

Positioning **Mauritius** in the world





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The
importance
of country
brand
strategy

Introduction

As Mauritians, we have much to be proud about.

Mauritius is one of the most business and investment friendly locations in the world. Consistently rated the best destination for foreign direct investment in the region, Mauritius has been an established centre for international banking and finance for at least 20 years. With an efficient and sophisticated workforce, and fluency in English and French, Mauritius has repeatedly shown its ability to adapt to changing economic circumstances. In addition to the long established businesses in sugar, textiles and hospitality, the last few years have seen impressive developments in the Information and Communication Technology, Marine, Biotech and Medical industries.

Mauritius is internationally renowned as one of the world's premier luxury holiday destinations. With many of the world's most famous hotels, Mauritius enjoys one of the highest rates of returning visitors in the world.

Mauritius enjoys a degree of social harmony and cultural understanding that makes it a model for successfully promoting the benefits of ethnic diversity and co-existence. With a long heritage of stability and security, Mauritius has been consistently rated as the best run country in the region.

However, we cannot afford to be complacent. We live in a highly competitive world which means we need to fight harder for visitors, investment and business opportunities. We have to stand out and play to our strengths. We must not lose sight of what makes Mauritius authentic and unique. We must be clear about who and what we are.

Developing a country brand strategy and identity for Mauritius touches every one of us. We all have an important role to play in the economic, social and cultural success of our nation. This book has been produced to help everyone in Mauritius understand what makes it so special and how we can use that knowledge to our advantage. By concentrating on our particular qualities, we will give ourselves an advantage in this highly competitive world. We will stand out – improving our image and helping our economy whilst retaining our essential character.





Signed by all the Steering Committee members

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What is country brand strategy?

Is it something we need?

A country brand is not something separate that we can decide to have. We have a brand whether we like it or not. So we need to manage it – to challenge the unfavourable stereotypes and close the gap between perception and reality.

A common misconception is that a brand is merely a logo and a slogan on a t-shirt. The reality is that a brand is far more than this.

A brand is the whole experience of life in a country

The Mauritius country brand is a set of values and beliefs, a whole philosophy that lies at the heart of our nation. It is the outcome of the particular set of circumstances that have shaped our island nation and made us who and what we are – the combination of the spirit of the people, the place and the history. It is the connection between the past, the present and our future hopes and aspirations.

We have to articulate what we stand for in a way that everyone understands and believes. The richness of our culture and heritage binds us together, helping us carve our niche in the world.

We need to celebrate who we are and build greater pride in our nation and in our identity.





What are the benefits of articulating a new country brand strategy?

The benefits of a strong brand will touch all aspects of our lives – economic, social and cultural.

Our brand will help us:

Clarify who we are, uniting us together under a common sense of identity.

Appreciate more fully what we do have and what makes us stand out, preserving and valuing our traditions and helping us make them relevant today and in the future.

Inspire our businesses to develop new brands, products and services that reflect the strengths of the Mauritius brand.

Foster a stronger sense of self-esteem and pride.

Portray a clear message to the outside world, helping attract expatriate workers, tourists, trade partners and investors.

Focus our direction by giving us a clear reason why people should trade with us, visit us and invest in us.

Become stronger as a nation through being more able to express ourselves in the world at large and better able to withstand life's ups and downs.

Brand Mauritius Strategy



"Most Mauritians will smile and greet you – those with experience abroad realise that this is not true elsewhere..."

"Cybercity started as a sugar cane plantation a few years ago and it was countryside. Now it is full of buildings. The philosophy here is 'if you build it, they will come'"

"Whatever job it is, it is well thought through and well done by Mauritians. We pay great attention and care to detail"

"We are disciplined people. There is security, financial stability, a legal framework, political stability and favourable legislation with regard to investment"

"We speak English, Creole, French – many languages. It is because of this we are moving ahead. We can adapt to any environment"

"Everyone prays in their own way. This is why we live in peace. Everybody in Mauritius is a believer. Every street has this divine presence"

"There is quality of fresh air and sunshine here that warms the heart – a soothing, mellow, at ease feel to the place"

"There's a greater balance of work-hard, play-hard here. As well as business opportunities, we also offer a lifestyle that allows you to relax with your family"

The elements of Brand Mauritius

Brand Mauritius comprises five key components:

Proposition

What is the real benefit that Mauritius has to offer? This is a single idea that reflects a long-term aspiration and encompasses the best of Mauritius today.

