

Leadership

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Filling king-sized shoes

Transport Month

The changing face of logistics

The road to transformation

Firming up the law for the future

Arnoux Maré

Masterminding innovative solutions for business

Paul Marsh

To the ends of the earth

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THE PROGRAMMES

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A FEAST FOR LEADERS

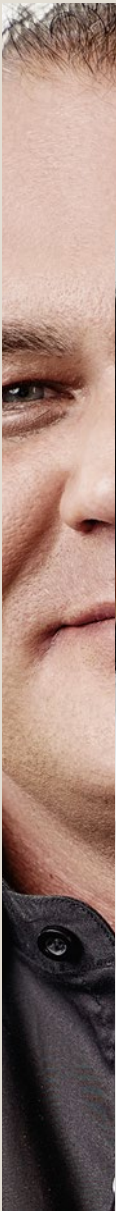
Facilitated by a group of the world's great teachers, our 2019 leadership programmes range from 1 week to 4 weeks and are designed to equip you with the tools and practise you need to successfully achieve every journey you set off on after training.

Our architecture is a blend of the best systems thinking, strategy design, operational optimisation and organisational excellence. Our course designers are seasoned, successful veterans of every industry and our teachers seek not to stand in the limelight as you applaud, but to serve you, lead you, teach and coach you so you make do the same for those you go on to lead and serve.

Leadership

Contents

12



32



42



50



- 12 ARNOUX MARE**
INSPIRING AN INNOVATIVE APPROACH TO BUSINESS
- 20 TRANSPORT MONTH**
AN INFRASTRUCTURE DRIVE TO BOOST THE ECONOMY
- 24 THE FREIGHT LOGISTICS INDUSTRY**
EXPERIENCING A PROFOUND CHANGE
- 26 THE KING COMMITTEE ON CORPORATE GOVERNANCE**
RAISING CORPORATE COMPLIANCE AND BEST PRACTICE
- 32 LEADERS IN SCIENCE AND MEDICINE**
INSPIRING CHANGE
- 38 ELECTRA MINING AFRICA**
SHOWCASING THE LATEST PRODUCTS AND TECHNOLOGIES
- 42 TUMI MORAKE, RIAAD MOOSA, BLACK COFFEE**
SOUTH AFRICANS MAKING IT BIG OVERSEAS
- 46 SMALL-SCALE FARMING**
A MUST FOR DEVELOPING COUNTRIES
- 48 CYBERCRIME**
DOES YOUR MOBILE STRATEGY LEAVE YOU VULNERABLE?
- 50 THE LIFE AND TIMES OF THE MINISTER OF ENVIRONMENTAL AFFAIRS**
PAYING TRIBUTE TO DR EDNA MOLEWA
- 52 SEASONED OVERLANDER, PAUL MARSH**
TO THE ENDS OF THE EARTH AND BACK
- 58 YOU SAID IT**
- 108 MOTORING**
SUPERCARS PROVE TO BE A POPULAR INVESTMENT
- 112 THOUGHT LEADERS**
- 124 EXPEDITION AFRICA NAMAQUALAND**
BEING A 'PLUS ONE' IN A TEAM SITUATION



Everybody loves an inspiring rags-to-riches story, epitomised by the dynamic founder and CEO of Innovative Solutions Group™, Arnoux Maré, who took R500 and turned it into close to a R1 billion-a-year business.

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Leadership

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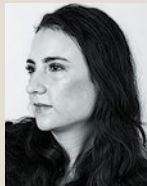


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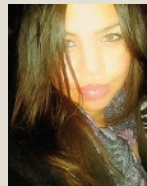


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Afraid a digital world means less human intelligence? Don't be.

The impact of technology is being felt in every aspect of our lives, almost unbeknownst to us. The Internet has become our on-demand source for everything and connectivity to the Web is now seen as a basic human right, akin to water or electricity.

This pervasive reliance on technology lends a certain credence to the fears that humanity is slowly being engulfed by technological innovation. Fear, however apparently substantiated, is debilitating. Fear stems innovation and enables nothing. To avoid returning to the “Dark Ages” before the Internet, in order to drive rather than curb the transformation evolution we are experiencing, we need to figure out how to lean into this fear to create opportunities that enable us to surmount it.

The question of the impact on jobs is one which is raised time and again, particularly in the face of AI and robotics. These technologies, while replacing many of the more onerous and automatable functions, also serve to open up a world of new career possibilities. However, replacing people with machines is not where the growth is.

The answer becomes how to use technology to augment human capability, not replace it, to leverage innovation to enhance tasks where intuition or human experience are hindering the goals of zero-defect quality and optimal efficiency, to supplement those daily responsibilities carried out by people who can better serve in areas where human intervention and activity is still critical, and to focus on core business.

Many organisations are already embarking on upskilling their workforce and retooling them to address functions that require more neural thinking and human interaction. In this way, people are uplifted and offered new opportunities to expand their capability. Organisations then engender an environment, which is favourable towards—and not resistant to—innovation.

This leads us to the question of intelligent technology creating a lazy and un-intelligent society. I believe the opposite is true. As technologies pave the way to a better way of life for us by removing our focus on those tasks, which can easily be automated, it also promotes a society, which centres on learning, innovation and developing elevated skills. When we no longer rely on people to carry out menial tasks, we can push them to move beyond the mundane—to transcend to a more effective, more efficient, more intelligent species.

We can fear. We can block change and stem the tide of innovation. Or we can embrace it, be proactive and evolve.

Foreword



MPUMI NHLAPO
Head of T-Systems South Africa's
IT Portfolio and Communications



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Leadership

Transport is key to human capital development

Every quarter of the year or so, I head west to Europe and the United States sparingly. I also conduct visits to the East from time to time. Throughout this quarterly trip, never has it crossed my mind to plan for local transport at my destinations nor to bother myself to even contemplate hiring a car. I got accustomed to effective public transport systems that link me from one point to the other. Even on my honeymoon, we relied on public transport in the various locations of the Greek islands, Italian cities and Venice. This demonstrates the level of confidence and comfort one places on the public transport system for both business and pleasure.

Lest we avoid the “abuse of words”, as warned by John Locke when he proclaimed, “whether a bat be a bird or no, is not a question”. The emphasis on transportation as the key to human capital, it is an idea that has meaning and is rooted in the strategic centre of both the discourse and the reality of life. Vital to this logic is the appreciation that transport is a key instrument for improving the living standards of humans, among others, in terms of income levels, access to health, education infrastructure, etc.

For effective trade and job creation to take place between the city centres and the country’s rural areas, transport is the key interlocker that makes it happen. This applies to both public passenger transport and the commercial cargo transport. Adam Smith argued this point: “The greatest and most important branch of the commerce for every nation, it has been already been observed, is that which is carried on between the inhabitants of the town and those of the country. The inhabitants of the town draw from the country the rude produce which constitutes both the materials of their work and the fund of the subsistence.”

As we enter Transport Month in October, we must refocus our energies on a transport strategy that addresses the quality of transport infrastructure to support the level of economic development required. When transport systems are efficient, they provide economic and social opportunities and benefits that result in positive multiplier effects such as better accessibility to markets, employment and additional investments. When transport systems are deficient in terms of capacity or reliability, they can have an economic cost such as reduced or missed opportunities and a lower quality of life

Publisher’s Note



THABO OWEN MOKWENA
Publisher

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Leadership

All aboard

Welcome to another edition of South Africa's favourite business-to-business monthly as we celebrate Transport Month, with a plethora of changes facing the way people approach mobility and propulsion.

Much has been made of the evolution of the electric car and its greener environmental footprint. However, when you look closer, there is very little green in terms of how electric cars are manufactured, transported or disposed of. The batteries from electric cars are large and difficult to recycle, which will be a problem that future generations will be left to solve, as numbers spiral in more 'developed' countries.

In a South African context, unless you have your own solar panel at home, chances are, you're using coal power to charge it up at night through the national grid. You might as well save the extra money you pay to go electric and buy a modern small-engine car that consumes frugal amounts of fuel.

Together with a poor range and limited infrastructure locally, the pickup of electric cars is still relatively slow in the Southern Hemisphere. Countries like South Africa and Australia, with large open spaces and relatively low levels of heavy industry, don't have the same pollution issues as pint-sized Europe. They also have more renewable energy on tap already to power the vehicles.

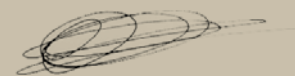
We can't compare apples with lemons. Regulations that work in Europe and progressive California, for example, might not work in South Africa, and we are likely to be at least 20 years behind them in the mass rollout of non-fossil fuel cars and autonomous driving.

Autonomous driving can only work on modern highways that have clearly marked lanes without potholes, un-roadworthy trucks and erratic driving. Autonomous driving arguably reduces your freedom of movement and would limit you to major roads, which might take some of the romance out of scenic road trips through quaint country roads.

World Environment Day was also celebrated recently and I took that opportunity to follow the annual Peninsula Paddle from Muizenberg to Milnerton, raising awareness for the dire state of our important urban rivers and ecosystems. It was saddening to see just how dirty and polluted they are. Watch out for the full story in the November edition of *Leadership* magazine.

Finally, everybody at Leadership magazine would like to send our condolences to the family of the Environmental Affairs Minister, Bomo Edna Edith Molewa, who passed away recently. May she rest in peace.

Editor's Note



GREG SIMPSON
Editor

Yes Haggai YOUTH EMPLOYMENT SUCCESS



Strategic Learner Absorption Partnership

Haggai has partnered with the Young Africa Business Development Agency to assist Learners who were previously unemployed with progression into careers. Those with Entrepreneurial flair are supported to start their own enterprises creating further Opportunities.

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Youth

Employment

Success

A portrait of a middle-aged man with short, dark hair, wearing a dark, long-sleeved button-down shirt. He has his arms crossed and is wearing a silver-toned watch on his left wrist. He is looking slightly to the right of the camera with a subtle smile. The background is a bright, out-of-focus outdoor setting with green foliage.

“I founded the business with an idea, a laptop and R500. My first step was to look for clients and sell my idea to them. It was tough; people don’t believe in the new kid on the block.”

Arnoux Maré: inspiring an innovative approach to business

Everybody loves an inspiring rags-to-riches story, epitomised by the dynamic founder and CEO of Innovative Solutions Group™, Arnoux Maré, who took R500 and turned it into close to a R1 billion-a-year business. This serial entrepreneur was also awarded CEO of the Year at the Africa Leadership Awards in 2017.

In the last four years, Maré's company's turnover has rocketed from R32 million to close to a billion in the areas of staff outsourcing, finance, administration, taxation, accounting and auditing, Broad-Based Black Economic Empowerment (B-BBEE) and personal protective equipment.

Maré's first venture in Innovative Solutions Group™, Innovative Staffing Solutions, is close to his heart, with the self-confessed 'people's person' thriving on engaging with others and finding solutions to some of corporate South Africa's human resource deficiencies. He likes to people-watch, as human nature fascinates him, and determines how he applies that knowledge to better understand the working environment and all its intricacies.

However, it was not always impressive profits for Maré, who started his company from scratch. "I founded the business with an

idea, a laptop and R500. My first step was to look for clients and sell my idea to them. It was tough; people don't believe in the new kid on the block. They always want to work with somebody who's known or more established in business. I struggled to get clients for almost nine months. The first retainer I signed was for R780 a month and the business grew from there," he explains.

Having worked in the corporate sector in marketing and human resources, Maré knew that starting and managing his own business was better suited to his character.

