given quarter	About 5,000	Increase by 100%	Memberships database	Quarterly	Business Manager

Source of Template: tools4dev.org

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

This project's purpose is to help Aftown grow its customer base. Aftown is a commercial online music retail store which provides African music across many genres. Aftown provides only African music. The purpose of this project is come up with strategies on how Aftown can grow its market share through penetration using customer acquisition tools like the establishment of physical and mental availability (brand salience). After completing this research, I identified key aspects that require improvement:

First, Aftown needs to become more brand focused, meaning the company has to focus more on promoting their brand rather than promoting the artistes signed unto their portals. For example, Aftown should not have used funds used to set up a promotional billboard with Stonebwoy's image covering almost 80% of the billboard with no communication of what Aftown really is. This fund could have been channeled into making promotional videos on how to subscribe to Aftown or explaining what Aftown is.

Secondly, Aftown needs to launch consistent promotional campaigns on their social media platforms to market their services to mainstream Africa. This would help to increase brand salience in the minds of their consumers. In order to stay relevant on the market, Aftown would have to become a household name and before that they would have to acquire many more customers. In doing this, they must employ the use of their distinctive assets and try to cover a wider range of customers instead of just their target audience. They can start of by running their ads on heavily consumed African programs like, 'Sugar Naija', 'Kejetia versus Makola', etc.

Next, Aftown would have to revise their tagline from *'the music you love the artistes you know'* to something along the lines of ***"looking for African music? Aftown is the place to go"***. This would help customers to link the benefits of their brand to their campaigns and to the brand itself.

Also, feedback from current users show that they do not get all the African music they would like on the Aftown platform. The company therefore has to work harder in expanding their scope of African music on their platform.

Finally, Aftown would need to make a slight revision to the company's vision statement. The company's vision *"Becoming the one shop shop for African music"*, does not communicate its overall long term goal clearly. A revision might perhaps be ***"To become a global one stop shop for African Music"***.

This strategic marketing plan is limited to increasing market shares of Aftown by increasing customer acquisition by at least 100% through mental and physical availability by December 2018. Aftown must compliment this plan with funding and expense management systems in order to be successful in the end. As a pioneer in Ghana, they have a great chance of increasing their market share if they are judicious with the implementation of this plan and other plans they might come up with in the course of execution. The online music retail industry is a profitable one which requires a lot of hard work, research and studying of the market.

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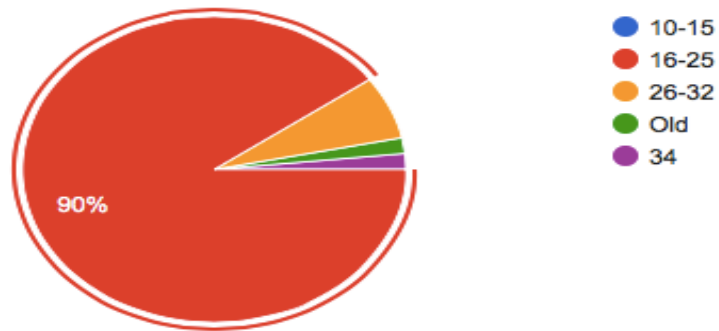
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APPENDICES

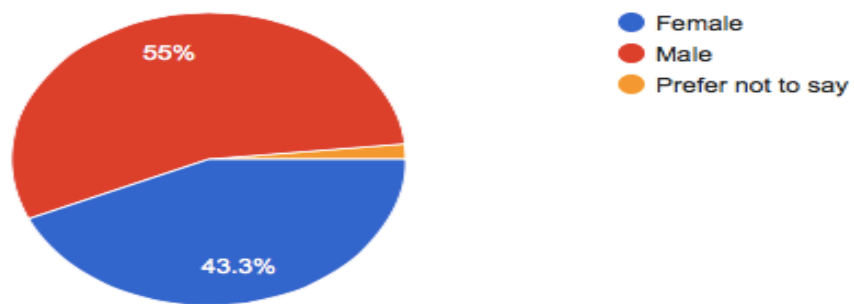
APPENDIX A

Questionnaires and Findings From Potential Customers

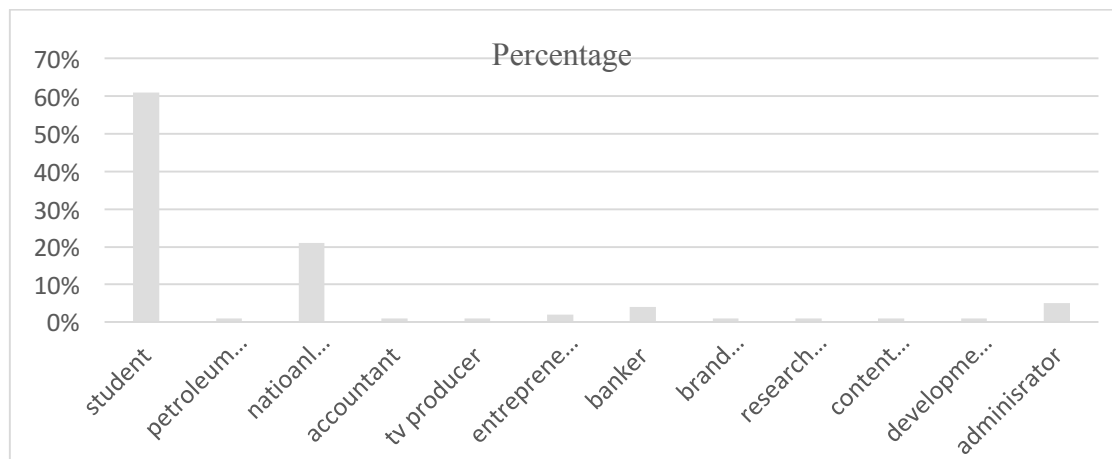
1. What is your age range?



