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30<sup>th</sup> November 2021

The Chief Executive Officer  
Lesotho Communications Authority  
P.O. Box 15896  
Maseru 100  
Lesotho

Dear Sir,

**RENEWAL OF SOUND BROADCASTING LICENCE – PEOPLE'S CHOICE FM (LICENSEE).**

Please refer to your letter dated 25<sup>th</sup> November 2021 regarding the above mentioned subject.

We as People's Choice Radio Broadcasting Studios (Pty) Ltd, trading as People's Choice Radio Station (PC FM) take this opportunity to thank your good office for giving us the opportunity to submit an application for renewal of our licence in accordance with condition 16.1 of the licence.

PC FM has emerged from its twenty-two start-up years a stronger, more confident and aggressive entity. A more communicative PC FM is actively sharing its experiences and findings, openly engaging with the sector, developing regional talent, identifying new market opportunities and using every endeavor to invest in as part of its diversification strategy.

The consolidation of PC FM's current work includes simplifying its message; honing the focus; streamlining the programs of work to meet our target market; clarifying the purpose and direction, to ensure that it is a straight forward process to connect the clients with the station. As a result of investing in good quality

equipment, human resources and market intelligence, a more informed investment and return will be attained.

PC FM is also developing new business ideas; exploiting its knowledge base; opportunities; testing and growing new ways of investing in products and services. The company requires **funding** to the tune of about **M12 million**, primarily to acquire a business site and construct PC FM's **own offices, convention Centre**, offices to be rented to third parties and **acquire equipment to improve its coverage**. PC FM has been re-engineered to operate efficiently and effectively and it is fully geared up to capitalize on the business opportunities offered by the market. A much more customer orientated approach has been adopted.

People's Choice was established in June, 1996 as a commercial radio station. It started broadcasting in December, 1998 and broadcasts for 24 hours a day on 95.6 MHz, 92.8 MHz, 104.3 MHz, 104.1 MHz and 101.1MHz. Our offices are located at Avani Lesotho, Hilton Road, Maseru, Lesotho.

People's Choice Radio landed at the right time in 1998 when there was only a National Radio Station, which is government owned. It managed to establish itself by being apolitical and an entertaining in English and Sesotho speaking radio station. It has been re-engineered to facilitate precise and timeous decision making with a clear direction of who is responsible and accountable for what within the organization. Our company is currently marketing its services within the districts of Maseru, Berea, Leribe, Botha-Bothe, Mokhotlong, Thaba-tseka, Mafeteng, Mohale's Hoek, Quthing and Qacha's Nek. The expansion of our airwaves has been with the help of Lesotho National Broadcasting Services infrastructure but our future plan is to have our own infrastructure.

PC FM sources the news bulletins from Lesotho News Agency (LENA), the company's reporters and freelancers as well as the internet and newspapers; as a result, our news bulletins are always up to date. As part of the strategy, PC FM does not broadcast news during the same period as the competitors; however, it does so, fifteen minutes later to that of the National Broadcaster. The station is regarded as a prime due to the listener-ship it enjoys, which is estimated to be above **950 000 people in Lesotho**. There have been a number of radio stations which have emerged in the market, being from the Republic of South Africa or within Lesotho. These radio stations are serious competitors for they take a part of the listener-ship in such a tight market.

## VISION

*To become the leading commercial radio station in the country, to expedite the rebirth of Mountain Kingdom, both morally and economically and awaken an African child in Lesotho to opportunities brought by political disbursement.*

## MISSION

*PC FM shall endeavor to inform, educate and entertain the nation in the two official languages of Lesotho for the benefit of the nation.*

PC FM like any other organization has its own set of objectives and bases its projections on environmental and industry analysis like **legal, political climate, competitors, coverage, technology, socio cultural, resources in general** etc.

**Some of the key objectives are: -**

Utilize key business functions and practices (feasibility testing, fund raising, market intelligence and communication) to better shape the business to be able to inform and support other businesses (clients).

To offer **quality services and competitive prices** to its clients.

**Retaining** our current listeners while **striving** to cover other areas within Lesotho's business belt and to penetrate new markets.

**Expanding its market share** with the aim of **maximizing profits** for the shareholders and stakeholders alike.

To retain our strong hold by continuing to **serve our customer's needs** while **educating, informing and entertaining** our listeners.

The station has to fully **sustain itself, be liquid, aggressively grow its market and operate profitably.**

Adding value, measuring impact, effectiveness, analyzing and assessing growth, enabling the creative economy to thrive.

Ensure that our valued **employees** are rewarded for **above average performance and strive for excellence.**

Improve the local market supply, by **reviewing** and **analyzing** the potential market, currently not advertising in Lesotho but operating in the country, then focus on those high **profit clients**.

Ensure **sound corporate governance** and **internal controls** within PC FM.

**Diversify the business operations.**

## **OPERATIONAL PLAN**

The operational plan involved the business Re-engineering / Turn-around-strategies with the main focus being profitability improvement, some of the areas improved are: -

### **Financial Management Budget**

Our annual budgets are always approved by the Board of Directors on an annual basis and these budgets always govern the operations of the company annually. Our financial year is from January to December as approved by The Lesotho Revenue Authority.