"I always believed I was a better Manager than an employee. The corporate world is very numbers driven. You're a number in the company, so even if you have a great idea—if you have somebody above you, they could easily take credit for your idea. I just got tired of that and building other people's businesses when I knew I could do it for myself. That's when I decided to go on my own, a move that wasn't

as easy as I thought it would be," admits the no-nonsense Maré.

"But, I am a go-getter who doesn't believe in 'enough' or 'too much'. Everything I do is based on that concept. My focus is on building and then building some more," he adds.

Finding the right solution

This building process has seen Innovative Solutions Group™ develop into an empire, growing from a purely staffing-focused business into a massive operation incorporating 22 subsidiaries.

Maré explains, "We offer more than just services. We're a group of companies under the Innovative Solutions Group™ umbrella. Each company has a clientele of its own, its own management team and its own staff. For example, Innovative Staffing Solutions is a staff outsourcing firm; Innovative Accounting Services, an auditing and accounting operation; and Innovative BEE Solutions, which helps companies to solve their BEE issues.




In the last four years, Maré's company's turnover has rocketed from R32 million to close to a billion



“We’ve built the entire group by identifying gaps in the market. So, we started with the staff outsourcing operation and then noticed that accounting had become very expensive. This led to the acquisition of an accounting firm and then a BEE firm to help clients address their BEE status. Then, we discovered that PPE and protective wear was very expensive, so we bought a PPE wholesaler with an international production line. Every company we acquire complements the other companies in the group,” Maré says.

“We’ve started several new companies in accordance with our clients’ and group’s needs. The most recent is Innovative Marketing Solutions, the branding and printing side of our group, which is doing really well,” he adds.



“I don’t think I’m competitive, I just have this primal need to be the best at whatever I do”

Why outsource?

Outsourcing has become a strategic differentiator in the modern working world.

“Outsourcing is critical for conducting business effectively in today’s fast-paced world. Our entire group is built on the idea that businesses should concentrate on their core operations and put their staffing and other non-core business functions into the hands of the experts. This allows the business to grow faster and reduces costs.

“Business owners are wary of outsourcing because they tend to be emotionally attached to their companies. While this is understandable, it is not the best way to run a business. Why try to do everything yourself when there are

others who can handle certain functions more effectively on your behalf?” notes Maré.

A BEE visionary

With transformation high on South Africa’s political and economic agenda, Maré started Innovative BEE Solutions to assist companies to comply with B-BBEE regulations and enhancing their business efficiency through improved scorecard ratings. Innovative BEE Solutions’ goal is to help educate clients on how to affordably integrate B-BBEE policies, social responsibility initiatives and enterprise development into their strategic visions and operations.

“When I purchased the BEE company, I changed the way it looks at business. It had

a mechanical approach, leaving little room for innovation. The first thing I did was employ one of the top BEE minds in South Africa. Now, we have developed systems to help businesses actually save costs while achieving their BEE goals. Our latest initiative is to transform our BEE business from a consultation operation into a verification centre so that we can conduct the verification process too,” explains Maré.

Leadership essentials

Maré goes on to talk about the state of leadership in South Africa and the health of the economy in general, at a time when the business community appears to be in damage control mode.



“I don’t think our country is in such a dire state. We’re actually doing well for a developing country, particularly compared to many other developing countries.”

“I don’t think our country is in such a dire state. We’re actually doing well for a developing country, particularly compared to many other developing countries.

“Good leadership is critical for success—whether it’s for the country or a company.

A good leader is somebody who leads by example. Take Innovative Staffing Solutions, for example, I made sure I spent time doing every job in the business to get an intimate understanding of each role, from contract management and payroll, to recruitment and

industrial relations. This has helped me to manage my people more effectively, because I understand the challenges they face.

“You can’t just dictate. You need to listen and you need to lead with love. Yes, there’s a time to be strict and to follow the rules, but in my opinion, good leaders build their people up rather than break them down. I’m always looking for ways to improve the work environment for my employees.

“One example is a one-of-a-kind medical aid through Discovery to ensure our employees get world-class medical care at a reduced cost. I also incentivise a lot. When employing a good leader, I always look for someone who has a broad range of knowledge and the personality to influence people in a positive way,” he says.

Economic growth in a stagnant economy

There has been a lot of talk about tough economic times and how businesses are finding it difficult to create new opportunities or find innovative ways to expand their operations.


For Maré, however, opportunity always knocks.

“I will say—and people don’t like it when I say this—there’s no such thing as a bad economy, because businesses will always need service providers to survive. The trick is to place yourself as the service provider of choice rather than worry about the economic woes of the country. If you can do that, you will always be in business.

“That’s what we’ve done. Through good business principles and ethics, we have positioned ourselves as the go-to guys in our industry. In these fluctuating economic times, we have experienced some of the best growth ever. We’re doubling our turnover year on year. People tend to make too many excuses: they had a bad year because of the country’s economic or political turmoil. They don’t think: just work harder and market more, get yourself out there, change something, become a bit more cost-effective. If they did this, they would actually build the company. I’m not a person for excuses. We have pushed through and will always continue to do so,” Maré says.

A competitive streak

Maré is known to be fiercely competitive and highly goal-centred, setting performance targets that need to be met. Does his initial vision for his group of companies mirror the success he’s achieved?



“Madelain’s contacts and vast experience mean Status Reputation Management can make a real difference to its clients’ lives, especially in a world where transparency is becoming increasingly important”



“If I speak to somebody, no matter what they do, I find inspiration from their stories”

“I’ve done well, but I could have done a lot of things differently. Looking back, if I had done certain things differently and mitigated some risks a bit better, we would have been triple the size we are now.

“I don’t think I’m competitive, I just have this primal need to be the best at whatever I do. I might be in Cape Town for a business trip or a short vacation to clear my head, but while I’m there, I can’t help looking for new answers or contemplating better ways to conduct business. I always tell myself, ‘You are responsible for thousands of people’—because statistics suggest that for every person who is employed in South Africa, 11 people benefit.

That means more than 110 000 people rely on my company,” he explains.

The role of technology

With the Fourth Industrial Revolution on our doorstep and technology placing new demands on the human resources sector, Maré outlines the role of technology in his sphere, which is very much service-oriented.

“We’re not highly invested in technology yet, but this will change soon. Technology is halving the size of the world. Thirty years ago, no one

his dear mother, who passed her keen eye for business onto him.

“My mother passed away when I was 18. She was the only family I had, and we were never rich, but we had what we needed. I never wore branded clothing and couldn’t enjoy the school trips my friends went on but, I learnt some valuable lessons from my mother.

“She had an exceptional entrepreneurial mind and started a small cell phone shop with a desk and a landline in Polokwane when I was in Grade 10.

“We offer more than just services. We’re a group of companies under the Innovative Solutions Group™ umbrella. Each company has a clientele of its own, its own management team and its own staff.”

thought you could go onto a computer, pose a question and somebody in France would have the answer. It was impossible. While technology can definitely streamline business processes and makes our lives easier, we should never forget about the human side of things—and understand that technology is only as good as the people using it,” he explains.

Status reputation management

Maré mentions his latest project, which does not form part of Innovative Solutions Group™, is a PR partnership with the well-known marketer, Madelain Roscher, and her latest brainchild, Status Reputation Management. Status provides reputation management services for statesmen, captains of industry and high-net-worth individuals.

“Madelain’s contacts and vast experience mean Status Reputation Management can make a real difference to its clients’ lives, especially in a world where transparency is becoming increasingly important,” says Maré.

Mentors

Maré concludes by highlighting some of the inspirational figures who have helped him achieve the success he’s enjoyed, including


“She didn’t have the money to carry stock, so customers would come in, order their contract and then she would say, ‘Okay, it’s approved, come and fetch your phone tomorrow.’ She would then quickly make the payment, have everything couriered to her and be ready for her customer the next day.

“She really started on the back foot. That taught me that I could achieve anything and that I didn’t have to start with millions. If I had started this company with millions, we would have taken over the world by now. I gained so much value from learning from someone like my mother.

“Today, people inspire me on a daily basis. I find intelligence exceptionally attractive. So, if I speak to somebody, no matter what they do, I find inspiration from their stories.

“A lot of people look at the Steve Jobs and the Richard Branson’s of the world and say they’re inspiring, but we should look closer to home. Look at the person who went from being a gangster in a drug ring, to becoming a manager, even if it’s for a small company. That is truly remarkable,” concludes the insightful entrepreneur. ▲

Staff reporter

A man in a black suit, white shirt, and dark tie is leaning forward on a dark wooden table. He has a serious expression and is looking directly at the camera. His hands are resting on the table. The background is a blurred office setting.

“People don’t like it when I say this—there’s no such thing as a bad economy, because businesses will always need service providers to survive”

Infrastructure drive to boost the economy

Situated, as it is, on one of the world's busiest international sea routes, South Africa's ports and terminals are critical to international maritime transportation and, as such, are key engines for the country's economic growth

The South African Government has embarked on a massive infrastructure drive to boost the economy, create jobs and alleviate poverty. In this drive, the ports are seen as key engines for economic growth and Transnet's Market Demand Strategy (MDS) will see the company invest R300 billion on port and rail capital projects over the next seven years. The MDS is largely aimed at building freight capacity to support South Africa's economic growth and position South Africa as a regional transshipment hub for sub-Saharan Africa.

The efficiency and effectiveness of a port and port terminals are critical to success. Nozipho Sithole, Transnet Port Terminals' (TPT) first female Chief Executive says: "At Transnet Port Terminals, we can talk first-hand about the opportunities. As the operator of many of the busiest and most modern ports on the continent, we are already active in the market."

TPT is a division of Transnet SOC Limited; South Africa's state-owned freight transport company, which owns and operates 16 terminal operations situated across seven South African ports. Operations are divided into major market sectors, namely containers, bulk, break bulk

and automotive and organised into three geographical regions—the Eastern Cape, Western Cape and KwaZulu-Natal.

As African countries grow and develop, the continent's ports, and, particularly South Africa's, are being seen as essential for sustaining and improving more robust and diverse growth to African economies through the import and export of manufactured goods and other products. Due to the fact that countries in sub-Saharan Africa trade very little with each other, a large proportion of trade is seaborne rather than along overland connections. Although the development of intraregional trade is important, port infrastructure will remain essential for the development of trade to the rest of the world.

Sithole started her career as a Lawyer, working for Webber Wentzel, where she also worked as a Conveyancer and Notary Public, before joining Transnet in 1994 as a Legal Adviser. She moved to Transnet National Ports Authority (TNPA) as the Port Manager for the Port of Durban in 2000, where her mandate was to ensure the port provided marine services to customers in line with best practice.

Sithole took over as TNPA's General Manager: Operations with oversight of TNPA's eight ports in 2004, before joining Transnet Freight Rail (TFR) as the General Manager of the operating

1 EDITION





Nozipho Sithole, TPT Chief Executive

division's National Command Centre (NCC), which makes critical operational and maintenance decisions. She became the General Manager of TFR's iron ore and manganese business unit in 2014, where she was on the team that developed a detailed standard operating procedure for train planning and movement and was appointed Chief Executive at TPT in July 2017. Sithole has been a member of the Institute of Directors since August 2013.