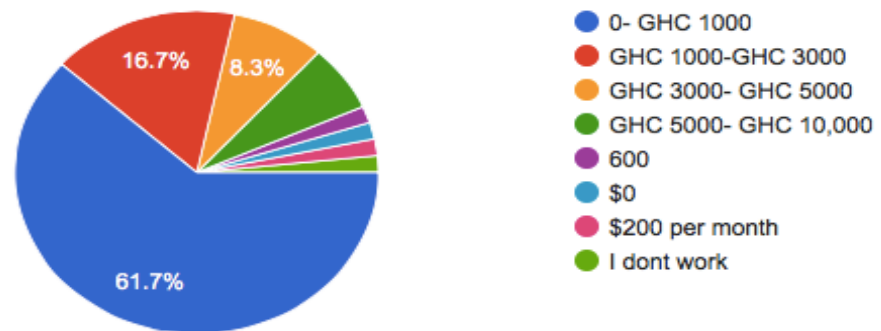
2. What is your gender?



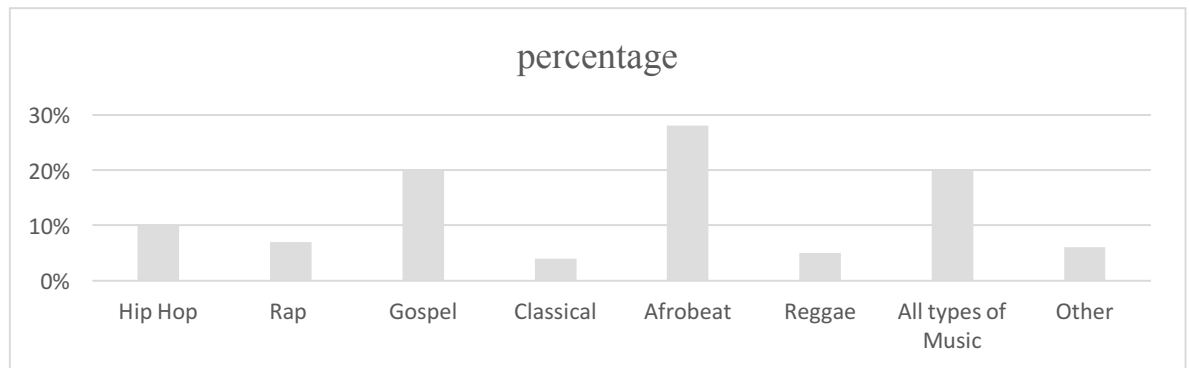
3. What is your occupation?



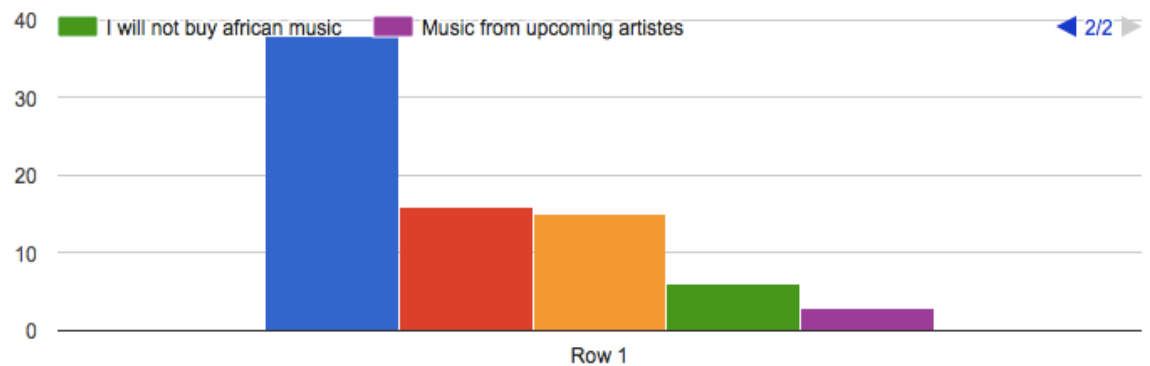
4. What is your gross income level per month in Ghana cedis?

