CAMPAIGN
PHARAON ADVISORY × DBS TV

DBS TV: Rethinking a Broadcaster's Strategic Positioning to Open New Growth Prospects

Case study | Strategy, business transformation and commercial development

How Pharaon Advisory supported DBS TV in clarifying its strategic positioning, structuring new initiatives and mobilizing an ecosystem of partners.

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The mission at a glance

ORGANIZATION SUPPORTED	DBS TV, a Cameroonian television channel of the Baba Danpullo Group.
STRATEGIC CHALLENGE	strengthen the channel's differentiation, explore new prospects for economic development and better mobilize businesses around its offering.
PHARAON ADVISORY'S ROLE	strategic diagnosis, positioning recommendation, reflection on the business model and support for the implementation of initiatives.

FIRST DOCUMENTED ACHIEVEMENTS

- Clarification of a strategic positioning focused on the economy, entrepreneurship and diplomacy in Central Africa.
- Structuring of partnerships with AREA Assurances and M4M, in line with the agreements concluded.
- Launch of the format *MASTER CHEF DE L'ENTREPRENEURIAT — THE ART OF RISING.*
- Organization of an executive breakfast at the Hôtel Akwa Palace in Douala, bringing together 25 business leaders.

02

The context: having assets is not always enough

DBS TV operates in a sector where channels must simultaneously capture audience attention, stand out to advertisers and build a sustainable business model.

The channel has several assets: a presence on broadcast platforms such as Canal+ and Startimes, studios in Yaoundé and Douala, a team of professionals and an openness to local languages.

But these assets alone are not enough to guarantee a distinctive position in the market.

Like many media companies, DBS TV had to deal with several challenges:

- Strong competition in the audiovisual market;
- The need to clarify its editorial uniqueness;
- The search for complementary sources of revenue;
- The need to give businesses convincing reasons to associate with its programs and initiatives.

The question was therefore not simply to produce more content.

It was about better defining the value DBS TV could create for its audience, its partners and businesses.

03

The strategic challenge: moving beyond head-on competition

How can a general-interest channel strengthen its differentiation without giving up its assets?

How can it develop programs that meet identifiable needs, while opening new commercial prospects?

And how can it turn its editorial potential into a value proposition that is clearer for businesses and institutional partners?

These questions structured the strategic reflection supported by Pharaon Advisory.

The challenge was to change the way the channel thinks about its positioning, its content and its development opportunities, by linking its editorial offering more closely to its economic ambition.

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Pharaon Advisory's approach: from diagnosis to action

The support was organized around three complementary phases.

PHASE 1

Diagnose the situation and identify differentiation levers

The first step consisted of examining the competitive environment, the challenges of the advertising market and the opportunities for differentiation.

The diagnostic work aimed in particular at better understanding:

- DBS TV's place within its competitive environment;
- The expectations that existing offerings already met;
- The content and service opportunities likely to strengthen its positioning;
- The ways to better link programming to the expectations of businesses and partners.

The goal was not to replicate the strategies of established players, but to identify a more distinctive orientation consistent with DBS TV's assets.

PHASE 2

Clarify the positioning and open new economic prospects

Following this reflection, Pharaon Advisory recommended a differentiating positioning: **"The Reference Channel for the Economy, Entrepreneurship and Diplomacy in Central Africa."** (in French: *« La Chaîne de Référence de l'Économie, de l'Entrepreneuriat et de la Diplomatie en Afrique Centrale »*)

This orientation aims to give the channel's value proposition greater clarity and to create a coherent framework for the development of its content and partnerships.

It also makes it possible to explore several levers of economic diversification:

- Advertising offers tailored to advertisers' needs;
- Events bringing together business leaders, experts and decision-makers;
- Commercial and institutional partnerships;
- Formats likely to strengthen business participation;
- Digital development opportunities.

These are areas for development. They should not be confused with revenue already generated or measured financial performance.

PHASE 3

Support implementation and foster partner mobilization

A strategy only reaches its full value when it translates into concrete initiatives.

The support thus helped create momentum around new formats, partnerships and meetings with the business world.

This phase materialized in particular through the development of the concept *MASTER CHEF DE L'ENTREPRENEURIAT — THE ART OF RISING* and through the mobilization of business leaders around this initiative.

The work carried out with partners, notably M4M, is part of this implementation and skills-mobilization approach.