Previously, Sithole said her main aim is to ensure top customer service for port users who benchmark port services against the international standards of ports such as Singapore and Rotterdam. "We aim to achieve best practice and for us to be among the top five port systems across the globe. Customer service is a top priority," she said. "Digitisation and the Fourth Industrial Revolution are something we will also use to improve our services and planning, the space in the port and the relationship with customers, suppliers and other stakeholders like business chambers," Sithole said.

Contributing positively to the communities around the port to reduce poverty and crime and to contribute to transformation is also important to Sithole, while women's empowerment is especially close to her heart.

With regard to intra-African trade, Sithole said in a recent opinion piece she penned, "Our goal of partnering with terminal operators

elsewhere in Africa is based on research and first-hand experience of working on the continent and seeing the potential."

Sithole added, "We see partnership opportunities in countries such as Senegal, Liberia, Nigeria, Ghana, Togo, Benin, the Democratic Republic of Congo and Kenya as well as our Southern African Development Community neighbours.

"Considerable investment is being made in most of the major port gateways on the continent. The next challenge is linking the ports to the hinterlands they serve, which includes what are now known as the 16 "land-linked" (previously landlocked) countries."

Sithole believes that while, for now, South Africa remains one of the three major gateways to the African market—with sound infrastructure, logistics, banking, manufacturing capabilities, education and legal structures—it is no reason to sit back and relax.

She said, "As with all competitive advantages, this can and probably will change, which is a good thing. Stronger economies to our north will open up new two-way trade opportunities. South Africa can—and should—be helping African countries to unlock the potential of their own markets."

In Sithole's view, South Africa "is in a strong position to be a conduit for inward investment and the opening up of global markets for goods

Meanwhile, as Africa has risen to prominence as an investment destination over the past few years, so has the role of transportation and logistics taken on a greater significance. Whether moving resources off the continent or bringing goods and services into its burgeoning economies, Africa's future growth and development will depend on the quality of its infrastructure and the efficiency of its transport networks.

However, despite its enormous size, Africa still represents only a small portion of world trade, however, China's One Belt, One Road initiative to build trade and transport links across Asia and Africa is likely to accelerate infrastructure spending throughout the region. While South Africa tops the list for having the most developed transport and logistics sector in sub-Saharan Africa, placing it on a par with some of the world's industrialised countries, logistics companies are looking to the rest of Africa for investment opportunities.

Africa could soon be the largest free-trade area in the world. This is if the African Union's African Continental Free Trade Area (AfCFTA) stays on track to be operational by the end of this year. Once up and running, the continent-wide free trade zone could lead to a 52% (US\$35 billion) increase in intra-African trade within the next five years, according to the United Nations Economic Commission for Africa (UNECA). South Africa's recent signing of the AfCFTA

President Ramaphosa: "This investment is a statement of trust, a statement of confidence that South Africa is indeed a good investment destination"

made in Africa". She said the country's recent hosting of the BRICS summit in Johannesburg shows that South Africa is recognised as a facilitator of growing two-way trade between other African countries and its BRICS partners Brazil, Russia, India and China.

She added, "From my meetings with a large number of South African business leaders, I know they are very willing to be part of Africa's drive for economic renewal—and they are putting their money where their mouths are."

agreement paves the way for the country to benefit from inter-regional trade within the African continent.

Keep trucking

Volvo Trucks are among the top-selling trucks in South Africa, which is the 20th largest market for Volvo Trucks globally, and recently saw an introduction of Active Safety features last year, in the form of a R6.5-million investment into its Durban SKD manufacturing plant, which



Marcus and the Volvo Trucks team

allowed the facility to install and calibrate the Volvo Active Safety Package features that were previously not available to this market.

Asked how they were positioning themselves to take advantage of the predicted increase in the cross-border haulage business, Marcus Hörberg, the newly-appointed Vice-President of Volvo Group said, “We sell and service professional heavy-duty vehicles in more than 130 countries, which makes us the only truck brand that is proven to withstand and deliver across all climates and relevant working conditions all over the world. Our goal is clear, to be the world’s most preferred truck brand.

“The future looks bright, and we are planning for it. I am happy to announce that we will be opening a new Durban truck centre in 2019, with an investment of R146 million in a new state-of-the-art dealership to better service our customers in the region.”

They are counting on the high demand for the FH series, specifically the Volvo FH440 6x4 Truck.

In 2017, it was the single-most heavy-duty truck sold in South Africa alone, according to the National Association of Automobile Manufacturers of South Africa (Naamsa). Above and beyond the 25-year anniversary of the iconic Volvo FH series, Volvo Trucks is celebrating its 90th year anniversary.

Volvo Trucks will enhance its efforts in contributing to the South African market through youth employment and apprenticeship programmes; education programmes such as the Star for Life and New Driver Training programme and Traffic safety initiatives in the form of Stop Look and Wave, driver academies and product feature training.

“At Volvo, we are 100% committed to doing our part to support sustainable development. What’s more, we have a clear, positive vision of the future—and we’re working hard to make it happen. It’s about the legacy that we leave behind. I am a strong believer in value-driven organisations with a conviction to social responsibility, which ultimately contributes to improving societies in emerging markets,” Hörberg said.

Meanwhile, in July, Mercedes-Benz announced a R10-billion investment in the expansion of its East London plant. Addressing delegates at the plant during the official announcement, President Cyril Ramaphosa said the cash injection signalled a positive momentum with regard to the target to raise R1.2-trillion in new investments. The President said, “This investment is a statement of trust, a statement of confidence that South Africa is indeed a good investment destination and we welcome you for having brought this investment here.”

Markus Schafer, a member of Mercedes-Benz’s divisional board responded, saying, “This is an important milestone for Mercedes-Benz, especially for Mercedes-Benz South Africa today, and I think it’s a very important milestone for the community, expanding the plant and making the plant ready for the future.”

Earlier the year, clearly with an eye on the logistics and long-haul markets, Daimler announced that it was taking the latest generation of its Mercedes-Benz trucks, in the form of the Actros and Arocs, to more than 40 markets in the Middle East and Africa after years of continuing to sell older generation models. The decision is also partly based on the forecast of economic growth of 2% to 5% in the coming years in the Middle East, North Africa and sub-Saharan Africa.

“Our Mercedes-Benz Actros and Arocs have proved they can be relied on. A truck has to help a customer do the best job possible. And that is as true in the Middle East and Africa regions as anywhere.

“We are now taking our latest Actros and Arocs models to the markets there, with the aim of leveraging the momentum being experienced across these regions,” concluded Stefan Buchner, the Head of Mercedes-Benz Trucks. ▲

Mwangi Githahu

The changing face of freight logistics

The freight logistics industry has seen a profound change over the last three decades. Before the extensive focus on optimising the supply chains that we see today, logistics was relatively simple with many larger organisations having an in-house logistics function.

Before the shift to integrated logistics, there was a strong focus on outsourcing the transportation function, often using a contract logistics model, in which the trucking function was outsourced.

This has changed profoundly and there has been an emergence of a diversity of logistics business models dominated by third- and fourth-party logistics service providers. The focus has grown to look at optimising the complete supply

chain, often redesigning the structure of the supply chain through a review of physical assets (trucks, warehouses, etc.), optimising stock flow and reducing held inventory. 'Track and trace' capabilities are now commonplace and provide real-time information for both the customers and logisticians, allowing for further refinement and optimisation.

In addition, the emphasis is now growing on passing the risk for goods held in transit and inventory directly to logistics companies. Many contracts have also moved from being

fulfilment-orientated to focusing on delivering performance and reliability, in many instances, right through to the end customer.

Many retailers and manufacturers now regard logistics as a critical but often non-core function. In fact, part of mitigating the risk of logistics is to pass it on to someone who is better and more focused on managing this risk and who also has measures in place to deal with the supply chain disruption as it occurs. From a cost perspective, a logistics service provider also uses assets more effectively, frequently using

them across more than one customer, allowing for the better use of the shared assets such as technology platforms, warehouses and, in some instances, trucking.

Digitisation and supply chain visibility have become basic requirements for managing supply chains. These technologies, although they have simplified significantly over the years, are probably best managed by parties that use them regularly and will have them embedded into existing supply chains elsewhere.

In many ways, supply chain optimisation is no longer a differentiator and the range of tools to optimise has grown significantly. Other technology capabilities such as data mining, responding in real-time to changing supply chain push factors, such as production, or pull factors, such as changing consumer behaviour, have become critical differentiators in this sector.

Customers are increasingly expecting logistics players to deliver shorter lead times from order to delivery and this, more often than not, requires the integration of technologies between different players across the supply chain. Using digital tools to assess real-time consumer buying patterns over a diverse range of items allows for triggers to be created in the supply chain. Producers and logistics providers can then anticipate orders well before they are made.

Financing goods in transit and providing adequate liability protection insurance, especially in respect of performance-based contracts, has become a further differentiator. This is particularly true for high-value goods in transit, which, in South Africa, attract much higher insurance costs. Blockchain technology will undoubtedly also foster a new generation of transactional applications that are linked to supply chain and import/export applications.

Centralised marketplaces, which use the Internet to sell components of the supply chain, such as trucking and warehousing services, will also undoubtedly impact how the supply chain is managed, often through providing smaller providers with direct access to a bigger market and potentially unseating some of the larger entrenched logistics players that dominate the market today.

This remains a highly competitive sector, with companies competing intensely based on price, delivery speed, reliability and supply chain optimisation capability.

There is an increasing shift to differentiate these services, often through value-adds and through the introduction of newer technologies. Many of these technologies are coming from outside the traditional sphere of logistics, with new software that is more dynamic to the

market being introduced by small IT-based companies with almost no direct logistics footprint. This 'uberisation' of the market will certainly intensify as these technologies become more mainstream.

But for most corporates, placing strategic supply chains at the mercy of smaller firms, which have great technology but no direct logistics capability, is high risk. The more likely outcome for the mainstream logistics industry is for technology to become one of the key differentiators of capability.

This will be most intense in high-value complex supply chains where the technology dividend is significant.

These markets, which include pharmaceuticals, automotive and cold-chain logistics are also those that, in South Africa, have seen the fastest growth.

But, even in traditional 'pit-to-port logistics', technology is becoming more pervasive and contributes to reducing supply chain costs, reducing or optimising the stockpile levels, enhancing payloads, improving return loads and improving the overall price that may be achieved in the final market destinations. ▲

Andrew Shaw - PwC Africa Transport and Logistics Leader





Corporate governance: filling king-sized shoes

The King Committee on Corporate Governance, led by Judge Mervyn King, has been one of the shining lights in South Africa's efforts to raise corporate compliance and best practice at a time when the country is slipping on various international ratings boards

In July 1993, the Institute of Directors in Southern Africa (IoDSA) asked King to chair the first official committee on corporate governance, and The King Committee on Corporate Governance issued its first report (King I), a comprehensive code of corporate practices and conduct, in 1994.

Now, 24 years later, King, who is 81 years old, has handed the baton onto highly respected businessman, Professor Suresh Kana, who holds several top board positions within key sectors.

He will remain a member of the Committee in his new role as Chairman Emeritus. The move is in line with King's role at the International Integrated Reporting Council (IIRC) also changing from Chairman to Chairman Emeritus in October 2018. King will continue his advisory and advocacy roles to both these committees.

The acclaimed Roy Andersen, the Chairman of Sasfin Limited and a member of the King Committee since its inception said, "It has been a privilege to have worked with Mervyn King from the first meeting of the Committee that produced King I. Since then, I have been in awe of how he has changed the corporate governance landscape, not only in South Africa, but also internationally. His intellect and insight are exceptional and he has made an extraordinary contribution. I have also worked with Suresh Kana and have no doubt that he is a worthy successor."