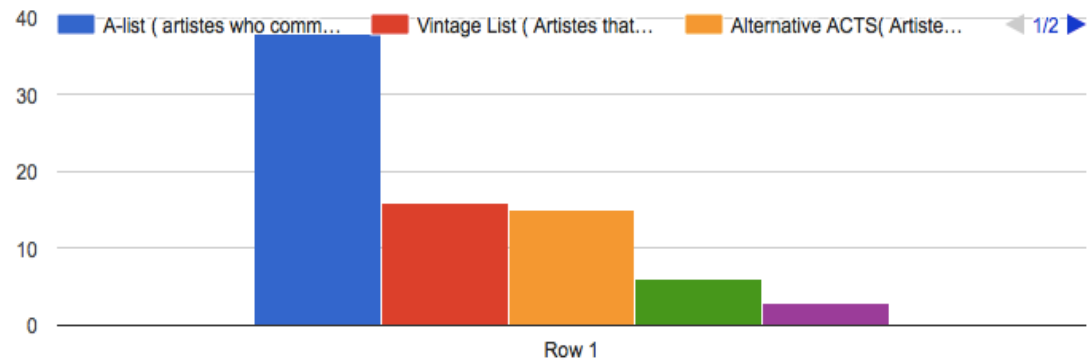


5. What genre of Music do you like?

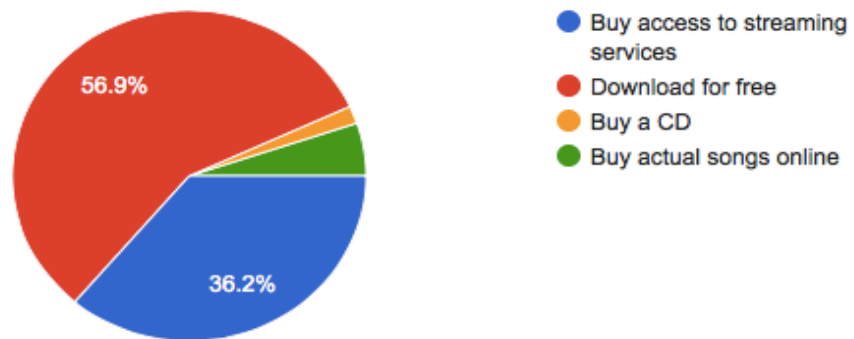


6. What kind of African Music would you most likely be interested in buying?

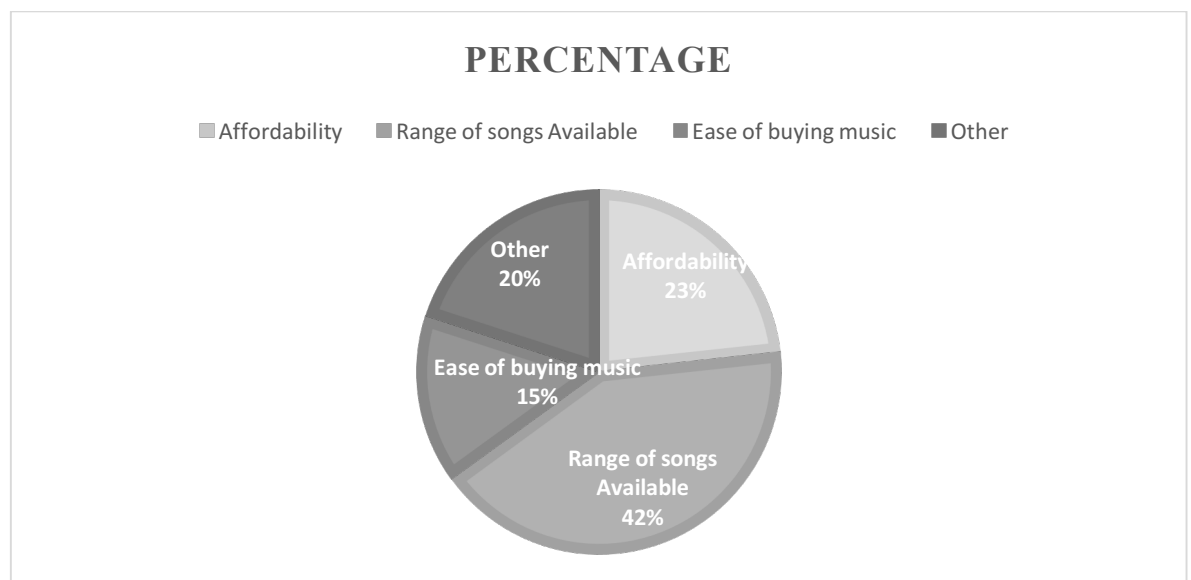




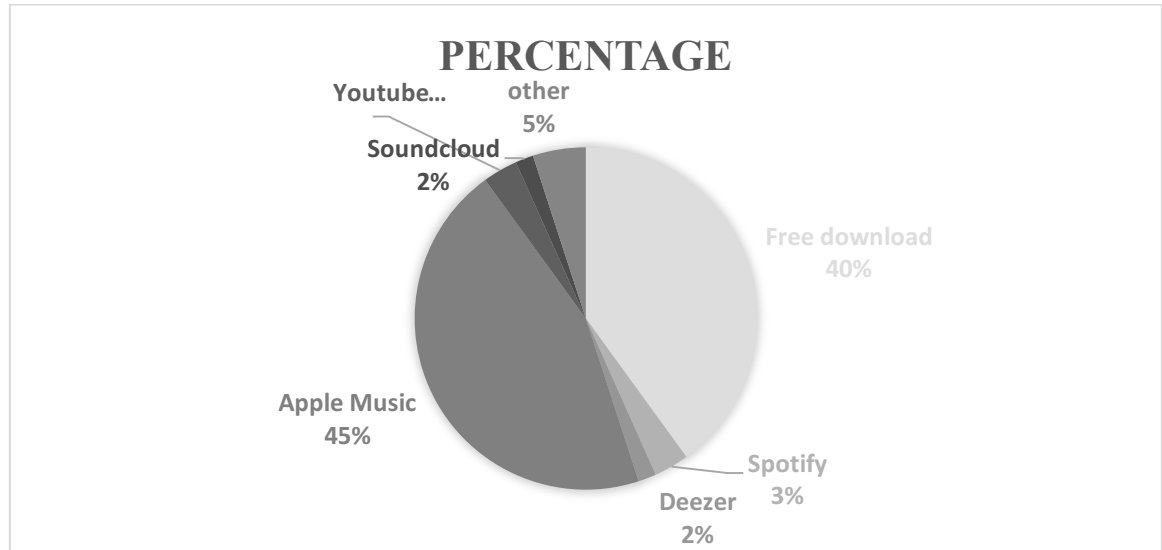
7. How do you access African Music?



