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## **Leading brand communication during crises: COVID-19 lockdown at Gautrain South Africa**

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### **Case summary**

#### *Learning outcomes*

The learning outcomes of this study are as follows:

1. comprehending foundational dimensions of brand equity and criteria to compare the use of traditional and new media in leading brand communication appropriateness and performance;
2. understanding and evaluating implications of leading brand communications during times of crises; and
3. creating recommendations for leading brand communication preparedness and response to crises.

#### *Case overview/synopsis*

On 16 August 2020, Dr Barbara Jensen Vorster, Senior Executive Manager, Communications and Marketing of the Gautrain Management Agency (GMA), in Midrand South Africa, considered her dilemma of adapting their communication approach during COVID-19 and beyond the current crisis. The GMA relied on traditional media and the crisis created an opportunity to rethink their entire communications approach. It was important to the GMA communications team to keep the Gautrain commuters connected even though they might not be using the Gautrain during the lockdown of COVID-19. Jensen Vorster believed that a brand should be adaptive and continue even when a service is not running. Jensen Vorster had to lead her communications team when they were all working from home, and they had to keep commuters informed of the requirements during the different levels of lockdown in South Africa. Their various campaigns during this time purposefully communicated with commuters and the various “staying home” initiatives with the intention of lifting spirits. The communication outreach during the COVID-19 pandemic switched over to social media communications out of necessity; however, was that ideal communication during a crisis? While most of the case focuses on this external communication, the case pays attention to some internal communication initiatives by Jensen Vorster with her own team and for the Gautrain’s staff. The question is whether brands should shift from traditional media to new media campaigns during the 21st-century crises? Students will get the opportunity to compare the use of traditional and new media during crisis times. How might they approach their brand communications during COVID-19 and in preparation for future crises?

### *Complexity academic level*

Marketing and Business Communications and Leadership courses for MBA or executive education programs.

### *Study level/applicability*

Masters level MBA.

### *Research method*

The team of authors conducted face-to-face interviews prior to and during the lockdown in South Africa; the interviews were conducted online through Zoom. Interviews included Dr Barbara Jensen Vorster, Senior Executive Manager, Communications and Marketing of the Gautrain Management Agency and Kesagee Nayager, the Marketing and Communications Executive Manager at Bombela Concession Company. Viwe Mgedzi, Executive Manager for Knowledge Management, provided documents supporting the case. The researchers also conducted desktop research of secondary data, including media and press articles on the companies. The @Gautrain Twitter feed was very important for the researchers to investigate as part of the secondary data research, to triangulate the interview data.

For example, see one of the Twitter feeds on 17 March 2020, 5:37 pm.

The following Twitter feed on the Gautrain's status confirmed the interview data:

<https://twitter.com/TheGautrain/status/1239938937885466633>

The main resources of this case study were the interviews and the media articles to offer objective references. The authors used the following two newspaper articles to triangulate the information they gained from the interviews:

BusinessTech, March 18, 2020, accessed March 8, 2021 at

<https://businesstech.co.za/news/lifestyle/382707/south-african-coronavirus-cases-jumps-to-116-as-a-gautrain-exec-tests-positive/>

Timeslive, [www.timeslive.co.za/news/south-africa/2020-03-17-staff-in-self-isolation-after-executive-tests-positive-two-gautrain-stations-chemically-decontaminated/](http://www.timeslive.co.za/news/south-africa/2020-03-17-staff-in-self-isolation-after-executive-tests-positive-two-gautrain-stations-chemically-decontaminated/)

### *Supplementary materials*

Teaching notes are available for educators only.

*Subject code:* CSS 7: Management science; CSS 8: Marketing.

*Keywords:* COVID-19; Brand equity; Communication; Leadership in crisis; Marketing

On 16 August 2020, Dr Barbara Jensen Vorster, senior executive manager of communications and marketing of the Gautrain Management Agency (GMA),<sup>1</sup> considered her and her team's challenge of communications during COVID-19 and beyond, since reaching their passengers was proving to be difficult.<sup>2</sup>

While passing several billboards on the highway as she travelled to the Gautrain offices in Midrand, Gauteng, Dr Jensen Vorster reflected on the GMA's campaigns prior to COVID-19, when it used traditional media like billboards extensively. During the lockdown, the public was not travelling on highways and the billboard marketing campaign could not reach them. Would relying on traditional media be sufficient to engage current and prospective passengers going forward? Jensen Vorster realised that COVID-19 created an opportunity to rethink their entire communications approach. She therefore considered, how might GMA adapt the use of communication media in the current crisis and in its preparedness for future crises?