Positioning

What makes Mauritius different and able to stand out from its competitors?

Values

What are the beliefs and aspirations that are consistently demonstrated in the behaviour and attitude of Mauritians?

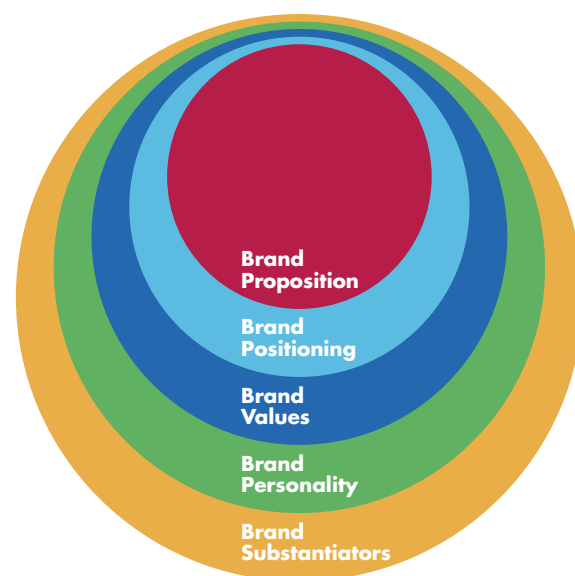
Personality

What is the set of human personality characteristics that best captures the people of Mauritius?

Supporting Messages

What are the reasons why people should believe in the Mauritius country brand?

In the pages that follow, we present the Values and Personality first, then we explain the Proposition and Positioning, followed by the Supporting Messages.



Brand Values

What are the beliefs and aspirations that are consistently demonstrated in the behaviour and attitude of Mauritians?

The values should provide a framework for all communications.

Empathy
Connectedness
Team Spirit
Resourcefulness
Acceptance
Harmony
Reverence

Empathy

Mauritians are fluent in different languages and cultures. They are therefore good at understanding other people's feelings and points of view. They are natural diplomats.



Connectedness

Because of its cultural diversity and the adventurous spirit of its diaspora, Mauritians have extensive networks throughout the world. In Mauritius, there is a deep appreciation of the value of diversity. Mauritius epitomises the celebration of diversity and as a consequence enjoys the rewards of real connectivity.



Team Spirit

There is a strong sense of solidarity and teamwork in Mauritius, which comes from a culture of mutual respect. A unique team spirit flows from an appreciation of the qualities that people from different backgrounds can bring to every opportunity.



Resourcefulness

Mauritius has repeatedly shown its ability to reinvent itself in the face of changing circumstances. This spirit of resourcefulness is practical, open-minded, sensitive and flexible.



Acceptance

People feel integrated and part of the Mauritian community irrespective of where they come from or their cultural group. A belief in the power of friendly and open communication creates an acceptance that goes beyond tolerance.



Harmony

Crafting a life that offers an optimal balance between work, play and family, and between mind, body and spirit, is vitally important for Mauritians. There is a keen work ethic and also a strong capacity for relaxation. This is helped by a spirit of tranquility that pervades life in Mauritius.



Reverence

In Mauritius there is a profound respect for the divine and a reverence for nature. There is a strong feeling that Mauritius is blessed by the existence of a divine presence on the island.



Brand Personality

What is the set of human personality characteristics that best captures the people of Mauritius?

The personality guides the tone of voice and should be reflected in any advertisement, press release or presentation.

Astute
Careful
Sensitive
Friendly
Efficient
Gentle
Flexible

Astute

Shrewd and insightful, Mauritian business people are renowned for their ability to identify and capitalize upon opportunities.



Careful

Conscientious and diligent, Mauritians pay great attention and care to fine detail whether in manufacturing, tourism, outsourcing or financial services.



Sensitive

In Mauritius there is a culture of having time for people: time to understand and appreciate others; time to be helpful and generous.



Friendly

The Mauritian smile is genuine, natural and welcoming.



Efficient

Mauritius is an ordered place: modern and sophisticated; a place where things work and people can be trusted.



Gentle

There is a spirit of kindness and serenity in Mauritius, from the courteous way that people interact with each other, to the warmth of the climate.



Flexible

Mauritians are very good at getting on with different people and fitting in successfully to different situations and environments.



Brand Proposition

What is the real benefit that Mauritius has to offer?