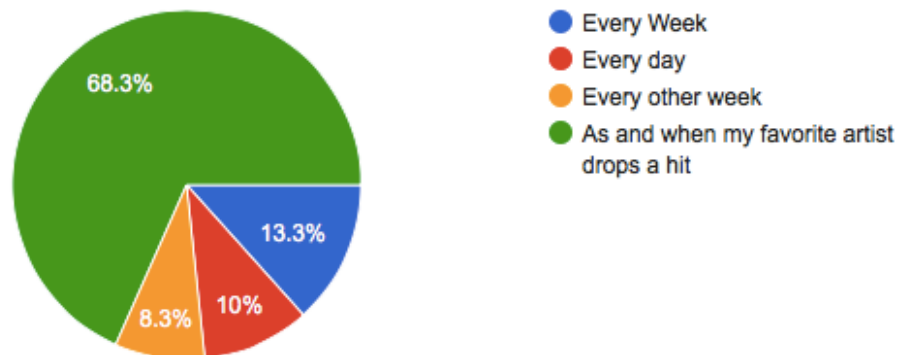
8. What do you look at when choosing music to buy?



9. Where do you currently get your African Music from?

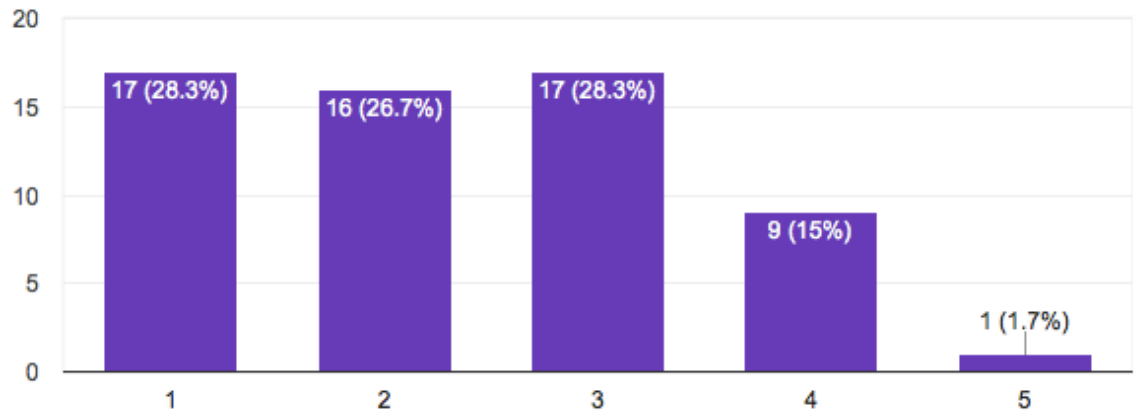


10. How often do you download or buy music?

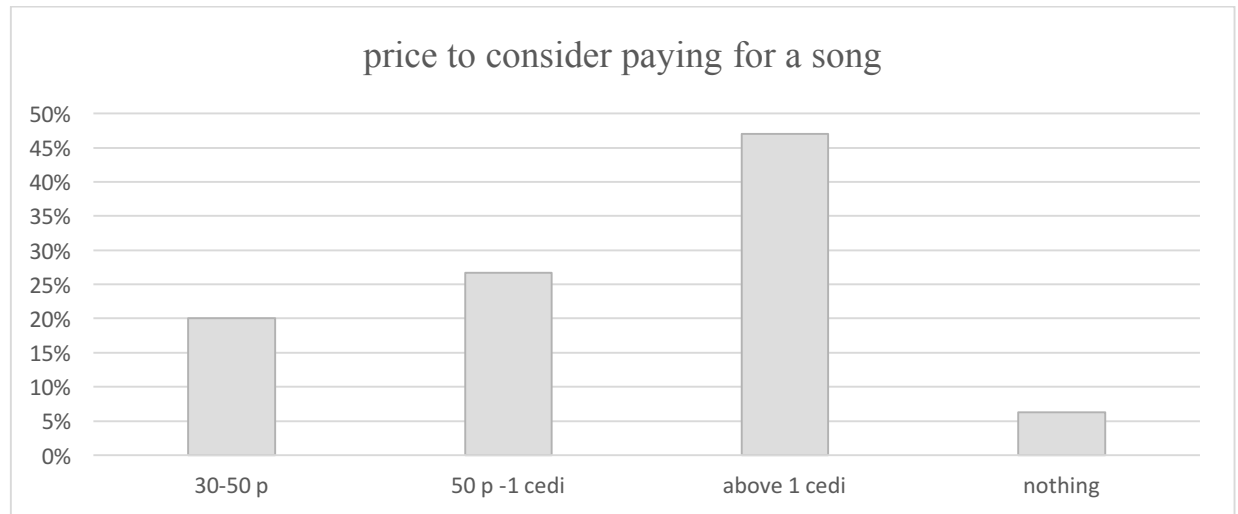


11. How likely are you to buy African music from a Ghanaian Online Music Retail Store?

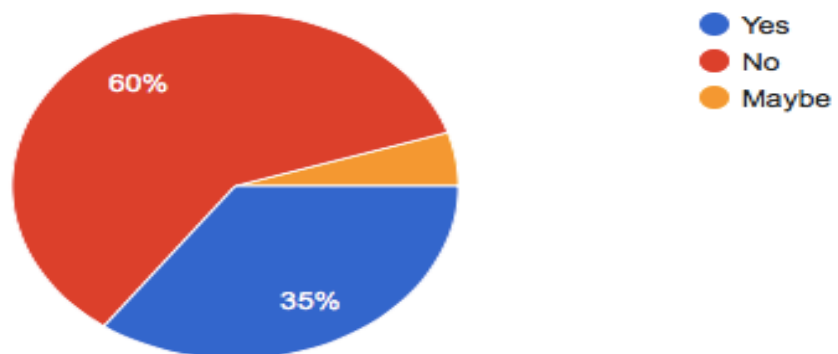
(With 1 being Not Likely and 5 being Very Likely)