## **Background to Gautrain**

The Gautrain was Africa's first rapid-rail train, which commenced in 2001 connected four major urban centres, namely Johannesburg, Pretoria, Ekurhuleni, and O.R. Tambo International Airport, through 80km (approximately 50 miles) of track and 24 state-of-the-art Electrostar trains over a 10-year period. At the time, the Gautrain Rapid-Rail Link Project was the largest public-private partnership (PPP) transport infrastructure venture in Africa. The contract was signed between the private entity, Bombela Concession Company (Pty) Ltd, and the Gauteng Provincial Government.

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<sup>1</sup> The Gauteng Management Agency (<https://gma.gautrain.co.za/pages/Home.html>) was a special project vehicle that was established to manage and coordinate the high-speed train service in Gauteng, the economic center of South Africa.

<sup>2</sup> COVID-19 was a global pandemic that occurred during 2020 that led to millions of deaths and millions of infections. The South African government enforced a risk-adjusted lockdown strategy, including level five, at the height of the pandemic to control the movement of people to level one that opened the economy, yet protected citizens. Wearing masks and sanitising regularly were part of every level of the strategy.

Department of Health, Republic of South Africa. (2020), "COVID-19 Risk Adjusted Strategy", available at <https://sacoronavirus.co.za/covid-19-risk-adjusted-strategy/> (accessed 27 January 2021).

World Health Organization (2022), "Coronavirus disease (COVID-19) pandemic", available at: <https://www.who.int/emergencies/diseases/novel-coronavirus-2019> (accessed 27 January 2021).

Established in 2009, the GMA was a special agency founded to manage the operationalisation of the project and the relationship with the concessionaire, Bombela. The GMA managed, coordinated, and oversaw both the operation and maintenance of the Gautrain, and the implementation of the expansion of the system and extension of the rapid rail to accommodate future demand and new services, as identified in the Integrated Transport Master Plan for Gauteng.<sup>3</sup> At its official launch in 2010, the Gautrain was introduced with much traditional media coverage and fanfare as an integral part of the FIFA World Cup hosted in South Africa.

Prior to the launch of the service in 2010, the GMA team was tasked with developing and delivering messages about the virtues of the Gautrain rapid-rail service, while balancing the opposing viewpoints of its supporters and detractors. The Gautrain rapid-rail service regularly attracted strong negative and positive responses in equal measure. Dr Jensen Vorster reflected:

The detractors argued that it was an unnecessary luxury that benefited the business and political elite. Its supporters pointed to the many positive externalities that flow from its deployment, including alleviating the effects of traffic congestion, enhanced environmental friendliness, and the image of Johannesburg as a world class city. In addition, the rail service would lead to a reduction in traffic accidents, a conclusion largely informed by international evidence of rapid rail as a service that contributes to a safe transport modal structure that is supportive of environmentally friendly rail transport.

The GMA marketing and communications team (communications team) had to follow a rigorous brand development process. They held focus groups to conduct brand assessments with opinion leaders on various possible brand identities and launched a public competition to involve citizens of Gauteng and national communities in the final selection process. Gautrain's "People on the

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<sup>3</sup> The Integrated Transport Master Plan was a plan to ensure the integration of all transport modes in each province in South Africa. The core objective was to deliver a world-class sustainable transport system that supported Gauteng's economic, social and cultural, and environmental goals.

Gauteng Department of Roads and Transport (2012), "Gauteng 25-Year Integrated Transport Master Plan", available at:

<file:///C:/Users/02931/Downloads/Gauteng%20Department%20of%20Roads%20and%20Transport%20Part%20A%20-%205-Year%20Implementation%20Plan.pdf> (accessed 27 January 2021).

move” slogan illustrated the essence of the brand. The logo was designed to demonstrate Africanisation, the focus on Africa.