A brand proposition should be a single idea. It should reflect a long-term aspiration and encompass the best of what we do today. The brand proposition has three aspects: the sensory, the emotional and the rational. The brand proposition should capture the essence of the country: the spirit of its people, place and history. All those institutions, corporations and individuals who have the task of promoting Mauritius, whether directly or indirectly, should convey this proposition in their marketing materials and presentations. Also, this strategic idea should influence future projects, shape the behaviour of individuals and guide the selection of products, services, people and locations that bring this proposition to life.

Mauritius nurtures



Mauritius nurtures the art of life and work.

A nurturing environment that helps individuals and families realise their true potential.

A nurturing environment that serves as a springboard and platform for business success in a range of sectors.

From looking after the outsourced business needs of other companies to providing care in medical services.

From giving professional expertise to boosting development in Africa to cultivating investments.

From sensitively nourishing the needs and dreams of its tourist visitors to creating products that are made with care and meticulous attention to detail.

The term nurtures is rich in meaning: Mauritius cares for, provides for, takes care of, attends to, nourishes, cultivates, promotes, tends, boosts, helps, encourages, stimulates.



Brand Positioning

What makes Mauritius different and able to stand out from its competitors?

A brand positioning that works together with a brand proposition to distinguish a country is critically important to its impact and ultimate success. This positioning will provide a focus for the development of new business sectors and the revitalisation and strengthening of existing businesses. It will help raise standards of delivery and guide Mauritians in the choice of skills training and education. A brand culture will be crucial for any business to prosper in a highly competitive environment.

Mauritius must be ambitious in its targets and inspire all its people to realise their full potential.



Generosity of spirit

Mauritius has a philosophy of helpfulness and sensitivity, based on a pervading generosity of spirit.

Other countries may be open to business but they are not as naturally open and friendly to the individual behind the suit. Other countries may offer tourists great service and beautiful hotels, but only Mauritius gives people the comfort and acceptance of feeling at home.

In Mauritius there is time for people, time for family, time for business and time to appreciate life.

Supporting Messages

What are the principal reasons why people should believe in Mauritius's proposition – Mauritius nurtures – and positioning – Generosity of spirit?

These have been divided into three areas, however, many overlap and can be applied to all three:

Citizens Business Visitors

Citizens

- 1** Ethnic diversity and the cultural understanding and networks that this brings, makes Mauritius an ideal business partner for countries in the rest of the world.
- 2** Mauritius has a long heritage of stability and security: the crime rate is relatively low, the regulatory environment for business is trustworthy and reliable; the credit rating for investors is high.
- 3** Mauritius has developed a vision – Maurice ile Durable. Its aims include providing 85% of Mauritius's energy needs from renewable sources by 2038 and preserving the natural beauty of Mauritius's coastline and countryside for future generations.
- 4** Mauritius has a well managed and advanced health service that is free for citizens and visitors. Public education from primary through to university level is free.
- 5** Mauritians combine a keen work ethic with a relaxed attitude to life and a strong capacity for enjoying the company of others.
- 6** The Index of African Governance has consistently rated Mauritius the best run country in sub-Saharan Africa. The Index ranks 48 countries on 5 factors: safety and security; rule of law, transparency and corruption; participation and human rights; sustainable economic opportunity; human development.
- 7** There are no indigenous inhabitants of Mauritius: everyone came to the island by boat. This means that everyone in Mauritius feels that they have an equal standing as Mauritians.
- 8** Mauritius is a long-established, mature democracy, with all the key benefits such as freedom of speech and equality before the law.

Business

1

Mauritius is one of the most business and investment friendly locations in the world: 15% corporation tax; exemption from customs and excise duties on imports of equipment and raw materials; exemption from tax on dividends and capital gains; free repatriation of profits, dividends and capital.

2

The Financial Times' Foreign Direct Investment magazine rates Mauritius as the best destination for FDI in Africa.

3

Mauritius has a disciplined and sophisticated workforce. A rapidly developing tertiary education sector, a high quality secondary school system and a long-standing tradition of high value manufacturing and professional services, has made Mauritius a reliable centre for establishing a business.

4

Mauritius has been an established centre for international banking and finance for over 20 years. Many of the biggest international banks are present in Mauritius.

5

Mauritius has a sophisticated road, air and ICT infrastructure that meets international standards.

6

China has decided to make Mauritius one of its five special economic zones in its strategy to develop business in Africa.