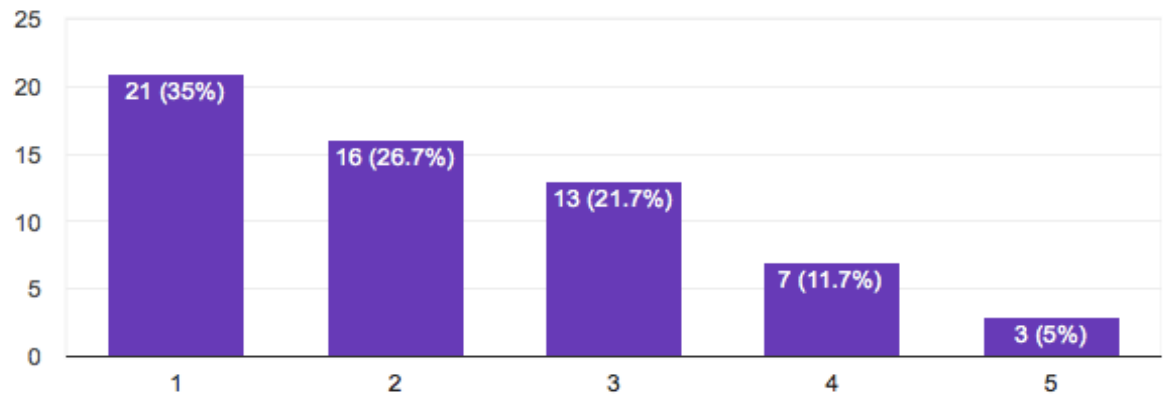
12. How much would you pay to buy an African song from an online music retail store?



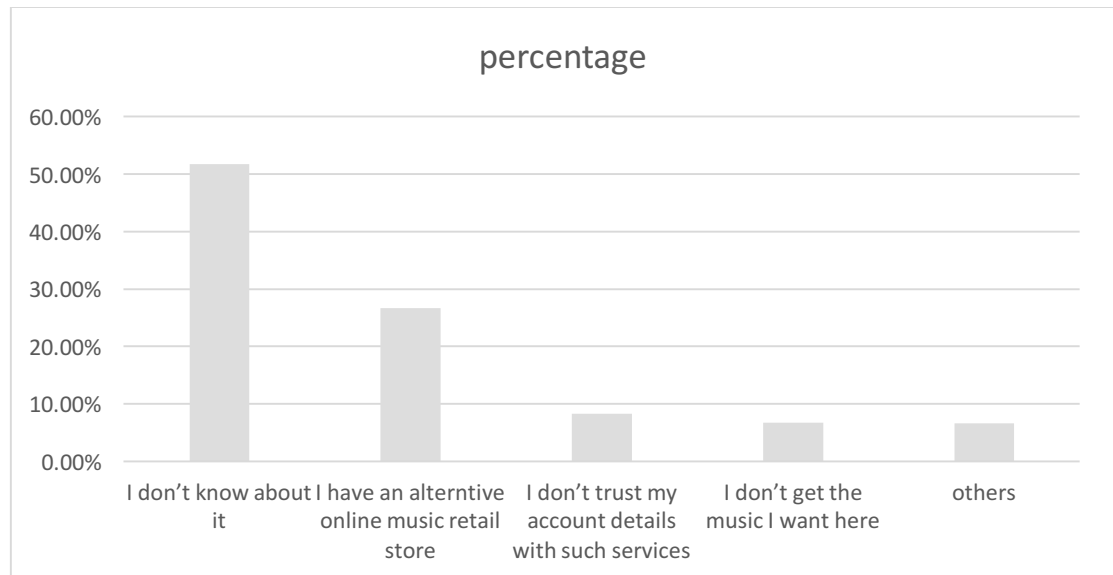
13. Are you familiar with Aftown?



14. How likely are you to use the Aftown services?
(With 1 being Not Likely and 5 being Very Likely)



15. If unlikely, what is the reason why you would not buy African Music from Aftown?



APPENDIX C

Efua Dee is a student at Ashesi University college. She does not use Aftown but has tried the free trial before. This interview was conducted in person on February 15 2018 in Berekuso, Eastern Region.

Nadia – Have you heard of Aftown?

Efua – Yes I have. I have actually tried out their free trial before

Nadia- And how was the experience when you tried it?

Efua – Errrr it was okay, it was new and definitely something that needs working on

Nadia – Why do you say that?

Efua – Well because I listen to music a lot especially on Spotify and Deezer and comparing the experience I have with these two as against Aftown I would choose them over Aftown

Nadia – What exactly does not work for you on Aftown?

Efua – Well as I mentioned, the experience was new, I didn't get all the songs I would have wanted to listen to and the app was a bit slow too. Moreover, I have developed a relationship with Spotify so it would be hard for me to choose listening to music on Aftown rather than Spotify.

Nadia – So for you it is simply because of the relationship you have with the other platforms?

Efua- I would say so, yes.

APPENDIX D

John Pac is a Ghanaian pianist/ sound engineer. This interview was conducted in person on February 12, 2018 in Ashesi University College.

Nadia- As a music lover, do you currently use Aftown?

John – Yes I do

Nadia- Was there anything in particular you liked about it?

John- I like the fact that it is a strictly African music store and that I see their effort in trying to make it work.

Nadia- What did you not like about it?

John- I didn't like the fact that once I sign in and log off when I come back on it takes quite a while for it to initialize and then asks me to sign in again. Also, their

discovery feature is not the best. I expect that in giving them access to my Facebook details they are able to suggest to me songs I might like to purchase or stream, but I didn't get that.

Nadia- Your music is on Aftown now isn't it?