Prof. Kana is currently the Chairman of the Imperial Holdings Group, the Chairman of Murray and Roberts, Lead Independent Director of JSE Limited and a board member for Quilter plc. He also chairs the Audit Committee of the United Nations World Food Programme based in Rome. Prof. Kana joined the King Committee in 2000 and has been involved in the development of the King II, King III and King IV Reports. The talented all-rounder was appointed as a Non-Executive Director to the board of Imperial in 2015 and was appointed as the Independent Non-Executive Chairman of the board later that year.

Parmi Natesan, an Executive at the Centre for Corporate Governance at IoDSA said IoDSA was delighted that King would remain as a member of the committee in his capacity as Chairman Emeritus and continue to play an advisory and advocacy role. She pointed out that under King's leadership; the King Report was regarded around the world as the premier corporate governance model. The Report is often used as a template for the drafting of corporate governance codes in other countries around the world.

Natesan also welcomed the leadership of Suresh Kana, with whom they've had a long-standing relationship within various capacities, including his participation in the IoDSA's Chartered Director SA Governing Body. "Suresh has the leadership capabilities, gravitas and experience to lead this important Committee into the future," said Natesan.

The 63-year-old's cross-sector experience will be vital as he fills some big shoes as the leader of the committee. Prof. Kana says, "Mervyn King is a legend and has helped move governance from where it was to where it is now. I am truly honoured to chair the King Committee and, together with my colleagues on the Committee, I will continue to build on the internationally acclaimed work performed under the leadership of Mervyn King over the past 24 years.

"I was involved with the standard setting on the international arena with the International Audit and the Assurance Standards Board, which sets the standards for auditors worldwide, making sure that the consistency of standards around the world is kept. The main reason for my passion for corporate governance is around enhancing governance so that we can all operate in an ethical environment and create wealth for everyone, for all stakeholders. In that context, capital markets are very important,



Judge Mervyn King

corporate citizenship and the responsible handling of current issues, like the environment, are very important. I do have a broad business and international business mindset and coupled with that, I'm quite a steely person. In that context—if I take on something, I am determined to deliver," Prof. Kana explains.

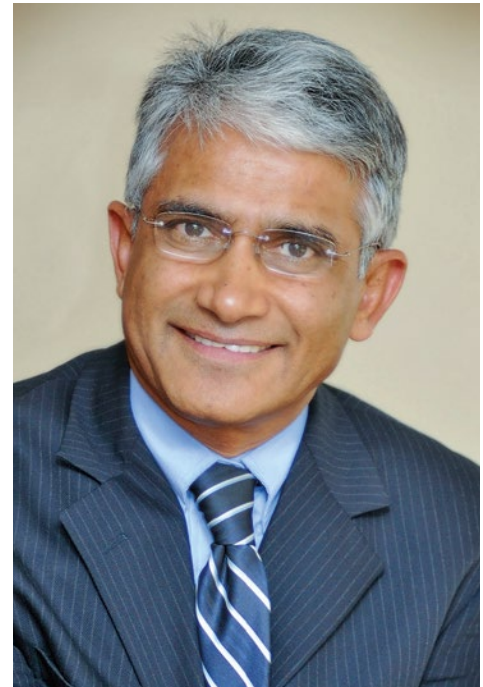
The evolution of King

The evolution of best practice has come a long way since 1994, as the King Commission developed and innovated, changing the face of accounting and reporting best practice.

Prof. Kana continues, "Tremendous evolution has taken place. In fact, I started writing a book in 1986 called Corporate Reporting—that was in an accounting space where we spoke about best corporate reports, and how companies should report. In those early days it was focused on companies to say, 'We shouldn't just be reporting in terms of what the Companies Act says or legislation requires, we should be moving towards excellence in reporting', and I suppose those were the seeds of the evolution of integrated reporting."

New leadership styles

Prof. Kana has also witnessed a shift in the way leaders lead, with a move from a hierarchical



Suresh Kana

approach to a more inclusive, collaborative mindset that Millennials prefer to operate in.

"Leadership has to move with the times. Leadership styles used to be very hierarchical but when you have the new generation of Millennials coming through the workforce, the leadership style had to change from being a hierarchy to being more collaborative. In that context, what mattered in the earlier years is not what matters now. Now, what matters is young people want to know about the environment and whether you are a good corporate citizen? So, the evolution, even from King I to King IV, tries to pick up on that social context of what's moved on. Social media has evolved very significantly in that regard.

"When you start looking at how things evolved, for example, maybe even up to King I and King II, we were talking about shareholders, and we have now moved onto stakeholders. That's a very big move in terms of who we are trying to appeal to and to whom we owe a responsibility.

"How should organisations operate when, previously, you had the primacy of the shareholder? Today, it's not necessarily the shareholder, the shareholder matters, but so do a lot of other people, like society, your employees, your suppliers—everybody matters

in that chain. So that's a very important move," Prof. Kana explains.

Environment

The committee has also been a proponent in getting stricter environmental awareness control within the mining and heavy industry, for example, which appears to be taking the environment more seriously in the last five years, together with more of a focus on working with communities and not against them in rural areas.

"As more research came to light around the environment and some of the crises, everybody responded to that, including the King Committee. That's the evolution of some of these very important moves—moving from shareholders to stakeholders, moving from profit to planet, the environment, employees and communities. All of those aspects are significant

evolutions—the area of executive compensation and where that has moved in the past 20 years. The disclosure, as far as executive pay, has improved tremendously over the last 20 years, so when you talk about evolution from King I to King IV, it's changed substantially," Prof. Kana says.

But is Prof. Kana seeing more companies really taking the environment seriously, or is it a tick-box approach?

"You always get some people who take things more seriously and some who don't. One of the big changes we've made in King IV was encouraging a move away from a tick-box approach because a lot of companies took King III and used it as a tick box. If we do all of these little things, that means we've complied with good governance—that was not where we wanted governance to go.

"Integrated reporting is a journey; I don't think anyone has gotten it right immediately. Much development still needs to take place, but that is moving. The JSE has made it a requirement that every company listed on the JSE has to prepare an integrated report, which is quite a good development. When you start looking at that as an evolution from where King I was to where King III and King IV ended up, the concept of integrated reporting is evident, and there are so many countries that have adopted this integrated approach," Prof. Kana explains.

High-profile fallouts

We've had some high-profile fallouts over the last twelve months, with the likes Steinhoff and KPMG coming under fire. Prof. Kana goes on to put the current crop of reported corporate oversight into context.



"The pointing is all at the auditors but one also has to ask the questions: where was the board? Where was the audit committee? Where were the internal auditors, where were the bankers, where were all the rating agencies?"

He explains, “One has to think about it in the context of a corporate governance chain. If you go back to 2008, when we had the global financial crises, the criticism was that the rating agencies had issued ratings relating to various capital instruments that weren’t appropriate. Due to that, there was a bubble and the bubble burst.

“Governance is not a single person’s role. You have a board of directors, audit committees, shareholders, investors, auditors and suppliers—everybody has to play a role in the governance chain.

“The challenge is, a chain is as strong as the weakest link and sometimes, as we’ve seen with Steinhoff where, at this stage, we don’t know what the ultimate cause of all of this is. Having said that, the pointing is all at the auditors but one also has to ask the questions: where was the board? Where was the audit committee? Where were the internal auditors, where were the bankers, where were all the rating agencies?” Prof. Kana says.

Feedback from King IV

King IV reportedly builds on its predecessors’ positioning of sound corporate governance as an essential element of good corporate citizenship.

Good corporate governance requires an acknowledgement that an organisation does not operate in a vacuum, but is an integral part of society and, therefore, has accountability towards current and future stakeholders. With the introduction of an ‘apply and explain’ regime, King IV asks organisations to be transparent in the application of their corporate governance practices.

King IV reinforces the notion that good corporate governance is a holistic and inter-related set of arrangements to be understood and implemented in an integrated manner—good governance is not a tick-box or compliance exercise.

Prof. Kana provides some feedback from the latest report, “Overall, it’s positive. When I look at it, in King III, we had something like 75 principles. We’ve reduced that to 16 in King IV, the others were called principles but were actually practices.

“What we said is, ‘Think about these 16 principles and how you implement them—the rest of them are indicators of good practice’. From that perspective, we tried to take away the tick-box approach and that’s been welcomed. At

the same time, people look for checklists to get an easy way out and to be able to say that, ‘I’ve ticked these 10 things so I’ve done governance’. We tried to move away from that because we emphasised ‘governance is about spirit’ and it’s about how things are implemented, with the right intent, not just a tick-box exercise.

“If you look at a lot of the state entities and the issues they face, whether it’s Eskom or Transnet, the Reports all indicate that they have done the right things, they have complied with the Public Finance Management Act (PFMA), but you see what’s happened. The application of it has to be done in a responsible way and there has to be intellectual honesty when people say they’ve applied with King IV,” he says.

Technology as a watchdog

The explosion of technology globally has fundamentally changed the way companies report and the assessment of a company’s compliance. Prof. Kana outlines the role of technology as a watchdog and some of the developments.

“When we start looking into the future it was another big evolution. We didn’t mention information technology in King II, we started with King III, talking about information technology and trying to up the profile of information technology and the governance of information technology in an organisation. In King IV, we’ve pushed that even further, and particularly now that we talk about the Fourth Industrial Revolution, robotics and artificial intelligence. In a couple of years time, we’re talking about driverless cars and similar things—it’s all about technology and if organisations and businesses don’t take that into account in their strategic plans, they will fall short of their fiduciary responsibilities. That’s why we have raised the game as far as information technology is concerned in King IV,” he explains.

Prof. Kana has vast experience outside of the finance sector, with a deep knowledge in construction and logistics, for example. He explains the state of play in those two areas have been taking a few hits of late with operational costs and FDI slowing down.

The state of logistics and construction

“When you look at the logistics industry, it’s driven largely by GDP growth. When there’s development in a country, people tend to buy more cars, they buy more products and logistics is required for that. When you don’t have that,

you don’t have economic growth in the country. Everybody chases the top revenue line but at the same time, they have to manage their costs to be sustainable and continue creating wealth for all the stakeholders.

“In the construction industry, the lack of major infrastructure spend in this country over a number of years is particularly hurting the infrastructure industry and the construction companies because they rely on mega-projects to come through. If that doesn’t happen, they struggle.” he says.

Prof. Kana concludes with his outlook on the economy for the next few years, might we be seeing better things to come with President Ramaphosa in charge?

“Well, one is hopeful of that because he is a businessman that understands what matters in an economy, in companies and in capital markets.

“The World Bank is projecting a growth rate of 1.5%. If we can achieve that, that will be very good compared to where we are at the moment, with all the flat growth—we’re almost talking about recession. There’s a lot of uncertainty—policy uncertainty is a big one. And there are the issues around land redistribution, around mining and mineral rights—these are major issues for foreign investors. The economy needs to grow locally, but how do you get foreign direct investments if you have major policy uncertainties of this nature?

“As a businessperson, it’s sad to see that at the World Economic Forum for seven years running, we were number one in the world in terms of accounting standards, auditing standards, stock exchange regulations, corporate governance and, all of a sudden, in a matter of two years, with all that’s happening in terms of corruption in the country, we are now in the thirties.