7

Mauritius has repeatedly shown its ability to adapt to changing economic circumstances. In the last few years businesses in ICT, Hospitality and Property Development, Seafood and Marine industries, and Medical and Biotech industries have been established, attracting significant investment both from local and foreign investors.

8

Mauritius has double taxation treaties with 34 countries, including India and China. This makes Mauritius an ideal partner for investment in the world's fastest growing economies.

9

Mauritius has a prime geographical position at the heart of the Indian Ocean and stands at the crossroads between Asia and Africa.

10

Mauritius is multilingual including English and French – the two leading languages of international business and the two principal languages of sub-Saharan Africa. This is combined with a cultural dexterity derived from its unique ethnic composition: Indian, African, Chinese, French and British.

11

Mauritius has a long-established, independent judicial system. The highest Court of Appeal remains the Judicial Committee of the Privy Council in London, UK.

Visitors

1

Mauritius has one of the highest rates of returning tourism visitors in the world. This is because of the friendliness and professionalism of the service they receive in Mauritius.

2

Expatriates find it easy to feel at home in Mauritius as they are accepted rapidly into the community when they move here.

3

Mauritius is one of the world's top luxury tourism destinations with many of the world's leading hotels, which have won many tourism awards.

4

Mauritius is a destination of striking natural beauty and natural and cultural diversity. Combined with a benign climate, the friendliness of Mauritians and high levels of safety and security, this has made Mauritius one of the world's most aspirational tourism destinations.



Mauritius and the senses

Creative agencies and businesses should think of imaginative ways to use sensory stimuli in their communications and environments. The sensory responses trigger deeper emotional responses and thereby create greater impact and overall positive response.

Sights

An unusual rocky protuberance crowning Pieter Both Mountain; Le Morne; the sugar cane factories rising out from the sugar cane fields; turquoise lagoons; colourful religious festivals; smiling people; rose-tinted sunsets; Le Coin de Mire; market stalls piled high with vegetables and spices; the vast blue horizon; white beaches



Sounds

Sea waves crashing against the coast; melodious birdsong; the cries of the street food sellers; the silence of nature; the sound of Sega music; the rhythm of the Ravanne; the call from the mosque; the distant tinkling of bells