John- Yes it is

Nadia- Have you gotten any revenue since you uploaded your sounds unto it?

John- Of course I have. And this is another thing I like about Aftown. The fact that any musician whether new or upcoming can sell their music on their platform. I haven't received as much but obviously half a loaf is better than nothing.

Nadia- Do you think their publicity is helping you in any way

John- Yes they put up my artwork on their page and regularly check up on me to see whether there is anything they can do to help me and that's rare as compared to other services so it's a good thing.

Nadia- Is there anything you think Aftown is not doing that you think would help them?

John- I think a lot of people do not know about Aftown even though I know they are relatively new. So I guess they should work on their brand game and publicity.

Stone is an award-winning Ghanaian Artiste. This interview was conducted over a phone call on February 1 2018.

Nadia- When did you sign on to Aftown?

Stone- Last year; October 2017

Nadia – How did you feel about joining Aftown for the first two months?

Stone- It was amazing because before joining Aftown I only used to sell my music on iTunes, Spotify and a couple of other international platforms. When I joined Aftown I remember I uploaded my new album, "Epistles of Mama" and within three days I had about GHC 6000 in my account and I was like wow! It was unexpected you know. I say this because I was a bit reluctant to join because I thought people would not patronize it especially because it was established by Ghanaians but I decided to give it a try and it has been worth it.

Nadia – Have you recommended this platform to your costumers to purchase your music?

Stone- Yes I have. In fact, always on my social media pages I do tell them to go buy my songs from Aftown

Nadia- Have you recommended Aftown to other African artistes to sign unto it in order to sell their music too?

Stone – Not yet, but actually that’s a good idea, I should do that soon to support the industry

Nadia- You have experienced Aftown for a while now, what would you recommend they do better

Stone- You know; they are a start up so obviously not everything would be perfect but I think they need to market themselves more. I feel like they are hiding. But I think this is a great idea they have and I fully support it.

APPENDIX E

Worlasi is a fast rising Afrocentric Ghanaian musician. He joined Aftown in June 2017. This interview was conducted over a phone call on 14 March 2018.

Nadia – How long have you been signed unto Aftown?

Worlasi – I joined Aftown in June 2017 when they started fresh fresh kraa

Nadia – How were you making money off your music before you joined Aftown?

Worlasi – I was selling my music on Spotify, iTunes and a couple of other international platform.

Nadia- How would you compare your experience with Aftown to the other platform you were originally signed on to?

Worlasi- Aftown is better kraa. Charley, with Aftown I can get my money whenever I want it. I don’t have to go through any stress in trying to retrieve my money. I can just call or email to request for my money and I have it. Also, with Aftown most of my fans are able to buy my music because it is a local company. Most of my fans are Ghanaians so with my songs on Aftown most of them are able to buy them.

Nadia- What would you say Aftown can do better in terms of the services they offer?

Worlasi – well, I always say this. My producers really matter to me. And with Aftown the money only comes to me. So if they had a system whereby an agreed on percentage goes into a producer or a feature's account as well I think Aftown would be perfect. Me that my only wish.

Nadia – Do you have anything else to say about Aftown?

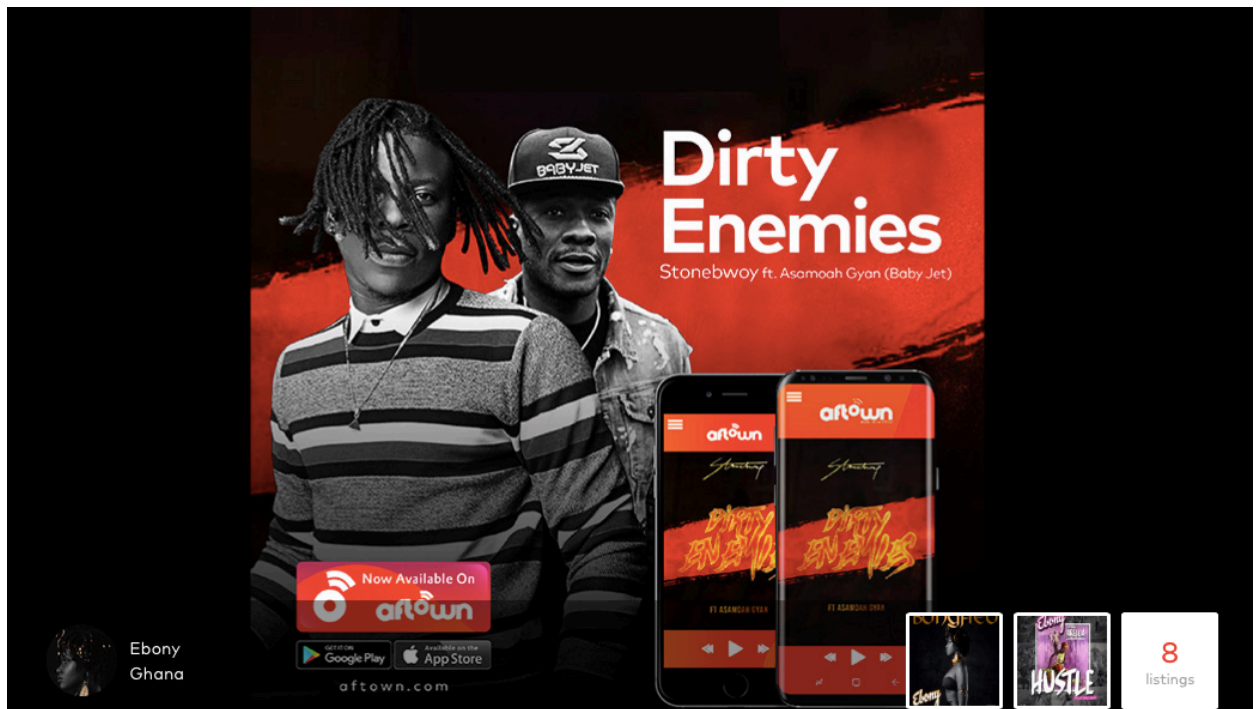
Worlasi – I think the idea of Aftown is a great one. They have really done well for us musicians because charley, at least we get something small from the music we make. So kudos to them.