### **Management accounts**

The management accounts are now being produced consistently on a monthly basis and have been revised to be informative to executive management and the board to facilitate **precise decision-making**. This will also facilitate that the set targets of the company, are exceeded.

### **Financial accounting**

The manual accounting system has been totally abolished and replaced by QuickBooks. The inaccurate accounts in the system are being corrected via Journals and supporting documentations attached. The corrections are being effected in the years that they occurred and this process will continue until the audit for the respective years is concluded.

### **Working Capital Management**

A more aggressive debtor's collection process has been implemented. This will assist and improve the cash-flow of the company. Excess cash will also be invested with the bank in a call account. Debtor's collectors will also be engaged to follow up on defaulting debtors while credit facility has been tightened.

### **Our Products and services Merchandising**

T Shirts  
Golf Shirts  
Calendars  
Bumper stickers

### **Advertising**

30 seconds commercials  
15 minutes to 60 minutes (Radio shows)  
3 hours Sponsorships

### **Events Management**

It is through this unique service that PC FM sells its brand and publicizes itself. The company aims at building its brand through coordinating the events for different companies while not neglecting its own fundamental events such as Tlontlolation and the Birthday Bash amongst others. PC FM will utilize such service to increase its revenue by means of selling the advertising space to potential companies to come and brand their companies during the events. We also host outside broadcasts for our different clients at their different businesses.

### **Branding**

Through the service positioning, the organization is hoping to achieve brand differentiation. Currently, this brand is thinly overspread in many several radio stations in the country. Throughout all marketing activities, the organization will strive to build its brand and hence obtain brand loyalty. This will be attained via the supplying of excellent services at affordable prices to the market and **dovetailing** with excellent **customer service**. This will also be interwoven with the market expansion and acquisition of additional infrastructural requirements.

### **Pricing Strategy**

PC FM is a profit oriented organization and will endeavor to remain profitable without exploiting its customers. Research has shown that the target market aimed at has the money and spending power. The enterprise has formed its pricing strategy based on the cost of broadcasting and market leaders' prices, thus hoping to reap off from economies of scale and other deals the enterprise may clinch with the clients.

## **Market development and penetration strategy**

PC FM has been studying the media market and observing the challenges and opportunities since 1998 and which have also been seen by the market followers in this industry. Despite the sorts of problems that are typically experienced in the market by pioneer, PC FM has had a reasonable growth.

## **Sales Strategy**

It is a known fact that in today's markets, for the company to gain competitive differentiation, it is through service excellence, which is by delivering right service/products at the right time, in good quality/quantity, and at the right price and to the right target audience. At the threshold, PC FM will outsource the international marketing wing, while grooming the local or national team. The sales team will work on commission-only structure. As time goes and the organization grows, it will then handle its own sales and marketing team, both nationally and internationally.

## **Target Market**

This market consists of two groups being ages from **18 years to 35 years (Youth)** as well as **36 years to 65 years (Adults)**. These two groups are critical since the companies target them in one form or the other (**directly and indirectly**).

## **Confirmation of Compliance**

We at PC FM always strive to carry out our duties in accordance with the Lesotho Telecommunications Authority (Broadcasting) Rules 2004 as well as Section eighteen (18) of our licence, hence we have been airing the compliance message given to us by the Authority as per the instructions on the letter dated 22<sup>nd</sup> July 2014 from the Authority. Furthermore, we always issue out recordings of our radio shows, that are being recorded all the time as expected, to anyone who may wish to have them for the purposes listening to such recordings in case they feel they have the right to reply. Lastly, we have since been using all our allocated frequencies as expected by the authority, this is just to mention a few.

## **Contribution to Socio-economic Development of the Nation**

PC FM has created an employment opportunity to the Basotho Nation over the years of its existence. Currently the station has employed thirty-five members of the staff which includes both permanent and freelance staff. We also support and do business with other employment industries in Lesotho and we can confirm that this contributes to the socio-economic development of the nation. Furthermore,

we promote the music industry in Lesotho by playing their music on radio and as a result the public get to know their music and buy it, which leads to their survival which also leads to the contribution to the socio-economic development of Lesotho.

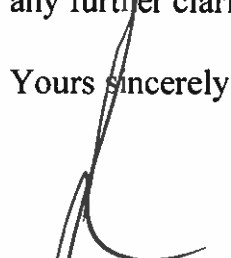
### **Corporate Social Investment**

Finally, in terms of corporate social investment, PC FM, we used to have a radio show during weekdays between 18h00 and 21h00 called "Let's Talk" where we used to assist the needy, sick and vulnerable people through the radio show. Furthermore, every year we donate food, clothing and any other needs to different orphanage homes of our choice when as we celebrate the station's birthday. For example, in December 2019, we were at St. Bernadette school for the visually impaired people donating food, clothes and canes. We also sponsor and promote charity events that are initiated by other individuals or organisations.

It is on this note that we request your good office to consider and facilitate our humble submission for the renewal of our sound broadcasting licence. We also promised and assure your good office that we will always comply with our licence conditions, laws and regulatory directives as it has been the case in the past.

Hope you will find all in good order and please do not hesitate to contact me for any further clarifications.

Yours sincerely,



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