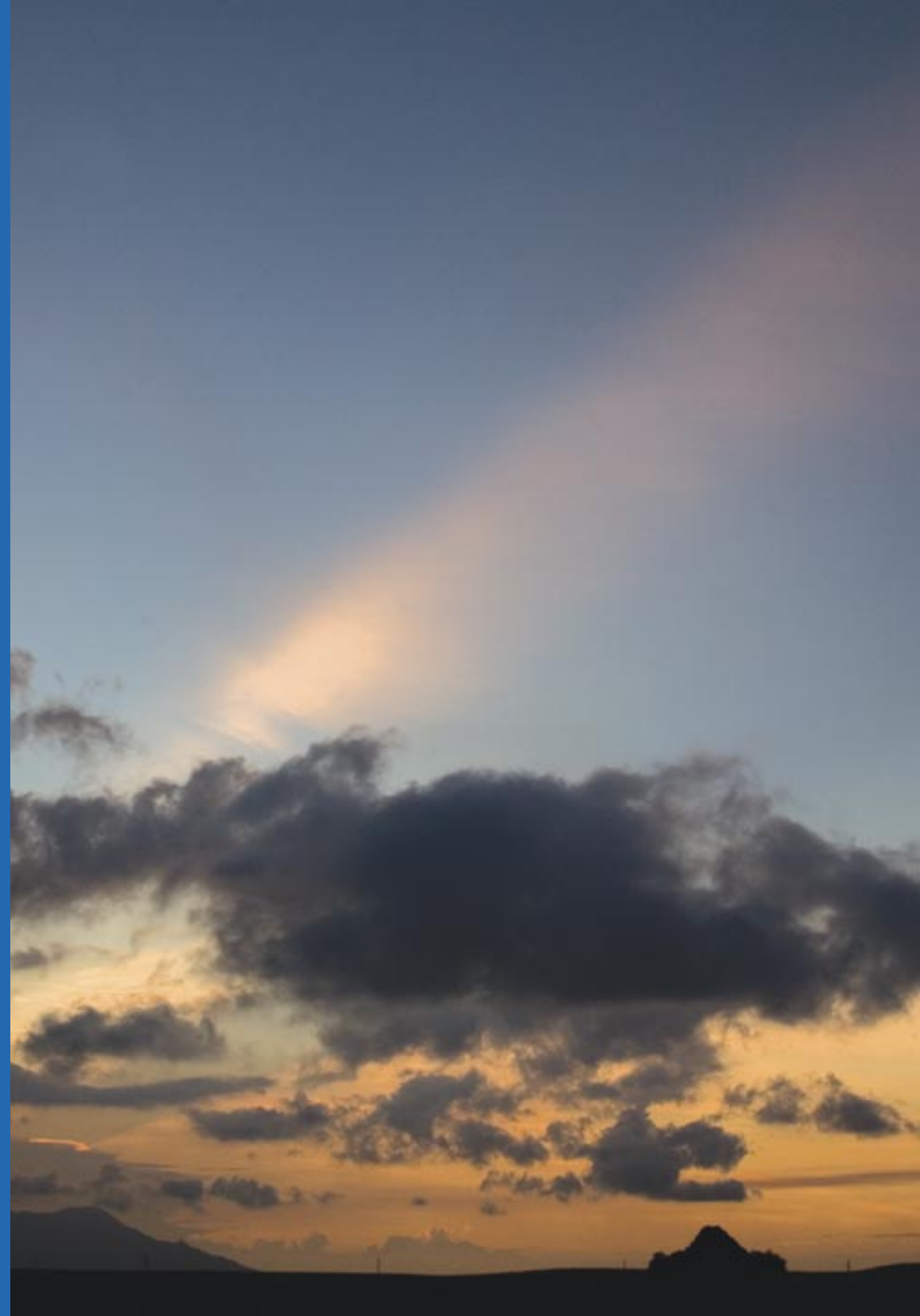
Tastes

The taste of thirty-five different varieties of mango; fish rougaille; the yellow peas, chili and cumin in Gateau Piment; Dhal Puri; P'tit punch – lime juice, brown sugar and white rum over ice; fresh vegetables on market day



Scents

The syrupy scent of warm molasses; the sweet aroma from the vanilla-scented tea; the freshness of the sea; the soft fragrance of jasmine; exotic spices wafting through the air; the scents in the forest after the rain





Communicating with different audiences

The brand and sector positioning strategies

At the heart of the brand is the idea that Mauritius – the people and the place – nurtures, characterised by a generosity of spirit and a nurturing environment that helps individuals and families realise their true potential.

These are strategic directions that should be used as a base for every form of communication.

The question is, how do we express this in the most appropriate way in a range of different circumstances?

The following pages show how the strategy has been tailored to five key areas: citizens, trade, investment, visitors, diaspora.

Mauritius nurtures Generosity of Spirit

1

Citizens
Team Mauritius

2

Trade
Made with care

3

Investment
The empathiser

4

Visitors
The ultimate relaxation
and renewal

5

Diaspora
The global network of ambassadors

Citizens Team Mauritius



Proposition

A celebration of our diversity: enrichment through sharing each others' talents and richness.

Positioning

Team Mauritius: an example of different cultures living together and producing something collectively that is an example for the world.

Trade
Made with care



Proposition

In Mauritius people take extra care in life which they channel into their work. They nourish the products they make and the services they provide, infusing them with care, sensitivity and insight.

Positioning

'Made in Mauritius' means 'made with care.'

Other countries have well put together products and services but Mauritius specialises in infusing its products and services with a very particular detailed sense of care.

Investment The empathiser



Proposition

Mauritius understands and takes care of your specific business and investment needs.