APPENDIX F

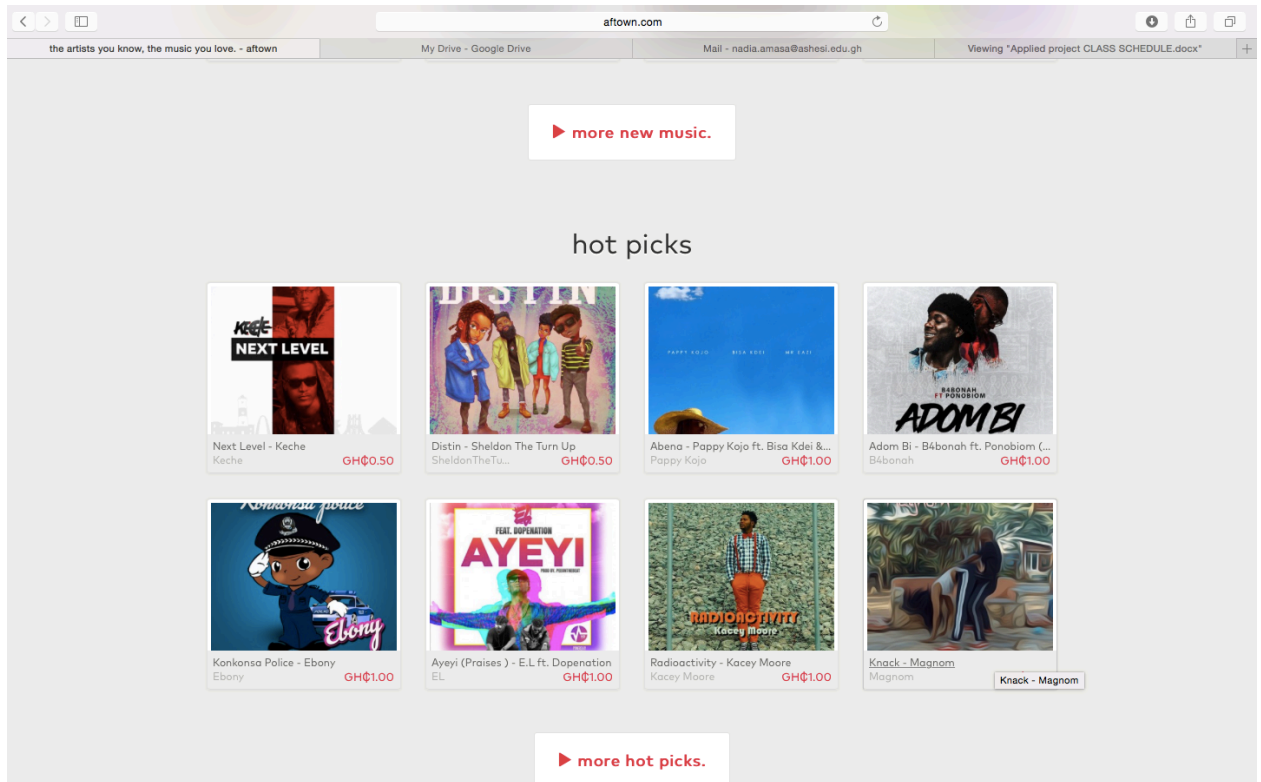


(Aftown Billboard at Danquah Circle in November 2017) Retrieved from <https://www.facebook.com/stonebwoyburniton/posts/1491699044212717>