“The thing is, we’re so good at scoring own goals at the moment, we’ve got to get ourselves out of that position. We don’t need to be there, we have human capital, but we have issues like youth unemployment. Why should we have youth unemployment when we have a country that is so abundant with potential? We could build great tiers of industry, a great mining industry with beneficiation, a great agriculture industry—there’s so much potential,” concludes the learned Prof. Kana. ▲

Greg Simpson



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Mercedes-Benz





Prof. Phakeng's entire life has been a preparation for her transforming leadership of a venerable South African institution—UCT

Leaders in science and medicine are inspiring change

Today, the buzzword in leadership is “transformation”. Transformational leadership is a style of leadership where the leader, along with their team, is able to identify the challenges ahead and the resources available, is able build a long-term vision for the team and is constantly engaging and involving the employees to perform to the best of their abilities and grow professionally and personally in the process.

In September this year, two stalwart scientists from the Faculty of Medicine and Health Sciences (FMHS), Stellenbosch University, contributed to transformational leadership and were awarded prestigious accolades for the profound impact that their research has had on the health of South Africans.

Professor Soraya Seedat and Professor Gerhard Walzl were each recently awarded a Gold Scientific Merit Award from the South African Medical Research Council (SAMRC) that recognises excellence in health sciences. Professor Anna-Lise Williamson from the University of Cape Town (UCT) was the third recipient of the

SAMRC Gold Award in recognition of her work in vaccinology.

These gold medals are awarded annually to established senior scientists who have made seminal scientific contributions that have impacted on people’s health, especially those living in developing countries.

Seedat, who holds the South African Research Chair in Post-Traumatic Stress Disorder and who also co-directs the SAMRC’s unit on anxiety and stress disorders, and whose research has contributed to the field of psychiatry and mental health said, “I feel very honoured by this award and am privileged to have enjoyed the support of the SAMRC since I first set out as an early-career researcher.”

Walzl, who is the Executive Head of the FMHS' Department of Biomedical Sciences and the Director of the National Research Foundation/ Department of Science and Technology Centre of Excellence for Biomedical Tuberculosis Research, said this award recognised the work that he and his team have done in TB biomarkers, including work on diagnostics,

leadership, the UCT Vice-Chancellor, Professor Mamokgethi Phakeng.

I had met Prof. Phakeng a few days before the SA Innovation Summit, at an event hosted by Aspiring Black Leaders (ABL)—an organisation that provides networking events and educational workshops for aspiring and early-stage entrepreneurs with the aim of increasing diver-

Kenya, Lebanon, Lesotho, Mexico, Mozambique, Namibia, New Zealand, Pakistan, Senegal, South Korea, Sweden, the UK and USA. She has won several awards for her research and community work, including the Order of the Baobab (Silver), which was bestowed upon her by the President of South Africa in April 2016.

Prof. Phakeng was elected as a member of the Academy of Science of South Africa (ASSAf) in November 2007; an honorary member of the Golden Key International Honour Society in May 2009 and an honorary life member of the Association for Mathematics Education of South Africa (AMESA) in July 2009.

She serves as a trustee of the FirstRand Foundation and is a member of the Board of the Oprah Winfrey Leadership Academy for Girls (OWLAG). She has served as a member of the board of the CSIR from 2015 to 2017.

Kgethi, as she is popularly known by her colleagues, obtained her first degree from the University of Bophuthatswana (now the North-West University) in 1987, majoring in pure mathematics and obtaining a solid 74% for her final year pure mathematics module. She completed all her postgraduate studies at the University of the Witwatersrand—where she also served for five years as President of Convocation (2011–2016)—which ended with a PhD in Mathematics Education in 2002.

Her career as an academic began at the University of the Witwatersrand, where she started as a Research Assistant in 1996 and left in December 2007 as an Associate Professor of Mathematics Education—and Founding Director of the award-winning Marang Centre for Mathematics and Science Education—to take up the position of Executive Dean of the College of Science, Engineering and Technology at Unisa in January 2008.

She had a successful tenure as the Dean at Unisa and was promoted to serve as the Vice-Principal of a newly-established portfolio of research and innovation on 1 July 2011. When her five-year term ended in 2016, she joined UCT.

According to her official bio: “Prof. Phakeng began her term of office as the Vice-Chancellor of UCT on 1 July 2018, where she had been serving as the Deputy Vice-Chancellor for Research and Internationalisation since January 2017.”

Looking at some of her statements since she ascended to the office of Vice-Chancellor in July this year suggests that overall transformation, excellence and sustainability are



treatment response evaluation and understanding protective immune responses.

He said, “As a team, the Immunology Research Group has managed to secure large international grants, make important inroads into the field of TB biomarkers, publish in top journals, secure patents and to be on the brink of establishing new tools for implementation in the TB field.”

Walzl’s advice to young researchers is to follow their passion and to team up with like-minded people following the same goal. “Find the best people to join and then work very hard,” he said.

Seedat echoed this message saying, “Perseverance is key. Small incremental accomplishments will pave the way for bigger successes, but this can take time. Challenge the ideas of your supervisors and don’t be afraid to ask. And never settle for less than what you deserve.”

Meanwhile, South African excellence in science and technology was also on show at the SA Innovation Summit (SAIS), which took place in Cape Town from September 12 to 14. One of the speakers at the summit’s many breakout sessions was a champion of transformational

sity within the entrepreneurial space—where she spoke on the topic of transformational leadership.

In her frank and disarming manner, Prof. Phakeng spoke of the various challenges she had faced along the way, about how these challenges helped mould her into the woman she is today and how they shaped her view of what it means to be a leader who brings about societal change.

Prof. Phakeng’s entire life has been a preparation for her transforming leadership of a venerable South African institution—UCT.

She was the first black female South African to obtain a PhD in Mathematics Education and to be rated an internationally acclaimed researcher by South Africa’s prestigious National Research Foundation—the intermediary agency between the policies and strategies of the Government of South Africa and South Africa’s research institutions.

An accomplished and much sought-after speaker, she has been invited as a speaker and visiting professor at international conferences and universities in Australia, Botswana, Brazil, Canada, Denmark, Finland, India, Italy, Jamaica,



“Transformative leadership cannot happen if we choose to settle with the histories and traditions of an office”



Dr Howard Manyonga

Prof. Phakeng's mantras. Time and again, in interviews and talks, she mentions the three words, as she did in her first missive to members of the UCT community on 2 July the day after she took office when she said: "Three key cornerstones of my vision are to promote

In fact, from everything I could gather about her, Prof. Phakeng does not only talk about transformation, excellence and sustainability, she lives it too. For instance, in a complete (and for some) shocking, break from the past, she will not be having an inauguration ceremony. She said this is in line with her values and conscience, both anchored in a personal faith, which does not allow her to spend money on things she deems quite unnecessary when there is a squeeze on funds.

"I am the Vice-Chancellor and while it is not my money to spend, I will not have an inauguration, which costs about R1 million, as that kind of spending doesn't resonate with my values. I know it is tradition and some people are upset, but I am sure I can give the university the benefit of my being Vice-Chancellor without spending the money," she said.

Speaking at the ABL event, Prof. Phakeng returned to her theme saying, "Transformative leadership cannot happen if we choose to settle with the histories and traditions of an office. It is impossible to be a transformational leader without authenticity."

She said, "I could go with the comfort, I could go with the status, I could go with the luxury, but I choose to stick with my values. You cannot be transformative without your authenticity."

In her opinion, such money could be better spent on paying off amounts owed by indigent students who fail to graduate because of debt.

Two stalwart scientists were awarded prestigious accolades for the profound impact that their research has had on the health of South Africans

the transformation of our institution, to ensure excellence in all we do and to work tirelessly to guarantee the sustainability of our institution for generations to come."

In an interview she gave to a reporter shortly after assuming the office of the Vice-Chancellor of UCT, Prof. Phakeng stated that her priorities were the interrelated concepts of transformation, excellence and sustainability.

"Excellence without transformation is not sustainable, but transformation without excellence has no integrity at all," she said.

Meanwhile, she has pledged 10% of her pay to fund black postgraduate students. This adds up to R200 000 per year.

She spoke of transforming leadership and explained this meant focusing on the various ways in which leaders are created and transformed (from being ordinary transactional brokers and dealmakers) to bring about real social change that, in turn, empowers those around them. Keeping the flag of transformational leadership flying in the field of his practice is Dr Howard Manyonga. Dr Manyonga

is not only an Obstetrician and Gynaecologist but he also has an MBA for good measure.

In an interview, he said that when it comes to leadership, he believes, "The ultimate measure of success of any leader should surely be the magnitude and scope of their impact on individuals in their society, and beyond."

When asked when he decided he wanted to become a doctor and what led to his specialisation as an Obstetrician and Gynaecologist, Dr Manyonga said, "I spent the formative years of my life on the Zambezi escarpment, in a place called Bakasa in the north of Zimbabwe. My father, who was a Teacher, was frequently asked to ferry the very ill and dying to the nearest hospital 23-miles away on a dirt road. The majority of the patients were accompanied by traditional healers and midwives, who were the community's primary caregivers. It was here where



“I could go with the comfort, I could go with the status, I could go with the luxury, but I choose to stick with my values”

my interest in healthcare and social issues was ignited. Another major influence, which led me to specialise in gynaecology and obstetrics, was my paternal grandmother, who was a prominent traditional midwife. She continued to practice long after I qualified as a medical doctor.”

As well as his medical qualifications, Dr Manyonga also obtained an MBA, which he found useful when it came to running his practice. “Running my own practice, which is essentially a small business, requires knowledge about budgeting, people management and, of course, risk management. My undergraduate and postgraduate training had not prepared me for the complexity that confronted me as a novice sole practitioner in a private practice.

“I was fortunate to have shared rooms with a senior colleague who, very early on, helped me to think widely about how to remain

competitive. With his encouragement, I started spending two afternoons a week with a management consulting firm in Cape Town. That exposure convinced me that an MBA was the best way for me to develop my business skills in a complex healthcare environment,” he said.

Dr Manyonga previously ran a private practice for eight years before going into health systems management. He has headed Women’s Health at the Wits Reproductive Health and HIV Institute where he led the effort to develop task-shifting models in maternity and cervical cancer screening. Most recently, he was the COO of Marie Stopes South Africa.

Today, he heads up The Birthing Team—a programme in which maternity care and antenatal education are delivered by teams of healthcare professionals. “The Birthing Team offers pregnant women an all-inclusive

affordable, end-to-end maternity care programme at a fixed price. Our aim is to close the gap between maternity care in the public sector and the expensive private sector. Our model is based on a team structure where pregnancy and birth are overseen by medical teams made up of midwives, obstetricians, paediatricians and anaesthetists. We believe that when maternity care is delivered by a team versus individual practitioners, the risk of poor outcomes is reduced, and the patient experience is also improved.

“Our team structure is very different to what currently exists in the private sector, where practitioners don’t work together as a team and, as a result, there’s a lack of care coordination,” he concluded.▲

Mwangi Githahu





The latest products and technologies revealed at Electra Mining Africa

Over 850 exhibitors showcased their latest new innovations, products and services at one of the world's biggest mining and industrial trade exhibitions



Held at the Johannesburg Expo Centre in Nasrec, Johannesburg, from 10-14 September, leading players in the mining, manufacturing, automation, electrical and power industries joined together across five halls and outside exhibit areas to network and to do business during the five intensive days of the show. Almost 30 000 visitors attended the exhibition and everyone was eager to see the many new products being launched and the hundreds of live demonstrations and interactive displays.