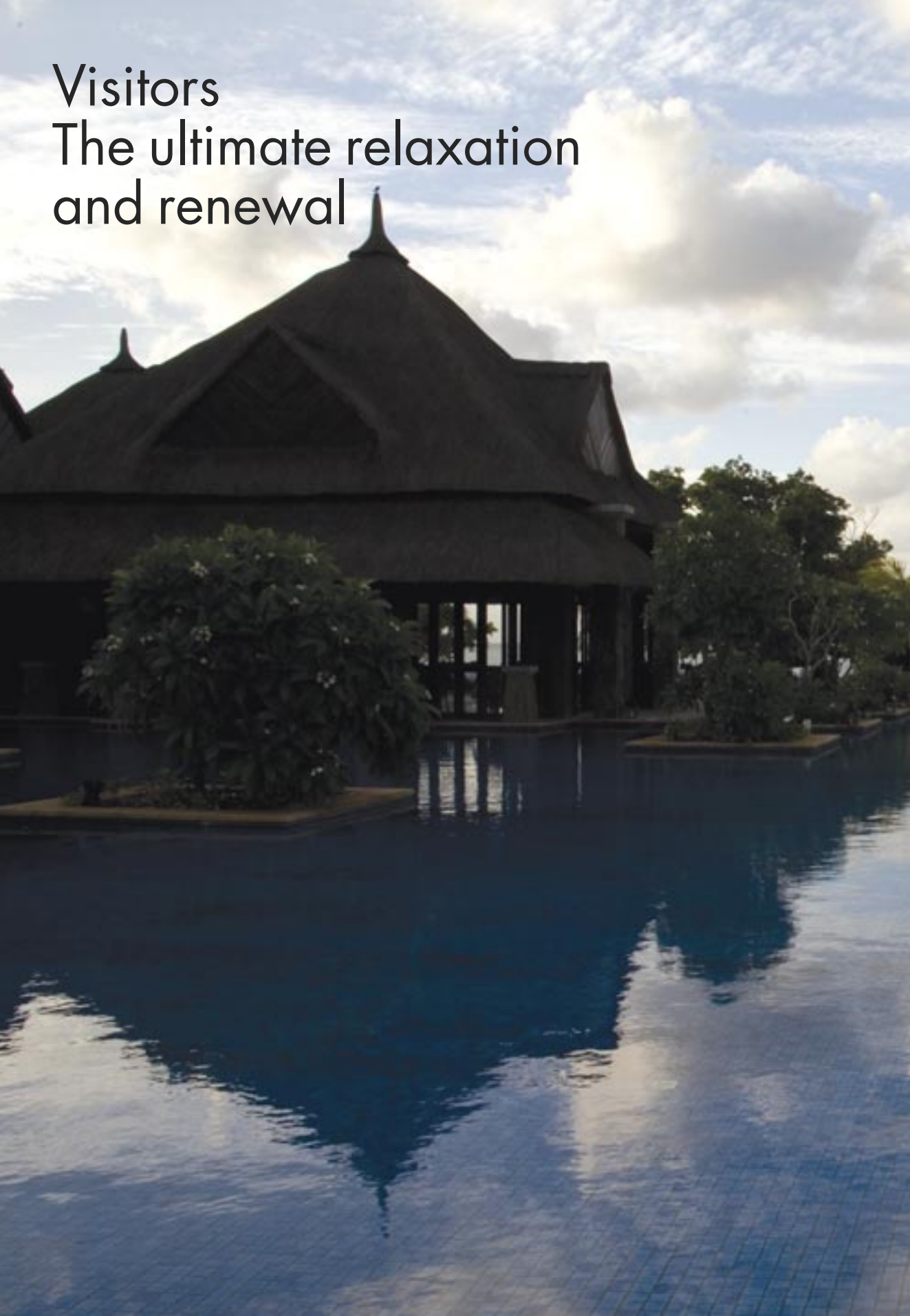
Positioning

The empathiser: using its insight into the needs of others to craft opportunities into business success, thereby establishing its position as the business hub of the Afrasia region.

Other countries may also have high levels of expertise but only Mauritius has the cultural dexterity and understanding to be truly sensitive to your business needs.

Other countries may also offer enticing opportunities but Mauritius has the long track record of economic and institutional stability to keep your investment safe.

Visitors
The ultimate relaxation
and renewal



Proposition

Mauritius provides a level of acceptance, comfort and stimulation that delights visitors while giving them all the benefits of home.