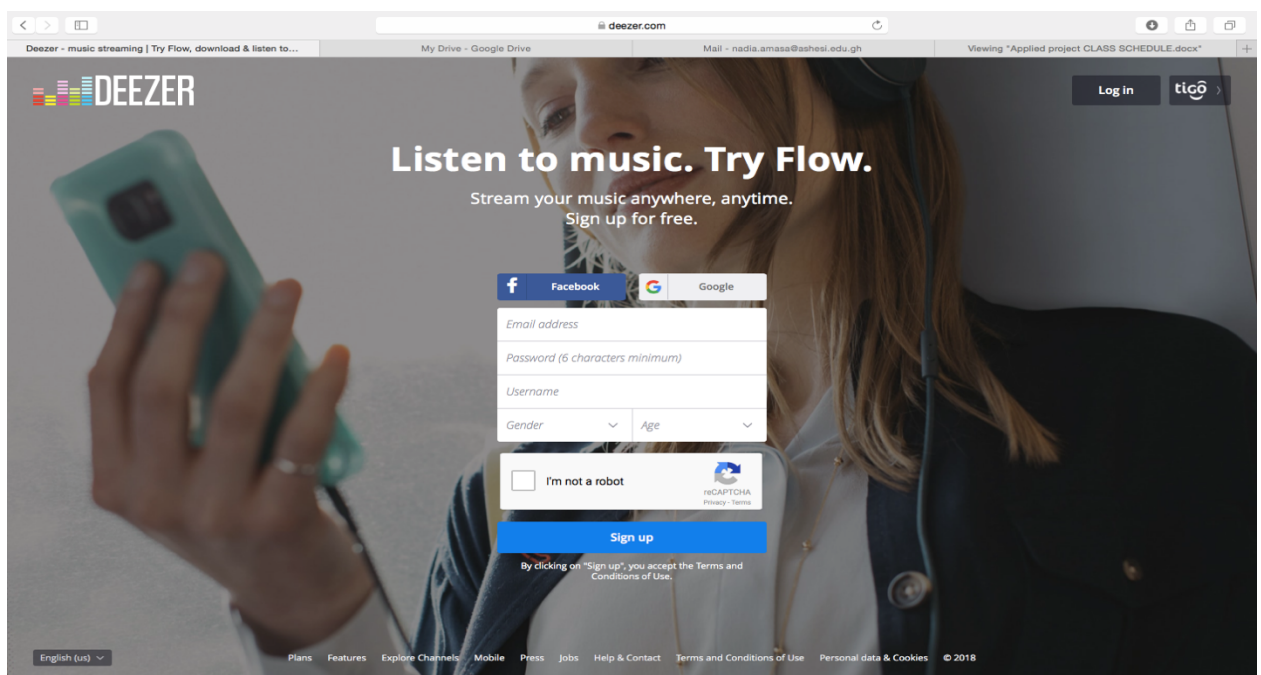
APPENDIX G



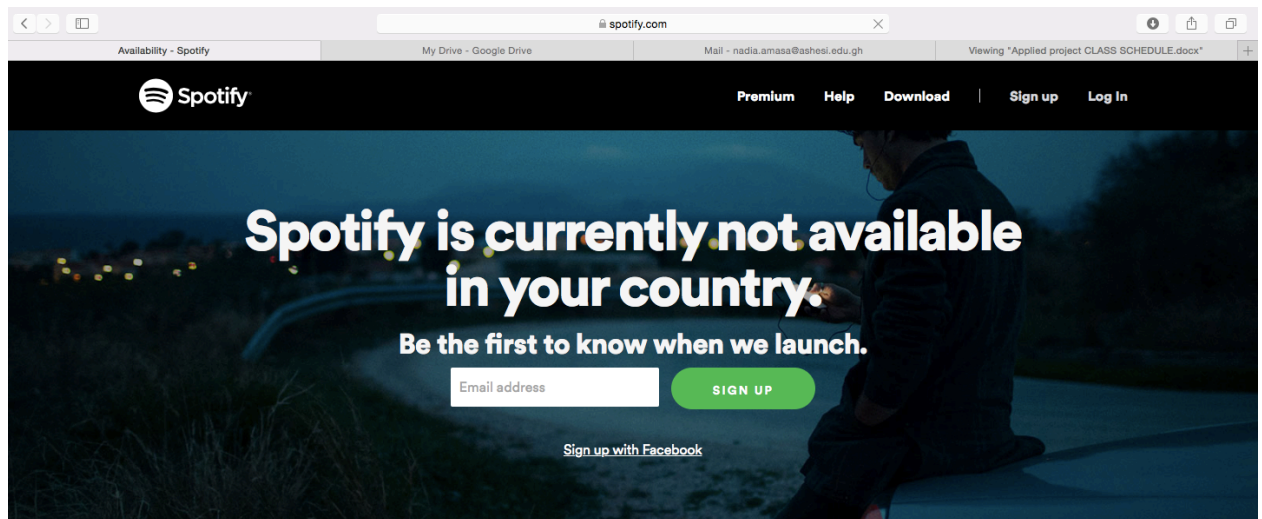
This is What you see when you search for www.aftown.com. (Retrieved from <http://aftown.com>)



This is what you see when you search www.deezer.com (Retrieved from <https://www.deezer.com/us/>)



This is what you see when you search [www.spotify.com](https://www.spotify.com/int/why-not-available/) (Retrieved from <https://www.spotify.com/int/why-not-available/>)



Spotify gives you instant access to millions of songs – from old favorites to the latest hits. Just hit play to stream anything you like.



From the images above it is clear that Aftown's website as opposed to their competitors' websites does not communicate what exactly Aftown is but rather are promoting artists on their cover page for their websites.

APPENDIX H



Retrieved from (<https://www.pinterest.co.uk/pin/130463720425295746/>)

APPENDIX I



(Chaffey, 2012)

Item	Details	Unity cost	Quantity	Total cost
Server	Storage : 300 GB, Data transfer: 5 TB, Network Port Speed: 1000 MBPS, Dedicated RAM: 6GB, VSwap: 2GB, CPU core: 6 core, LiteSpeed Web Server. (monthly)	US\$ 300.00	24	US\$ 7,200.00
Labour	Full staffed team (monthly)	US\$ 12,000.00	24	US\$ 288,000.00
Mac book	2.3GHz Processor, 256GB Storage	US\$ 1,499.00	15	US\$ 22,485.00
Office space	Locations in a central point in Accra (monthly)	US\$ 3,000.00	24	US\$ 72,000.00
Marketing	Digital and traditional avdverting (monthly)	US\$ 20,000.00	24	US\$ 480,000.00
Royalty right		US\$ 10,000.00	24	US\$ 240,000.00
Roll-up Banners	For indoor events and activations	US\$ 100.00	10	US\$ 1,000.00
Tear Drops	For indoor events and activations	US\$ 220.00	10	US\$ 2,200.00
Outdoor Flags	For outdoor/indoor events and activations. Would be used at entry points and along major routes to the venue	US\$ 320.00	10	US\$ 3,200.00
Tent	For outdoor events & activations	US\$ 375.00	3	US\$ 1,125.00
Maintaince	utilities, office supplies, (monthly)	US\$ 2,000.00	24	US\$ 48,000.00
Total		US\$ 49,814.00		US\$ 1,165,210.00

APPENDIX J

(Retrieved from Aftown Business Manager, Roland Ohene Amoako)