Visitors came from across South Africa, neighbouring SADC countries and there was an international delegation from South America, Turkey and Iran, which was organised by the South African Capital Equipment Export Council.

For 46 years, Electra Mining Africa has been delivering an effective platform to showcase the latest innovations, technologies and trends, and it has become much more than a show—it's a tradition. This year was no exception.

"Despite what is happening in the South African economy and the negativity that we often hear in the mainstream news, we've had record numbers of exhibitors at Electra Mining Africa this year, which is very encouraging," says Gary Corin, the Managing Director of Specialised Exhibitions Montgomery, the organisers of Electra Mining Africa. "We are experiencing tough trading conditions but there's been a level of optimism during the show that has been palpable. It's been felt by our exhibitors, our visitors and by our media and association partners. We've had excellent feedback and, by the end of the show, 45% of our exhibitors had already booked their space for the 2020 show," he adds.

Adding new visitor features and intellectual content at this year's show, the Portfolio Director, Charlene Hefer, says she'd like to think they reinvented the show this year.

"We introduced new areas such as skills development; we really focused on the content and topics of our daily free-to-attend seminars, hosted by the South African Institution of Mechanical Engineering; we had a 'Women in Mining' workshop and two industry conferences. We also introduced our themed days, which were a really exciting new addition," she enthuses.

Five days, five themes

Day one at Electra Mining Africa focused on the future of skills development and one of the highlights was the new skills development area, developed in partnership with the Artisan Training Institute (ATI) and the South African Capital Equipment Export Council (SACEEC).

"Taking place in Hall 8 across the five days of the show, this was a fully functional workshop where learners were able to demonstrate the skills they learn at ATI such as fitting and turning, fabrication, welding and boilermaking, electrical, instrumentation, pneumatics, hydraulics and electro-pneumatics. Career guidance was also available to those wanting to advance in this area," Hefer explains.

The skills development area attracted all levels of visitors, from learners wanting to find out about this as a career, to artisans already in the field, who were interested in the courses on offer and the trends in training, to senior engi-



neers and management, as well as delegates from neighbouring African countries wanting to uplift skills in their own countries.

Many exhibitors joined in with the skills development theme day, highlighting their own initiatives and programmes that are in place to support local skills development.

The content of the free-to-attend seminars also reflected the five show day themes and provided excellent knowledge and learning for the many visitors who attended.

Showcasing new products

Innovative new products were the focus of day two and visitors were able to see a vast number of new technologies and products on display. To add further excitement, exhibitors had been invited by the organisers to enter their new innovations to be assessed by the independent adjudicator SACEEC's CEO, Eric Bruggeman. This year's Innovation Awards covered three categories: South African Innovator, International Innovator: Mechanical, and International Innovator: Electronic. More than 60 products were reviewed across the three categories.

The South African mining supplier, Afri-Tech, was the winner of the Overall Innovation Award and the South African Innovation Award. Afri-tech, a specialised filtration, screen and filter cloths business, officially launched their new Power Nozzle at the show. Unveiled by Mrs Africa finalist, Reinette Herbst, the Power Nozzle gives businesses several benefits, from environmental to labour and costs.

The idea, like so many successful ideas, is a simple but effective one. Bruggeman was so impressed with Afri-Tech's innovation, he also awarded an exhibition stand to the local manufacturer, affording them the opportunity to showcase the Power Nozzle at next year's Local South African Manufacturing Expo, taking place in May 2019 at the Johannesburg Expo Centre.

Afri-Tech's Operations Manager, Gus Basson, was overwhelmed at receiving the two accolades. "I'm lost for words," he exclaimed. "I thought we had a good chance of winning but with so many great products and ideas being showcased at the show, I was wondering if we'd done enough. We are really pleased with the outcome," he added.

The independent Canadian tyre dealer, Kal Tire, received top honours in the category of International Innovation: Mechanical with its Gravity Assist System, mainly for its simplicity and effectiveness. The average mining tyre has a lot of lug nuts. Until now, support for the hefty 36-kg torque gun came through the sheer brawn of the tyre technician. The Gravity Assist System essentially renders the activity and the torque gun 'weightless,' making the process much



Trade exhibitions are an important part of the South African economy, according to Corin

safer, more efficient and precise. The system reduces common risks associated with torque gun tasks, including pinched fingers, muscle strain and fatigue.

“When I reviewed the Gravity Assist System, I was taken aback at not only the simplicity of the machine, but how robust and effective it will be for tyre technicians on mine sites,” explains Bruggeman.

Industrial automation equipment supplier, Beckhoff Automation, won the International Innovation: Electronics Award for its EtherCAT system. Beckhoff implements open automation systems based on personal computer (PC) control technology with a product range that covers industrial PCs, I/O and Fieldbus components, drive technology and automation software.

“Local is Lekker”, safety and diversity

Other themes at this year’s Electra Mining Africa focused on a “Local is Lekker” South African day—a day to celebrate its heritage as a proudly South African exhibition and also to promote all things local. Exhibitors really embraced this theme with lots of South African flags, decorative cakes, biltong, boerewors and,

above all else, by showcasing the best of local manufacturing capabilities.

Safety took the spotlight on the fourth day. With safety ever-growing in importance and every employee having the right to work in a safe environment, exhibitors such as Dromex and BBF Safety Group showcased the latest in PPE products and services relating to workplace safety. A stop by the Southern African Protective Equipment Marketing Association (SAPEMA) stand also provided visitors with insight into the latest safety trends.

Diversity took centre stage on the final day of the show, celebrating the diverse reach of Electra Mining Africa, which has been showcasing the future of mining, manufacturing, electrical and power products and solutions since 1972.

Welcome, 2020

Trade exhibitions are an important part of the South African economy, according to Corin. He says that shows like Electra Mining Africa continue to have a very important role to play.

“New technologies are influencing the way we do business and it’s imperative that those in the industry keep up to date with these trends,”

he explains. “It’s the way to ensure their businesses keep future-fit and that they don’t get left behind. We need to know where Industry 4.0 is taking us and we need to know how the new products and machinery on the market can optimise our production and increase profits. We provide that knowledge and learning environment at Electra Mining Africa, and it’s enhanced even further by the addition of the co-located industry conferences and the free-to-attend daily seminars.

“We look forward to our next show in 2020 with the addition of even more visitor features and attractions,” he adds.

“Hello 2020 - We are Waiting For You” is the theme for Electra Mining Africa 2020. Visitors will be able to find out about the latest trends in Automation 4.0 and the Internet of Things, as well as see a lot of new exhibitors and new products. “We like to think of it as so much more but also more of the same, as this is what brings our visitors back year after year,” concludes Hefer.▲

For more info contact Leigh Miller: Marketing Manager
Visit www.electramining.co.za



South Africans making it big overseas: Tumi Morake, Riaad Moosa, Black Coffee and Trevor Noah

When most people think of South Africa's exports, what comes to mind are the obvious commodities—gems, precious metals, vehicles, iron, steel, fruits, beverages and so forth. Not many people will think to mention entertainment, which, in fact, has been one of the country's biggest exports since before the democratic era.





For instance, I grew up in East Africa, where entertainers such as Miriam Makeba, Johnny Clegg, Brenda Fassie, Lucky Dube and Jonathan Butler were household names. Plays by South African playwrights such as Athol Fugard were often performed on stage, and films such as the 1992 musical *Sarafina*, still hold Box Office records. In more recent times, South African arts and culture have been exported to the rest of the continent via the medium of television, courtesy of DStv and MultiChoice.

A report on South Africa's entertainment and media (E&M) industry published by PricewaterhouseCoopers (PwC) in 2017 forecasted that the sector's total revenue would reach R177.9-billion by 2021, up from R132.7-billion in 2016.

Then there are the entertainment exports such as DJ Black Coffee (real name, Nkosinathi Innocent Maphumulo) and Comedian and US TV show host, Trevor Noah, whose value and worth as exports and the nation's ambassadors is nigh impossible to monetise.

As one of the world's biggest DJs, Black Coffee is constantly making history. He has traversed the globe, with regular shows in Sydney, New York, Sao Paulo, Luanda, Maputo, Los Angeles, Nairobi and Athens. As well as his success as an international DJ, he is also a highly sought-after businessman.

However, success and international acclaim did not occur overnight. It took a combination of years of hard work and pure talent to get where he is. He was born in Durban in KwaZulu-Natal and grew up in Mthatha in the Eastern Cape, before moving back to Durban to study music at Natal Tech. There, along with a couple of friends, Thandukwazi "Demor" Sikhosana and Mqobi "Shota" Mdabe, he started the group, Shana, and relocated to Joburg. It was his endeavours in Johannesburg that led to his being picked by the Red Bull Music Academy in 2003. And that is when his DJ career really began to take off.

In 2005, he released his debut album simply titled *Black Coffee*, and it was the success of this that saw him start his own production company, Soulistic Music, which has since been the launching pad for a number of music careers.

In 2017, Forbes Magazine classed him as Africa's second most bankable artist, just behind Akon, the Senegalese-American, and

ahead of Hugh Masekela whose hit, *Stimela*, DJ Black Coffee covered, reworked and made a hit all over again.

Meanwhile, Noah who began his career as a Comedian, Presenter and Actor here in South Africa has gone on to become one of the world's most recognisable names and faces while hosting *The Daily Show*, an American satirical news programme on Comedy Central.

Asked in a 2015 magazine interview about leadership, Noah said: "For me, being a leader has always meant being part of the team. Some people choose to lead from the top, whereas I choose to lead from within. It's how I ran my production shows back home and how I run my businesses, and it's the same thing I'm trying to do at *The Daily Show*. It's just a different leadership style depending on who you are."

In 2016, Noah released his debut book titled *Born A Crime: Stories of a South African Childhood*. The book garnered him two awards in the Debut Author and Outstanding Biography/Autobiography categories at the US National Association for the Advancement of Colored People (NAACP) awards in February 2017.

The book is based on his life experiences—having been born to a black mother and white father in South Africa in 1984 when the Apartheid regime was still in power and interracial unions were still illegal.

Time magazine named Noah as one of its 10 "young innovators and rising stars" in 2017. His name was on a list of "Next Generation Leaders" that ranged from artists and athletes to activists and entrepreneurs.

Meanwhile, it would seem a worthwhile bet that the world will be getting to know a few more entertainers from South Africa.

In September this year, it was announced that a new and unprecedented stand-up comedy event series featuring the talents of, among others, Comedians Tumi Morake and Riaad Moosa, would be premiering next year on Netflix.

The two will be joining 45 comedians picked from 13 regions across the globe in this groundbreaking event series (title to be announced). Two other South African comedians—Loyiso Gola and Loyiso Madinga—are also on the list. The yet-to-be-named series will feature a range of stand-up specials from comedians who are diverse in style, gender and ethnicity and will be taped in seven languages.

For Morake, there is double the joy as this new show makes her the first African female

Stand-Up Comedian to have her own set on Netflix. On what such a major stride means for other women in stand-up comedy, she said in an interview: "I hope more and more will realise we don't need to wait for the scraps left by male comics. And that, eventually, people will recognise that we can stand toe-to-toe with our male counterparts. I also hope we will no longer be called an endangered species because we are increasing, not decreasing, even in exposure."

Bold, sassy and impossible to ignore, Morake has racked up a few "firsts" in her career. In 2016, she made history by becoming the first South African female Comedian to win Comic of the Year at the Savanna Comics Choice Awards. She was also the first woman to host Comedy Central Presents on African soil.