Positioning

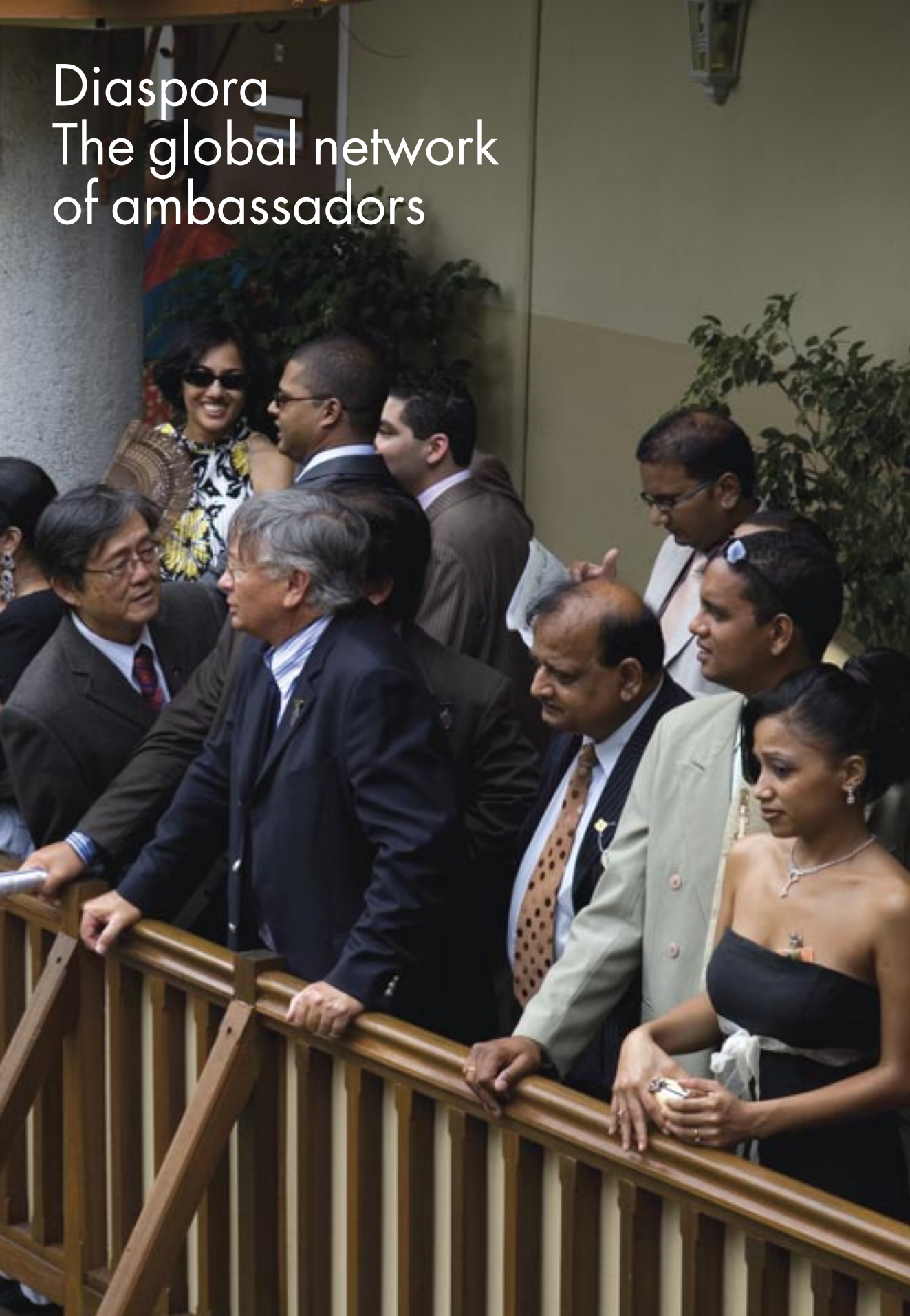
The ultimate relaxation and renewal.

Other countries may have exemplary service but the Mauritian smile is natural and genuine and you are served with pleasure.

Other countries may be as beautiful but the friendliness and kindness of the Mauritian welcome entices visitors to return again and again. Mauritius gives you the time and space to relax and unwind. Mauritius gives you a renewed sense of well-being: a deep revitalisation that involves attuning to all your senses and reconnecting with yourself.