05

Achievements: making the new direction concrete

Several advances illustrate the shift from strategic reflection to action.

- **A clarified strategic positioning**

An orientation centered on the economy, entrepreneurship and diplomacy in Central Africa was recommended to further differentiate DBS TV.

The challenge is to make this orientation a guiding thread for programs, partnerships and offers for businesses.

Structured partnerships

Partnerships with AREA Assurances and M4M have been formalized.

These collaborations illustrate the importance of mobilizing partners whose skills and objectives can contribute to the realization of initiatives.

A new format: *MASTER CHEF DE L'ENTREPRENEURIAT — THE ART OF RISING

The launch of this format is a concrete expression of the desire to bring the audiovisual world closer to the worlds of business and entrepreneurship.

It opens a space for speaking out, reflection and the recognition of entrepreneurial initiatives.

A program in the form of an executive breakfast held at the Hôtel Akwa Palace, bringing together 25 business leaders at each session.

A collaboration dynamic to be pursued

Taken together, these initiatives show a movement set in motion around DBS TV's strategic positioning.

Their long-term economic impact will have to be assessed against complementary indicators: advertiser engagement, partnership renewals, revenue generated, format performance and audience growth.

This distinction between achievements, commercial results and measured impact is essential to steer the transformation sustainably.

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DBS TV's testimonial

> *"PHARAON ADVISORY's support was a real catalyst. Their expertise allowed us to see what we could no longer see: our ability to create value for the audience that honors us by watching us. This often requires reinventing ourselves, but above all calling on all available energies and expertise to break away from the beaten path. Following the strategic plan delivered to us, and thanks to the sagacity of M4M, the results are plain to see, and this is only the beginning."*
>
> **--- Moussa Ousseini, General Coordinator of DBS TV**
>
> *English translation of the testimonial originally communicated in French.*

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What this experience teaches African business leaders

The DBS TV experience highlights several lessons that go beyond the audiovisual sector.

1

Potential becomes an advantage only when it is clearly valued

A company can have resources, skills and a good reputation without managing to extract all the value they could bring.

Strategic work consists in particular of identifying what sets it apart and translating this uniqueness into a proposition that is understandable to its customers and partners.

2

Diversification must start from a coherent value proposition

Adding new activities is not enough to build a stronger business model.

New revenues must rest on relevant offers, identified customers, coherent partnerships and a real capacity to execute.

3 **A strategy must translate into decisions and initiatives**

A positioning only matters if it influences operational choices: programs, offers, partnerships, resources and priorities.

It is this shift from reflection to action that makes a strategic orientation concrete.

4 **Partnerships can accelerate implementation**

An organization does not necessarily need to develop everything on its own.

Complementary partners can bring skills, networks and execution capacity. Roles, objectives and conditions of collaboration must still be clarified.

5 **Achievements must be tracked with indicators**

Launching a program or signing a partnership is a step, not sufficient proof of profitability.

Steering must then make it possible to assess the results obtained, the resources mobilized and the real contribution of each initiative to the company's objectives.

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The Pharaon Advisory approach

Pharaon Advisory supports companies and business leaders in their strategic, financial and organizational reflections.

Our approach consists of understanding the organization's real situation, identifying its priorities, structuring the necessary decisions and supporting their implementation.

Through **ÉMERGENCE PME**, we support business leaders who wish to better understand their company, strengthen its foundations and prepare its next stage of development.

Our ambition is not to offer standardized solutions, but to work with each business leader based on their situation, their constraints and their objectives.

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What if your company, too, had potential to better leverage?

Your company may not be a television channel. But some strategic questions are universal.

Is your positioning clear enough? Does your business model rest on solid foundations? Are your resources mobilized where they create the most value? Are your next decisions prepared with enough perspective?

> **Before accelerating, you need to know what should be strengthened.**

To start this reflection, Pharaon Advisory offers you two resources:

- **The White Paper:** *Why do 80% of SMEs disappear in less than two years? And how to be among the 20% that survive?*
- **A first diagnostic of your company's "Body"**, one of the five dimensions of our approach, to begin assessing your current situation.

These resources are a starting point to better understand your challenges and identify the topics to explore further.

Access your resources for free

Visit our funnel to discover the gifts on offer and the ÉMERGENCE PME program:

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