Moosa and Morake have already recorded a half-hour special at this year's Just For Laughs Comedy Festival in Montreal from 24 July to 29 July. Other specials in the series are set for recording in Sao Paulo, Mexico City, Mumbai, Berlin and Amsterdam.

On the way to Montreal to take part in the Just For Laughs Comedy Festival, Moosa remarked, "Netflix is taking comedy to a whole new level and even though I've been a part of several specials back home, I'm excited and honoured to be taking part in a series of this calibre."

Netflix is the world's leading Internet entertainment service with 125 million memberships in over 190 countries enjoying TV series, documentaries and feature films across a wide variety of genres and languages. Members can watch as much as they want, anytime, anywhere, on any Internet-connected screen. Members can play, pause and resume watching, all without commercials or commitments.

Introducing the series, Lisa Nishimura, the Vice-President, Original Documentary and Comedy, Netflix, said, "Few things are better than discovering a new comedian you love. With this event, we're creating a true comedy festival experience for our members where they can scour the globe from home to find some of the freshest voices in comedy."

Morake is a formidable force in the male-saturated comedy industry. Born in the Free State, she grew up in the North West and is now based in Gauteng. She studied drama at Wits University from 2000 to 2003, majoring in performance and writing with a focus on comedy.

Since beginning her career in smoky clubs in 2006, she is relentless in her quest to maintain

her footing as a comedy tour de force. This drive has seen her steadily grow into one of South Africa's most sought-after comedians, earning her the title of South Africa's First Lady of Comedy—as she says on her website: “Not bad for a mother of three and wife of one.”

Internationally, Morake's comedy career has seen her wow audiences in the Czech Republic, France, Britain and at venues closer to home, in Zimbabwe, Botswana and Ghana.

In true multitasking woman style, Morake has parlayed her comedy into writing, acting and producing. In mid-September, Morake announced the release of *And Then Mama Said*, her highly anticipated debut book, which hit the bookstores in the first week of October.

As well as being a former Medical Doctor turned Comedian and Actor, Riaad Moosa is also a father of four and a husband. As if to prove the old saying, “laughter is the best medicine”, Moosa recently produced the world's first funny medical educational show #DOC, in which he utilised humour to communicate important and practical health promotional information.

Moosa originally flexed his comedic and dramatic acting muscles when he played the lead in the internationally acclaimed movie *Material*, which he also co-wrote. The film was screened at film festivals across the globe.

He won the South African Film and Television Award (SAFTA) for Best Actor for his role in *Material*, which also received SAFTAs for Best Film, Best Director and Best Supporting Actor in 2013. His standup comedy tour in 2013, also called *Doctor's Orders*, was one of the biggest tours of his career, performing to over 35 000 people all over South Africa and beyond.

Moosa's previous one-man shows, *Strictly Halaal* and *For The Baracka*, were instant hits, both live and on DVD. Moosa has appeared in various TV and film productions, such as *Laugh Out Loud*—the largest stand-up comedy show in South African TV history.

But it's not all about basking in the applause and raking in the cash for these South African entertainers making it big abroad. All four of them are very big on giving back to their communities and society as a whole.

For instance, DJ Black Coffee has a charitable foundation named after him. The foundation's motto “Disability is not a curse” is a reference to his own journey to success. The foundation's stated aim is “to uplift the destitute, the physically disabled and the poor”.



In August this year, it was reported that DJ Black Coffee had launched a streaming app, GongBox. He explained his motivation for launching the app saying he planned to use it to help up-and-coming musicians take their music to the world.

DJ Black Coffee added that his belief was that the app would give aspiring musicians exposure and will motivate young people in general to create our their platforms.

In an interview he gave to *Okay Africa*, the digital media platform dedicated to African culture, music and politics, he said, “I've always felt like our future is not certain, because it was in other people's hands and I feel like that's how we've been as a continent. We've always been ready to give our future away to the next bidder who promised us whatever they were bringing. So, my worry has always been, ‘When do we start creating our own things?’ And our own things, not just independent record labels.”

For his part, in April this year, Trevor Noah launched his eponymous foundation whose focus is on helping orphans empower themselves with educational programmes, skills development and drug prevention. At the launch

in Johannesburg, Noah said he was inspired by advice from South-African born Hollywood Actress, Charlize Theron, to “believe in drops in the bucket” when setting up a foundation to benefit people facing complex challenges.

“The journey and goal are to start a programme and better understand how to help schools move forward. Then, we want to help these schools become self-sufficient. Each experience will inform the next. Today is only the beginning,” Noah said.

Noah's foundation, which hopes to drive sustainable change that improves the lives of the most vulnerable youth in South Africa, plans to achieve its goals by investing in three priority areas: psycho-social support, skills development and career guidance.

By partnering with government schools, researching innovative approaches and mobilising philanthropic capital, the foundation is currently piloting initiatives at a government school in Johannesburg that caters for orphans and children who find themselves outside of the traditional family structure. ▲

Mwangi Githahu

Small-scale farming is a must for developing countries

Industrial agriculture—farming that involves the intensive production of livestock, poultry, fish and crops—is one of the most environmentally destructive forms of land use. It depends on mechanisation and on inputs like synthetic fertiliser and harmful pesticides and herbicides and has led to the widespread contamination of soil and water. It also relies on just a few major crops like wheat, maize, soybean and rice, the seeds of which are owned by a mere handful of companies.

A different approach to agriculture is sorely needed. This should, ideally, deliver household food security, ensure sustainable livelihoods and produce quality nutrition in a rapidly changing climate.

Developing countries that are industrialising at a rapid pace are uniquely placed to avoid developing a dependency on one type of technological innovation at the expense of others. This is what is known as a technological lock-in, with industrial agriculture being one form of lock-in. Such countries are also well-placed to establish alternative ways to grow food that maximise livelihoods and sustainable food production.

For instance, Brazil, India, China and South Africa have agricultural sectors that have both industrialised farmers and resource-poor farmers who practice low-input agriculture. These countries offer important spaces for strengthening practices that are well-suited to the challenges facing smallholder farmers—and ones that are more environmentally sound.

A change in these countries could pioneer alternative approaches for other developing countries. The basis for alternative agricultural systems already exists. They're practised by at least 75% of the world's 1.5-billion smallholders, family farmers and indigenous peoples.

These alternatives fall broadly under the umbrella of agroecology. Their key characteristics include the use of technologies based on ecological knowledge, as well as a focus on family farming and local production. They also have low levels of external inputs and are diversified.

Developing countries could leapfrog industrial agriculture systems and move toward an agricultural sector that's run on agroecological principles. But this needs increased public investment and a policy environment that's conducive to encouraging the approach.

Millions are doing it already

Agroecology is already practised by millions of small-scale farmers across the world. China and India, for example, account for 35% and 24% of the world's 570 million family farms. In Brazil, 78% of farms are less than 50 hectares. In South Africa, there are about four million small-scale and mostly subsistence farmers.

These farms play a critical role in food security. This is especially true at a local level. But these farmers also face numerous challenges: access to land and capital, secure land rights, appropriate extension and advice, increased climate variability and market access.

The question is whether public money in emerging economies is being used to address these challenges and the needs of small farmers. Or is it being used to prop up large-scale industrial agriculture?

Many emerging economies have dual forms of agriculture—both industrialised and small-scale. Yet investment in agricultural innovations typically centres only on priorities for industrialised farming.

Genetic engineering is an example. It has become one of the main areas of focus in agricultural research over the past three decades. Highly specialised—it involves the modification of an organism by manipulating its genes—it needs high levels of investment. Those developing it also expect high returns and it's very much a "top-down" approach, removed from the context and knowledge of most of the world's farmers, and often bringing questionable benefits.

Solutions

Smallholder agriculture is increasingly important in emerging economies. There is a need for alternative agricultural solutions. Emerging economies can be leaders in this field. Agroecology presents a tested and forward-looking approach. But it needs to be

institutionalised in the allocation of research funding and in science and technology policy.

Agricultural research and development is already playing an important role. Over the past decade, there have been increased investments by emerging economies in agricultural research. For example, Chinese government investment in agricultural research doubled from 2001 to 2008, exceeding any country except the US. Brazil similarly increased agricultural research and development spending by 46% between 2006 and 2013. South Africa's investment level is more erratic. But it's still high compared to most other sub-Saharan countries.

More needs to be done. Additional steps should include:

Increased cooperation in agricultural research between countries with large public sector institutes like Brazil and China, and countries with less research capacity, such as Mozambique and Malawi;

Demonstrating the validity and economic potential of agroecology. This can be achieved by drawing on farmers' knowledge, developed over centuries of experimentation; and

Redesigning formal training and extension programmes to incorporate local knowledge and have a stronger uptake of agroecology in places where resources are scarce.

Emerging economies provide an important opportunity to upscale agroecological innovations to help improve the livelihoods of small-scale and resource-poor farmers and address environmental problems. But they need public investment and an enabling environment to flourish. ▲

Rachel Wynberg, Associate Professor and DST/NRF Bio-economy Research Chair, University of Cape Town and Laura Pereira, Researcher/Lecturer at the Centre for Complex Systems in Transition, Stellenbosch University; courtesy of The Conversation.

Does your mobile strategy leave you open to cybercrime?

A report by IDC predicts that there will be over 1.7-billion smartphone users by 2020. When added to other figures supplied by the IDC's FutureScape: World Mobility 2017 Predictions report, spending on mobile is predicted to peak at 50% of the total enterprise budgets by 2019. Given that enterprise mobile applications are expected to double by 2018, it becomes apparent that the common use of enterprise mobile platforms is fast-growing.

The trend is spurred by organisations encouraging the uptake of mobile use for work purposes through bring your own device (BYOD) and choose your own device (CYOD) policies. This approach enables staff to work anytime, from anywhere using either their own device or one supplied by the company based on the user's specifications.

The FutureScape report also points out that up to 40% of organisations will save time and money by adopting common management and policy controls for various devices to manage all endpoints on a single system. This is a viable requirement, as a host of new security risks are introduced with the adoption of the mobile workforce.

The risks

Mobility provides many benefits, predominantly given that it enables organisations to maximise their workforce while reducing the space required to 'house' them. Having said that, security concerns related to BYOD or CYOD

are rising. Enterprises need a strong mobile strategy that places security at its core in order to mitigate the risk and defend themselves against cyber attacks. There are three key concerns that need to be addressed:

The increased prevalence of text and social engineering, where users receive or unwittingly send messages containing contaminated hyperlinks. When accessed, the hyperlink allows cybercriminals to hijack an online session or directs the user to a replica site where they could unknowingly reveal their credentials or invite malware into their organisation's network.

Use of public networks. Mobile devices used for work are likely to contain information related to the organisation or have portals or cloud access that link to corporate networks. Users who use public, unsecured Wi-Fi networks to access company networks or data, put their organization—and themselves—at risk of infiltration.

Poor risk awareness and education. Individuals who use their own or a company device to access company data and networks

are often unaware of the risks of doing so. This lack of awareness can lead to unsafe behaviour, putting themselves, their devices and the organisation at risk.

Poor management of these areas puts the entire organisation at risk. Organisations could be vulnerable to the loss of valuable data or they run the risk of data ending up in the wrong hands and being used for unauthorised purposes. A data breach can result in lost revenue, interrupted operations and/or reputational damage.

There is also a risk for the individual user, who can suffer personal losses.