The GMA communications team undertook a brand valuation process in 2014, which applied Aaker’s Brand Equity Model.<sup>4</sup> According to Aaker’s Brand Equity Model, four dimensions influence brand equity, namely brand awareness (looking at whether passengers are aware of the Gautrain brand), perceived quality of the brand (the impression of whether the brand delivers quality transport service), brand association (what passengers would associate with the Gautrain brand), and brand loyalty (whether passengers would remain loyal to the Gautrain brand over time). The GMA communication team established that by applying this model, the Gautrain brand equity was influenced by the passengers’ awareness of the brand, the perceived quality of the brand, their attitudes towards the Gautrain brand, and their associations with the brand, which influenced their brand loyalty. This brand valuation exercise showed that the Gautrain brand value was R218–R280 million on 31 March 2014, with a core value of R250 million. In 2015, a brand assessment was undertaken by involving key internal and external stakeholders, including business commuters, students, private car owners, travel agents, and media representatives. Since then, regular brand studies on Gautrain brand awareness, brand equity, and brand perception have been undertaken (see Exhibit 1, which displays brand awareness across the different communication media over several years). This ensured that the Gautrain brand performed well by maintaining a positive public image.

The GMA communications team had to navigate several tricky public relations challenges facing the Gautrain rapid-rail service. Team members included Dr Ingrid Jensen, as reputation executive manager; Sandy Roth, the marketing executive manager; and Tlago Ramalepa, a public relations specialist. In addition, the team worked closely with Kesagee Nayager, the marketing and communications executive manager at Bombela Concession Company.

Nayager explained that she joined Bombela, the private-sector partner, after the construction of the Gautrain and had to function within a limited budget due to constraints from the concession

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<sup>4</sup> Aaker, D.A., (1991), *Managing Brand Equity: Capitalizing on the Value of a Brand Name*, The Free Press, New York, NY.

agreement. Nayager and Dr Jensen Vorster worked closely together from their respective companies. While they had been on opposite sides of a complex PPP contract, they were part of the larger entity, which was Gautrain. Jensen Vorster and her team mainly focused on the brand management and Nayager from Bombela concentrated on the operational viability of the Gautrain. They faced several challenges brought about by the onset of the COVID-19 lockdown restrictions, but had to agree on unified messaging during the lockdown period.

### **Remaining relevant during South Africa’s lockdown with no trains running**

On 18 March 2020, the Department of Health reported that there were 116 recorded COVID-19 cases in South Africa.<sup>5</sup> On the same day, Gautrain announced that an executive at the Bombela operating company tested positive for the coronavirus.<sup>6</sup> Gautrain’s announcement stated that, in the days prior to the diagnosis, the executive had visited the Bombela offices in Midrand as well as the Gautrain’s Park and Sandton stations.<sup>7</sup> As a precautionary measure, all individuals who had been in close contact with him were identified and advised to remain in self-isolation, as per the World Health Organization guidelines.<sup>8</sup> The Sandton and Park stations were chemically decontaminated overnight. Nayager believed in telling the truth as soon as possible and insisted that the Gautrain Twitter page and other social media outlets immediately shared the news with the public, together with which precautions Gautrain was taking in its operations. Nayager emphasised the importance of reputation and thus the business case of handling crises in a direct manner and as soon as possible (see Exhibit 2 for a timeline of events relating to COVID-19).

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<sup>5</sup> *BusinessTech* (2020), “South African coronavirus cases jumps to 116 as a Gautrain exec tests positive”, 18 March, available at: <https://businesstech.co.za/news/lifestyle/382707/south-african-coronavirus-cases-jumps-to-116-as-a-gautrain-exec-tests-positive/> (accessed 27 January 2021).

<sup>6</sup> Shange, N., (2020), “Gautrain staff in self-isolation after executive tests positive, two stations chemically contaminated”, *Timeslive*, 17 March, available: <https://www.timeslive.co.za/news/south-africa/2020-03-17-staff-in-self-isolation-after-executive-tests-positive-two-gautrain-stations-chemically-decontaminated/> (accessed 27 January 2021).