Diaspora

The global network of ambassadors



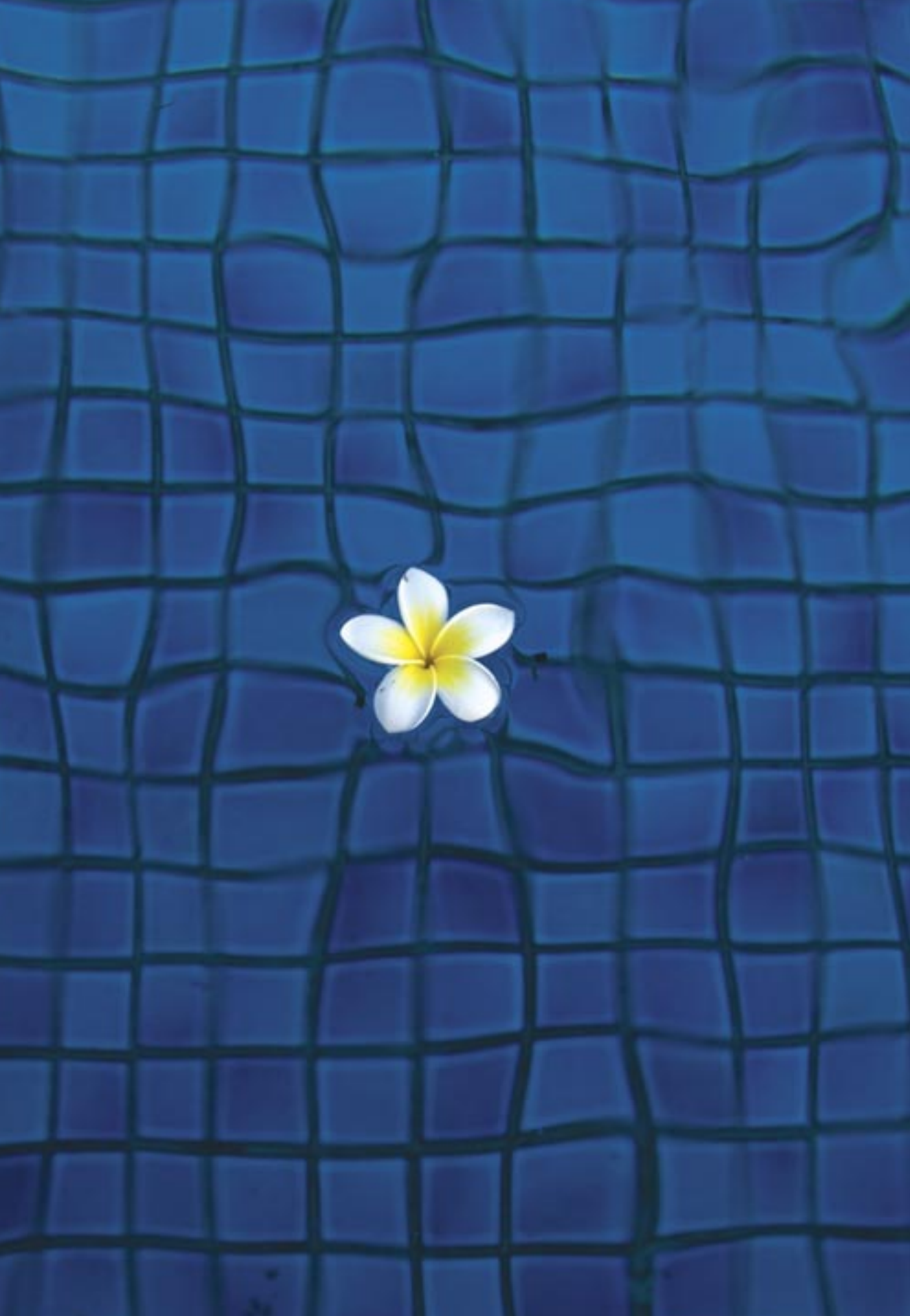
Proposition

Appartenance/belonging: the feeling of being welcomed home.

Positioning

The global network of ambassadors for Mauritius.

Other countries have large and active diasporas but only Mauritius has such a well placed and widely dispersed diaspora as a proportion of its population.



Background to the project

The brand strategy for Mauritius, explained in this book, is the result of considerable research and consultation conducted over a six month period.

A series of group discussions and in-depth interviews were conducted with a cross-section of people in Mauritius and with stakeholders and potential stakeholders around the world. This included over 150 qualitative and 300 quantitative interviews. Further insights came from all the essays submitted by students, writers and artists in Mauritius, who were invited to tell us what it means to be Mauritian.



Acknowledgements

We wish to thank everyone who has willingly given time to help on this project: those people who have participated in the workshops, interviews and discussion groups and those people who have helped us find the places and people that enabled us to capture images of Mauritius in all its beauty and diversity.

Acanchi was appointed by the Government of Mauritius to assist in the development of the country brand strategy.

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Designed by Rose
With special thanks to the MTPA

Logo

The Brand Strategy describes the platform for all future communications for Mauritius. As the first initiative, a new Mauritius Country Brand Logo has been created along with a special purpose strapline to be a symbol of the Positioning: "Generosity of spirit" and the Proposition: "Mauritius nurtures". An example of this new Logo appears at the bottom of this page. The rules for the use and typography of the new Logo are set out in a separate book entitled "Brand Mauritius Visual Identity Guidelines".



