

African Entrepreneurs – Successful and Responsible**Episode 4****Title: Swimming against the current – Giordano Custódio from Cape Verde****Author: Nélio dos Santos / Johannes Beck****Editors: Katrin Ogunsade / Adrian Kriesch****Proof reading: Natalie Glanville-Wallis****Characters / Narrators**

	Women	Men	Age	Language
Intro/Outro	x		Unimportant	
Narrator		x	Unimportant	
Giordano Custódio (clip)		x	about 40	Portuguese
Edson Custódio (clip)		x	about 25	Portuguese
Pedro Moreira (clip)		x	about 40	Portuguese

Intro:

Welcome to our series on African entrepreneurs that presents successful but nevertheless public spirited business people from Africa. Today we are heading to Cape Verde, an island group in West Africa. We're going to discover the business secrets of one of the most influential media businessmen of this island nation.

1. Giordano Custódio:

"My name is Giordano Custódio. I'm a psychologist. I am 46 years old and I work in the Communications Business. I'm the CEO – Chief Executive Officer – of the group GC Comunicações and I am the principal shareholder of this company. I have a passion for music".

2. SFX Promotional Spot:**3. Narrator:**

Promotion spots like this and marketing laid the basis for what is today one of the most creative and influential media groups in Cape Verde. In 1997 Giordano Custódio left the National Radio and TV where he used to work, to start his own business. Together with his two brothers, he started the advertising company GC Comunicações,. His compensation money and a bank loan made up for the starting capital of the new group: 10.000 Euros.

Today GC Comunicações produces around 2.000 promotional spots per year for Cape Verdian radio stations and is one of the market leaders. Creativity, visionary thinking and hard work are the key of Giordano Custódio's success. And family plays an important part as well. Edson Custódio, his oldest son, is his father's closest assistant:

4. Edson Custódio:

"As Chief Executive Officer of GC Comunicações he is an extraordinary man. He has very clear ideas and he knows how to realize them. The truth is, he is a specialist in communications, a reference for me, and an example to be followed. He is a communications psychologist, but also a very creative man. And as a father it is even easier to describe him: he is my best friend".

5. Narrator:

After having successfully started the publicity agency in 1997, it didn't take long until Giordano Custódio entered a new market segment. On the 15th of March 1999 Praia FM aired its first program. The radio station – literally "Beach FM" – soon became market leader in Cape Verde's capital, Praia. Until today it remains the number one choice among the estimated 125.000 inhabitants of Cape Verde's biggest city.

6. SFX Praia FM

7. Narrator:

"Music that attracts young listeners and hosts that speak Crioulo, the language that most Cape Verdeans use – and not the official language Portuguese – constitute two pillars of the success of Praia FM, the station that soon became the most important business of the GC Comunicações group".

Pedro Moreira is a journalist and one of the first members of GC Comunicações' staff. He has basically been working at Praia FM since the beginning of the program. Giordano Custódio is for him too, first of all a friend:

8. Pedro Moreira:

He is not a boss, he is a colleague, a director who is always present, worried about the staff, trying to create a good atmosphere here at Praia FM. In short: he is more a colleague than a boss.

9. SFX Jingle Praia FM**10. Narrator:**

As Praia FM continued to grow, other projects appeared. In 2010 Giordano Custódio opened a second channel. This completely different radio station was called Praia FM 2 – Rádio Kultura.

11. SFX Rádio Kultura

12. Giordano Custódio:

"We noticed that the majority of radio stations in Cape Verde started to follow our example. The market got saturated with all sorts of Praia FMs, Praia FM one, two, three, four, five, six and so on... Even the public broadcaster started its own Praia FM-like channel. And we wanted to show the market that there are other formats and created Rádio Kultura. I would like to say that this is one of the most difficult radio formats. It is developing slowly, but considering our possibilities, it is going well."

13. Narrator:

Rádio Kultura targets different listeners from Praia FM's: as a cultural channel it wishes to attract people who prefer to listen to calm music, information and cultural programs. Rádio Kultura is also a partner station of the Deutsche Welle and retransmits its Portuguese program.

But Giordano Custodio didn't stop with his second radio channel, he ventured into the TV business:

14. SFX STV

15. Narrator:

STV – Sistema Terra Verde – a package of pay TV channels is the most recent addition to CG Comunicações's portfolio. First of all the STV music clip channel – free on air during the test period –has been very successful since its launching in the middle of 2010. It transmits 24 hours a day from a tiny studio at the GC Comunicações headquarters in Praia's city centre . And this at times when the much larger public broadcaster still has no 24 hours TV program.

16. Giordano Custódio:

"We started television because the market has a strong demand for TV content. And this demand has still not been satisfied. People start to look for content no matter where it comes from. That's why our urban centres are flooded with parabolic antennas. People don't have access to the content they would like to have. And often they don't even find it on the international channels."

17. Narrator:

What started as GC Comunicações in 1997 with only three staff members, who were also the joint owners of the company, has turned into a company with 27 employees who operate the publicity agency, the radio and TV stations.

The investment made until today totals to about 300.000 Euros, calculates Giordano Custódio. Money only spent after continuous market studies.

18. Giordano Custódio:

"First we made a feasibility study for the radio. For the agency we didn't do one, because that was not a big investment. For the radio we took a close look at all the details. We chose a very pessimistic scenario, because we didn't know what would happen. Besides the feasibility studies we do always include a market study to know what people like, what their tastes are, what language they prefer, what kind of products people would like to have ... That means a very comprehensive study that allows you to know what the population likes."

19. Narrator:

Young entrepreneurs, who would like to follow his example, should be audacious but they should also avoid wearing "sunglasses", advises Giordano Custódio:

20. Giordano Custódio:

"I used to say that you cannot build a company with sunglasses. You have to see the reality as it really is, without the distorted colours of your sunglasses. The first step is to develop studies, to do market research. Never operate without studies, without deeply knowing your markets!"

21. Narrator:

Besides the knowledge of his markets, another important element of Giordano Custodio's success, is swimming against the current:

22. Giordano Custódio:

"There is a tendency on our continent to open a business where others have already succeeded. I have chosen a different path: when everybody marches northwards, I head southwards. Because in the South I will meet people with demands that are not satisfied while the North gets crowded and everybody is satisfied."

23. Narrator:

And when he is facing too much stress or too many problems, Giordano Custódio has an easy formula:

24. Giordano Custódio:

"When I'm tired or a bit stressed, sleeping is my compensation. I only need a bed. I'll go to sleep and I'll wake up excited and ready to take action".

25. Narrator:

Giordano Custódio is a busy man, head of several radio and TV stations and even presenting a TV program for an independent producer. But he never forgets to reserve some time for family, friends and sports:

26. Giordano Custódio:

"There has to be a time for family and this is a very pleasant time. I have colleagues, who only stop working at night around ten or eleven PM. At six PM I have already left work and I'm with my family. At lunch time I always reserve two hours for my family. And there are days where I reserve some time for me. Then I go to the sea and go for a swim and do some physical exercise. I mean: there has to be a time for everything!"

Outro:

And this is the end of our program about Giordano Custódio, head and owner of the media group GC Comunicações based in Praia, capital of the island nation Cape Verde. The program was written by Nélío dos Santos and Johannes Beck. This report was part of our Learning-by-Ear-series on successful entrepreneurs in Africa. If you want to listen to this story again, or find out more about our Learning-by-Ear-programs, please have a look at our website at www.dw.de/lbe.