<sup>7</sup> Gautrain [@Gautrain], (2020, March 17), “Gautrain operational plan in response to the outbreak of COVID-19” [Tweet], Twitter, available at: <https://twitter.com/TheGautrain/status/1239938937885466633> (accessed 27 January 2021).

<sup>8</sup> World Health Organization (2020), “Getting your workplace ready for COVID-19”, available at: <https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwI0JuBsaPvAhXKWRUIHbE7CMoQFjAAegQIAhAD&url=https%3A%2F%2Fwww.who.int%2Fdocs%2Fdefault-source%2Fcoronaviruse%2Fadvice-for-workplace-clean-19-03-2020.pdf&usq=AOvVaw0DeEnCHVqsnyQeaEWkExbw> (accessed 9 March 2021).

The official COVID-19 lockdown period in South Africa started on 23 March 2020, with level five. This meant an almost-complete shutdown of the economy and services. In full compliance with government regulations, the Minister of Transport, Fikile Mbalula, shut down the Gautrain services from 26 March 2020. The Minister reassured commuters that the customer care team would be online to assist passengers during the lockdown period and the LiveChat platform and social media pages would be monitored. Dr Jensen Vorster’s communication team would need to find ways to keep commuters informed during the next few months. She remembered how they had communicated effectively in the past, but knew that the context had changed significantly. The communications team contemplated what communication media would work best under the conditions of the crisis.

The communications team had to find ways to keep the brand alive during COVID-19 and the gradual lifting of the regulations. For five weeks, Gautrain suspended its services during lockdown, after which the system was gradually brought back to operational level. The reputation of the train was at risk, as passengers had bought monthly Gautrain tickets for trips, parking, and buses and were concerned about refunds. Nayager knew the team needed to communicate quickly, but was unsure of how to go about doing that strategically, without causing panic.

When the country went into lockdown, as did the whole Gautrain system – all stations closed, all parking lots were closed, the bus service was halted, and all operations were terminated. GMA had to stay relevant (refer to Exhibit 3). Dr Jensen Vorster was adamant that they could not switch off the brand, stating: “The challenge that the GMA communication team faced, was that as a brand we could neither go quiet nor dark.”

The difficulty lay in how GMA could remain relevant in the absence of offering a service to people. Dr Jensen Vorster proposed the challenge to the team. Traditional branding and messaging targeted high traffic areas and caught people as they used the transport system. However, during lockdown, people were not using the transport system and the communications team had to adjust its communication to fit this unusual context.

According to Nayager, Bombela’s communications team presented a business case to its board to hand out 1 500 food packs with masks to the communities living along the Gautrain lines, especially at Marlboro station, where there is an informal settlement. They acknowledged these communities as important stakeholders to the Gautrain. Moreover, Bombela’s executives donated a third of their salaries of the first three months of the COVID-19 period to the Solidarity Fund,<sup>9</sup> with staff later also contributing up to R1.5 million. The leadership of the GMA also ran the same campaign, where staff were encouraged to contribute on a voluntary basis.

### **Lock lift required preparation and innovation**

During the first phase of the lockdown, there were so many unknowns in the system. For the first time, the communications team worked from home and prepared for the lift of the lockdown restrictions. They worked on the assumption that at level four, the Gautrain would resume its services. GMA not only prepared operationally, but also developed a communication campaign to get commuters back on the trains. In the context of the pandemic, fear of exposure on a public transport system was uppermost in commuters’ minds. How could GMA communicate that the system was safe? Refer to Exhibit 4 for a safe payment message. GMA had to ensure that its messages were authentic. Dr Jensen Vorster knew that to pretend to be authentic would not foster brand loyalty. For example, one of the social media postings showed someone sitting in bed, looking ill, with the following message: “Help combat infections... Stay at home if you feel unwell, because it’s the caring thing to do” (see Exhibit 5).

### **Context accelerated campaigns**

Traditionally, the GMA marketing used billboards and posters in high traffic areas and was still establishing its voice on social media. The Gautrain connected to public service trains and bus services that served the outlying areas of Johannesburg.

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<sup>9</sup> The Solidarity Fund (<https://solidarityfund.co.za>) is a special fund that the Presidency of South Africa established to provide support to sectors and people hit by the pandemic.



