Following her success with Adina, Magatte decided to set up another company, Tiossan. Tiossan is a return to her original dream to bring more of her native Senegalese culture to the US market. Her vision is to share her culture with the West, hoping Senegalese people will learn to value their own culture.

Tiossan has been described in some media as a high-end skincare products manufacturer. When asked to define ‘high end’, Magatte states “I spend many hours working on my recipes to perfect the look, feel, performance, and scents of my products. I search for the best ingredients from around the world, to find suppliers who produce the best quality.

I’ve spent thousands of hours working on my designs, my brand, and my message, and constantly refine them.”

Magatte has mostly self-funded Tiossan along with a few carefully selected outside investors who are also deeply committed to the Tiossan vision.

Part of that vision is to support Tiossan’s ‘Bottle of Ambition’ project, which devotes 10% of profits from every beauty product sold to creating innovative business schools in Senegal.

Magatte states “The newly rich in China, Brazil and India want to buy luxury products and they are keeping older brands, like Chanel, alive. Soon, they will want to buy Tiossan.

The aim is to make sure that people really like the scents, the textures, the packaging, so we are talking to potential customers. Customers are trying the new products on their skin to find out for themselves. Product trials are taking place. Top branding firms stuck to the old ways of designing Africa in traditional colonial, safari or tribal styles.

People are looking at Tiossan’s product design and say this is an entirely new design. You can see that there is something exotic about it. Innovative product design is bringing new meaning to Contemporary Africa.”

1. Tiossan has been described in some media as a ‘high-end skincare products manufacturer’. (Evidence B, Line 7)  
   Assess the likely value of market mapping when launching Tiossan into the skincare market.

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**Evidence A Hummingbird Bakery**

Tarek Malouf wanted to create a bakery unlike any other in the UK. With a focus on cake-making rather than bread-baking, Tarek believed he had found a clear gap in the market. He opened his first Hummingbird Bakery as a private limited company in Notting Hill in 2004 with one other director.

Since then a further four branches have opened across London. Tarek’s vision for the bakery was to be authentically American in flavour and style. This love of American baking is something that many UK and international customers share.

Today the bakery sells an average of 22,000 cupcakes per week and has become a highly celebrated and recognisable high street brand.

One of the key factors in Hummingbird Bakery’s success has been its belief that cakes taste best when they have been freshly baked using the same ingredients and techniques as those used in home-baking. For this reason, every Hummingbird Bakery branch has its own kitchen and team of resident expert bakers and cake decorators. This enables them to bake to order and to only offer its customers cakes that have been freshly baked the very same day.

The Hummingbird Bakery is looking for growth through more locations within London and around the UK. Tarek states “I never intended to open hundreds of branches which would diminish the value of my product. I prefer to grow organically and open each new branch with the profits of existing ones.”

International franchises have helped with planned growth and Tarek was approached by several people who wanted a Hummingbird Bakery franchise from the first year of opening. He spent two to three years planning the franchise, as well as running normal operations at the same time.

“We were approached by a really good franchising company. I liked what they did and the other brands they have – YO! Sushi, Gourmet Burger Kitchen and California Pizza Kitchen from the US – so they obviously knew what they were doing.”

The first Hummingbird Bakery franchise opened in the Dubai Mall in September 2012, with two further branches expected to open in Dubai in summer 2013 and winter 2013.

1. Explain two features of the Hummingbird Bakery that give it a competitive advantage.

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