Previously, Dr Jensen Vorster’s social media budget was small in comparison to the other streams of budget items. The Gautrain commuters were in the top Living Standards Measure (LSM) bracket (LSM 7 to 10, which is people with high income), with smartphones that were tuned into social media platforms, so they were able to use technology. GMA was in the position where it needed to establish quick communication pathways with its commuters.

Ridership was still a quarter of what it was pre-COVID-19 (see Exhibit 6), but that was on par with every public transport system in the world, largely because the Gautrain target market was still working from home. Another reason was that this target market had access to cars, and when they were scared to use public transport, they reverted to using their cars as an alternative. Dr Jensen Vorster’s team was intent on bringing these riders back to the Gautrain service.

### **Internal communications to staff**

Dr Jensen Vorster saw her team as a group of people with the qualifications to do the job, with a work ethic and commitment to the success of GMA that pushed them through other crises in the past. The communications team demonstrated their commitment through the hours they worked, even on Friday evenings. If a problem arose on the system on a Friday evening, by Saturday morning there would be a social media analysis report. One of the team members, Aleta Moloi, showed her commitment in this way. With the lockdown lift campaign, the whole team worked through the night, including the chief executive officer, office workers, and technicians, who rushed between printers and platforms and crawled on their knees to apply the social distancing stickers on the floors of the platforms (see Exhibit 7).

The communications team worked from home, but when they returned to the office, it was on a rotational basis. The staff members showed burnout symptoms. Dr Jensen Vorster held on-camera team meetings with her team every second week. She insisted on camera feeds during their online meetings, even if team members were not “camera-ready” or wearing work-appropriate attire. They all looked exhausted. Dr Jensen Vorster knew that she needed her team to be innovative, strategic, and productive. There had to be a human face behind the communications programme.

They learnt from the pandemic that it was important to be authentic, to be open, and aware of each other's needs.

Various companies used social media to stay in touch with their teams. Viwe Mgedezi, the GMA's executive manager of knowledge management, shared that she had spoken to many people who said the communication in their companies had been intense during the lockdown, but stopped when the initial lockdown was eased. It was important for GMA to remain consistent and to keep their staff and commuters informed.

### **Monitoring social media responses and measuring impact**

Monitoring social media pages regularly required dedicated resources from the GMA communication team, as the speed of response was important. The GMA communications team established that the industry standard was to respond to messages on social media within a day. They noted that 65% of Twitter users expected a response within an hour and 85% of Facebook users expected a response within six hours. In Exhibit 8, the specific measurement of the response rate as well as the response time are displayed. For example, the exhibit shows that in April 2020, the Gautrain community channels averaged an 83% response rate and a five-hour response time (compared to an 82% response rate and a two-hour response time in March 2020).

There were three important aspects the GMA communications team had to measure about its social media impact. First, the total reach, which referred to the number of people who had any content from the page, or about the page, enter their screen. This included posts, check-ins, ads, and social information from people who interacted with the page. Second, total impressions referred to the number of times the content was displayed to users. The same piece of content could be displayed to the same user multiple times. Impressions were counted even for users who had not engaged at all with (e.g., viewed) the content. Finally, total engagement referred to the number of people who engaged with the page. Engagement included any click or story created, which were unique users. Exhibit 8 also shows the increase in reach, especially with Twitter.

The GMA communications team had a retainer with social media company, Flow Communications.<sup>10</sup> During the COVID-19 period, the GMA communications team intensified the relationship with this supplier and did not incur extra costs, since the relationship was in place prior to COVID-19. The Twitter tweets during this period were not sponsored or budgeted promoted tweets, but rather organic, as the posts referred mostly to the pandemic and flowed naturally from the news of the day (Exhibit 9 shows that there were no extra costs involved). The retweets increased over the months and were an important indication of impact.

## Moving forward

Dr Jensen Vorster’s team considered the challenge about the most effective brand communication strategy during the lockdown. How could the team sustain the GMA’s strategic communication and the use of social media? She knew there would be other crises in the future and therefore, how could the GMA communications team adapt towards a state of future preparedness in crisis situations and which communication’s options would be available to the GMA?

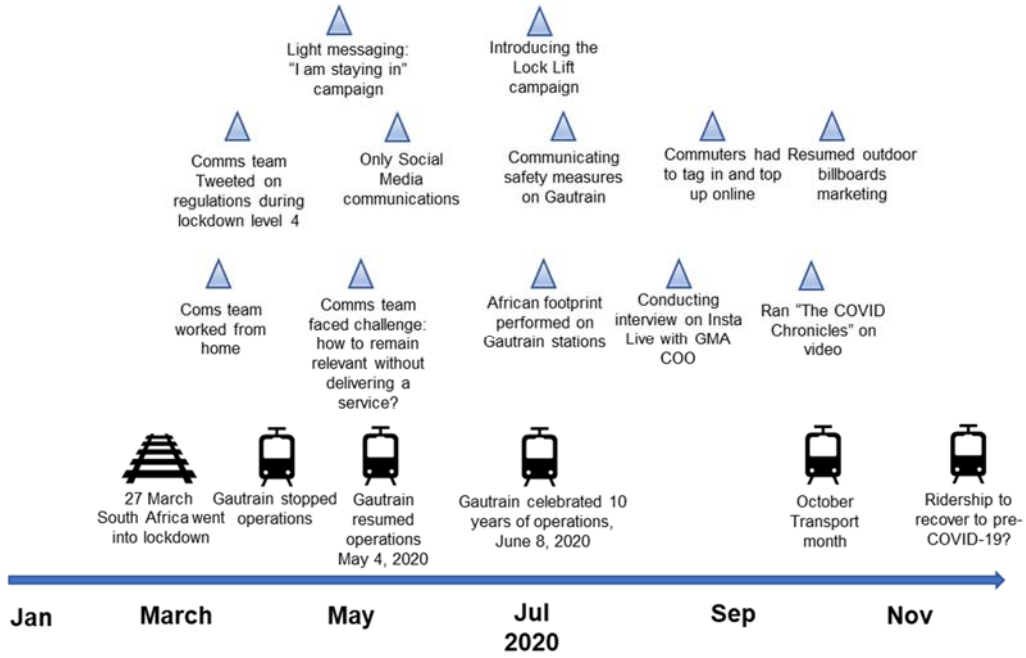
## Exhibit 1: Brand value of the Gautrain

	Facebook likes	Twitter followers	Website/ Mobile app downloads	Instagram followers	Media reports	Comm rand value
2017/18	48 546	253 625		434	< 6 000	R200m
2018/19	51 576	276 246	Launched in 2018	728	800	R200m
2019/20	53 833	290 008	1 753 449	2 080	2 500	R225m
2020/21	56 385	291 133	2 493 150	2 677	2 530	R265m

Source: Authors’ compilation with information obtained from GMA Annual Reports


<sup>10</sup> Flow Communications (Pty) Ltd (<https://www.flowsa.com/portfolio>) is one of South Africa’s leading independent marketing and communications agencies.

## Exhibit 2: Timeline of strategic communication during COVID-19




Source: Authors' own compilation based on interviews


### Exhibit 3: Example of social media communication during COVID-19 lockdown

 **Gautrain** @TheGautrain · Mar 31  
Yesterday, we asked "How is your working 🏠 from home situation looking like? #Day4 #ImStayinIN Liesl Twyman, shared what her new colleague was up to 😊  
Congratulations Liesl Twyman! Your R1000.00 Gautrain card prize for the #ImStayingIN campaign is waiting for you after the lockdown [pic.twitter.com/O3GIQ02Ebu](https://pic.twitter.com/O3GIQ02Ebu)  
[View Tweet activity](#)


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 **Gautrain** @TheGautrain · Mar 31  
The best brain exercise is learning and exploring... What new things have you learned or are learning. #ImStayinIN [pic.twitter.com/0PqBDMv5ny](https://pic.twitter.com/0PqBDMv5ny)  
[View Tweet activity](#)


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 **Gautrain** @TheGautrain · Mar 30  
How is your working 🏠 from home situation looking like? Any conflict management tips with your "New" co-workers? Please send us pictures 📷/ videos 📹 and hashtag #ImStayinIN we would like to re-share 🔄 with our 🚆 passengers. #Day4 #Day4of21 of21 #day4oflockdown [pic.twitter.com/4TJmBiVPZK](https://pic.twitter.com/4TJmBiVPZK)  
[View Tweet activity](#)


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 **Gautrain** @TheGautrain · Mar 29  
#ImStayinIn #lockDown SouthAfrica [pic.twitter.com/Hdy74goOtk](https://pic.twitter.com/Hdy74goOtk)  
[View Tweet activity](#)


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 **Gautrain** @TheGautrain · Mar 28  
#ImStayinIn #Day2 #day2of21 [pic.twitter.com/BRpy9AzsmR](https://pic.twitter.com/BRpy9AzsmR)  
[View Tweet activity](#)


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 **Gautrain** @TheGautrain · Mar 28  
The Transport MEC of Gauteng @JacobMamabolo SA , visited taxi ranks to make sure regulations in place during the Coronavirus lockdown are. [joburgtoday247.tv/?t=v&mid=wHF9v...](https://joburgtoday247.tv/?t=v&mid=wHF9v...)  
[View Tweet activity](#)

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 **Gautrain** @TheGautrain · Mar 27  
Stay safe during the #LockdownSA. Lets work together to flatten the curve #ImStayinIN [pic.twitter.com/yvRlwBVOGd](https://pic.twitter.com/yvRlwBVOGd)  
[View Tweet activity](#)

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 **Gautrain** @TheGautrain · Mar 27  
#COVID19SouthAfrica #ImStayinIN [pic.twitter.com/8ZiXApkn6k](https://pic.twitter.com/8ZiXApkn6k)  
[View Tweet activity](#)

Source: With permission from Gautrain company documents

**Exhibit 4: Gautrain billboards during COVID-19**



Source: With permission from GMA company documents

**Exhibit 5: Staying home Gautrain online brand campaign**



Source: With permission from GMA company documents

**Exhibit 6: Passenger trips per financial year on the airport service, the general passenger service, and buses**

Service type	Rail		Bus	
	Airport passenger	General passenger	Rail total	Bus total
FY17/18	1 604 974	13 418 338	15 023 312	4 803 061
FY 18/19	1 450 967	12 515 515	13 966 482	2 982 971
FY19/20	1 341 304	12 588 612	13 929 916	4 255 503
FY20/21	203 434	2 448 725	2 653 160	861 706

Source: Authors' own compilation from GMA Integrated Annual Reports

**Exhibit 7: Social distancing at ticket machines for the Gautrain**



Source: With permission from GMA company documents

**Exhibit 8: Measurement indicators for the comparison of social media impact between February 2020 and May 2020**

Measurement indicators		February 2020	March 2020	April 2020	May 2020
<b>Response rate</b>		92%	82%	83%	85%
<b>Response time</b>		1 hour	2 hours	5 hours	2 hours
<b>Total reach</b>	<b>Facebook</b>	477 921	191 056	139 673	103 650
	<b>Twitter</b>	599 000	522 000	285 000	749 000
<b>Total engagement</b>	<b>Facebook</b>	1 441	1 848	2 325	1 832
	<b>Twitter</b>	4 185	1 995	776	1 951
<b>Followers</b>	<b>Facebook</b>	53 492	53 618	54 902	55 082
	<b>Twitter</b>	289 573	290 038	290 161	290 193
	<b>Instagram</b>	1 988	2 063	2 174	2 192

Source: With permission from GMA company documents

**Exhibit 9: Detailed measurement of Twitter impact over period: February 2020 to May 2020**

<b>Measure</b>	<b>February 2020</b>	<b>March 2020</b>	<b>April 2020</b>	<b>May 2020</b>
<b>Number of tweets</b>	242	408	97	244
<b>*Number of promoted tweets budget used</b>	0	0	0	0
<b>Reach</b>	599 000	522 000	285 000	749 000
<b>Mentions</b>	757	1 145	261	577
<b>Retweets</b>	585	487	92	459

Notes: \*No budget was spent on promoted tweets, instead there were organic tweets.

Source: With permission from GMA company documents