Defining a strategy

Defining an enterprise mobile strategy amidst the vast variety of mobile devices that are available today can be tricky. Organisations need to ensure that they define what constitutes acceptable devices, whether they are user-owned, or company assets. These allowable devices also need to have strict policies around their management, including a jailbreak policy, which disallows users from unlocking their



Users need to be regularly updated on new and emerging threats and how to proceed in the event of an infiltration or cyber attack

phones in order to allow unrestricted access. The policy must also define which applications, websites and social media portals are permitted or restricted.

In conjunction with the device policy, there should be a security policy, which imposes security tools across all devices and outlines security best practices and rules. The following should be covered under the policy:

Right Network Topology and rules implemented for the access of the Internet in the company's premise with firewall, intrusion detection system, web gateway, email gateway and advanced persistent threat (APT) filtering the access to the Internet.

- Mobile threat management.
- Mobile information protection and control.
- Mobile gateway and access protection.
- Mobile security and vulnerability management.
- Mobile identity and access management.
- Application security.
- Content protection, such as message filters, web protection and mobile bitmap.
- Encryption like SSH, TSL, PKI, in case of access to the server from mobile devices. WEP, WPA, RSN for connection to the Wi-Fi network.
- Right password policy as NIST 800-118 guidelines.

- Enforced security and threat awareness training.

The last point is absolutely critical. Users need to be regularly updated on new and emerging threats, how they work, where they originate, how to prevent them and how to proceed in the event of an infiltration or cyber attack. They also need to understand basic mobile security. For example, what necessitates an IMEI number or ICCID (SIM card ID number). The policy must equally outline what the damage control procedures are to minimise the effects of any breach or potential breach.

Making it accessible

From an implementation point of view, organisations should simplify their policy, clearly communicating its contents and educating on any aspects that are not understood. Policy adoption, especially when it comes to security, can be difficult to attain when users (especially using their own devices) do not understand the risks and their implications. When the risks and procedures are understood and enforced, adoption is more easily managed.

Incorporating a user helpdesk can streamline this process. Helpdesks are able to respond to questions, provide guidance on adhering to policy and assist when there are

breaches—suspected or actual. They can also provide user assistance in other matters, which aid in mobile strategy adoption.

Plan ahead

There is no better time for organisations to create or update their mobile strategy than now, when mobility is becoming rife. Businesses should, however, do so with a view on the future. Technologies such as artificial intelligence, augmented reality and the Internet of Things (IoT) are set to become woven into the wireless fabric of businesses, accessible by mobile devices that share the same network. As such, these technologies should be provisioned for or, at least, carefully considered when planning a mobile strategy and defining security parameters.

Organisations can collaborate with expert partners who understand the global and local technology and security landscape in order to create a mobile 'use and security' strategy that aligns with their business. Together with a partner, businesses can outline and implement a policy with all the right tools to cater to their current and future requirements, while mitigating risks and maximising success. ▲

Sanjay Vaid, Director, Cybersecurity and Risk Services-Africa & Continental Europe (CE), Wipro Limited

The life and times of the Minister of Environmental Affairs, Dr Edna Molewa

South Africa and the international community has lost a true champion of the cause of environmental justice and sustainability as a foundation for equitable socio-economic development

On becoming national Minister of Water and Environmental Affairs in 2010, she prioritised the global climate change crisis on both an international and national level. As part of this effort, she facilitated the development of our national climate change response policy that was approved by the Cabinet in 2011. This policy includes a range of measures aimed at achieving both South Africa's overall national goals reflected in the National Development Plan and our commitments made under the UN Framework Convention on Climate Change (UNFCCC).

Dr Molewa was internationally recognised and respected in the climate change fraternity, and has been in the vanguard of global efforts since the genesis of the Paris Agreement at the 2011 COP17 in Durban. In recognition of her dedication and commitment, in August 2018, she was bestowed with the Officier de l'Ordre National de la Légion d'Honneur (Officer in the French Legion of Honour) by the French Government. The Legion of Honour acknowledged Dr Molewa's commitment to the struggle for freedom and democracy, for women's rights and her role in the advancement of global negotiations that led to the signing of the historic global climate change pact referred to as "The Paris Agreement".

Dr Molewa did not only focus on climate change, but she also provided extraordinary vision, inspiration and leadership for the whole spectrum of issues and challenges in the environmental sector. As a visionary leader within the government, Dr Molewa quickly saw the potential of the Malaysian "Big Fast Results" participative planning methodology that has been adapted for application in South Africa as the Operation Phakisa methodology.

Internationally, Dr Molewa led South Africa's negotiation of the United Nations Convention on Biological Diversity (CBD), United Nations Convention to Combat Desertification (UNCCD), World Heritage Convention (WHC) and the Convention on International Trade on Endangered Species of Fauna and Flora (CITES).

Her active role in these multilateral agreements resulted in South Africa being invited to host the 17th Conference of Parties to CITES (COP17) whose legacy includes the sustainable

livelihoods programme, which will positively impact communities globally. It is through these international platforms that she advanced the sustainable use approach as part of conservation and biodiversity management.

She launched an Operation Phakisa for the Oceans Economy and, working in partnership with other relevant government departments, drove the development of the Blue or Oceans Economy, including focus areas on maritime transport, shipbuilding, offshore oil and gas exploration, aquaculture, port development, industrial zone development adjacent to ports, marine and coastal tourism, as well as research and technology, and oceans governance.

She was convinced that securing zones for the conservation of coastal and offshore areas through declaring Marine Protected Areas was essential to economic development, securing marine life for current and future generations.

She sadly passed on whilst in the process of finalising the 2018 National Framework for Air Quality Management, which was to bring a shift in air quality management space and gear the country towards cleaner production.

Dr Molewa was recognised internationally for her vision and leadership in the chemicals and waste management sector. In 2013, she spearheaded South Africa's signing of the Minamata Convention text and the subsequent allocation of funds for key studies to be undertaken in South Africa towards its ratification.

At a national level, through the Chemicals and Waste Economy Phakisa, Dr Molewa has pioneered several innovative initiatives, including the transformation of the sector and addressing the plight of waste pickers.

One of her priorities was to focus on the generation of jobs in the green economy, particularly the waste sector. These initiatives centre



on addressing inequality, poverty alleviation and the creation of jobs. She has supported informal waste collectors through the "tools of the trade programme" that provides for improved logistic innovations on the transportation of the recyclables through motorised transport.

In recognition of her valued contribution to scientific knowledge through her environmental work, Dr Molewa received an honorary doctorate in Applied Sciences from the Vaal University of Technology (VUT) in 2016. A year later, she was appointed as the first Chancellor of the Sefako Makgatho Health Sciences University in Ga-Rankuwa.

She was a woman of substance, a visionary leader, she was knowledgeable, hardworking and a reader, driven to achieve tangible outputs and outcomes. Her passion and immense knowledge in the field of environmental management was exemplary. ▲

Albi Modise, Chief Director: Communications/ Head of Communications, the Department of Environmental Affairs



To the ends of the earth and back

The ice-cool Paul Marsh is a seasoned overlander and is an authority on all things expedition oriented. This recreational pastime has spiked in popularity, especially in the key USA market, with South African and Australian products and experts cashing in on their knowledge.



Marsh has done it all, from the ultimate Camel Man experience of the Camel Trophy in the 90s, to an epic Siberian adventure in frigid conditions, before trekking through 60-degree deserts and muddy jungles, all in the name of exploration.

He currently consults for the international market from Cape Town, giving a plethora of preparatory advice from overland modifications through to better driving and risk management. I met him at R&D Offroad in Cape Town, where he consults on the latest overland conversions. Arriving in Brackenfell where the workshop is situated, I was surprised to see three or four other aftermarket 4x4 suppliers in the same industrial park, showing that business is indeed booming. And that is true of Marsh's car park that is littered with a mouthwatering selection of the most delectable Toyota Land Cruisers that I've ever seen. I'd certainly come to the right place.

Please tell us more about your background and storied history in overlanding?

It's a passion that started when I was about 19, when I was asked to go to Botswana by a company called Penduka Safaris and a man

called Isak Barnard. He gave me the old 45 series Land Cruiser for a couple of years doing backup support and eventually guiding with him into the remote parts of Botswana. He's a legend, he taught me so much, he gave me a real inspiration for the bush and for wildlife—it was a great experience.

Since I was 10 years old, it was my dream to drive through Africa. I was going to do that with a woman, build a vehicle up and I did this as Mandela came into power and everything opened up. The sanctions were dropped and we spent one-and-a-half years driving through Africa. That gives you great opportunities to meet people and explore places. We must have driven 70 000 kilometres in one-and-a-half years, it was a lot of driving. I destroyed a Hilux, broke chassis, I can give you countless valuable lessons I learnt along the way. Additionally, you meet interesting people, which for me, is really a passion.

That took me to England and there, I set up a business called Footloose 4x4, and we started importing expedition equipment from South Africa. South Africa is one of the leaders in expedition equipment for overland four-wheel drive vehicles. We've led the market, along with Australia, and it's given us a unique position

and it certainly gave me a great start in England. More people came to me for my knowledge of and experience in building vehicles and I developed a whole business in England for about 15 years, where we built vehicles, serviced them and maintained them.

But it wasn't just about adding equipment to the vehicle; it was about a person's dream. On average, about 80% of my clients brought a dream to me and I took that dream. It's a real privilege to have someone give you their dream and to facilitate that dream from the vehicle to training, to giving them support on their trip to after their trip, hearing their stories, seeing their photos and then learning what went wrong and what we can improve on. That led me to Australia for a couple of years—a short stay in Perth—which has a very developed, interesting market. However, my passion and yearning to come back to Africa brought me back here five years ago. It's a lifestyle and a great way to live your life.

In terms of the logistics of moving the vehicles around, is that a problem?

Not really, I will actually go and drive some of the vehicles for clients, I've got clients from different parts of the world, and they will ask





“It wasn’t just about adding equipment to the vehicle; it was about a person’s dream”

me to drop a vehicle off somewhere. It’s a great opportunity to jump in a vehicle, head off to somewhere in Africa and go and drop it off for them. I’ve been very privileged, I have driven expeditions around the world and I have built some amazing vehicles. We did a documentary series for Shell in England (we built two vehicles) called *Driven to Extremes*, which took us to the extremes with two Nissan Patrols, Hollywood celebrities, and these vehicles went to minus 60 degrees in Russia.

It’s incredible when you go out there—I remember we once had dinner with some locals in their very small, humble home and they shared something with us, which looked like cubes of chocolate. So, of course, I popped one in my mouth and I had to retain the expression because it certainly wasn’t chocolate. I made sure the rest of the guys in the team took some, it was frozen horse liver. We went from the world’s coldest inhabited city to the world’s coldest inhabited place.

What modifications did you need for that trip?

That was extensive—you strip out the entire vehicle, and you essentially insulate the vehicle shell because that’s the capsule that’s

going to keep you warm. The windscreens get laminated with a second windscreen, like double-glazing, the same with the side windows, and then all the fuel, fuel hoses and electrical components are brought into the vehicle so that you can actually maintain the warmth. The whole focus is to keep the engine warm, which, when you start it, it runs on arctic diesel—it’s not like any diesel we get here, it’s designed for very cold temperatures.

Being able to live your dream every day must be rewarding?


Yes, but it’s challenging. People don’t realise that when you go on an expedition, it’s not a holiday, its tough work, you might change your environment but the stresses are the same. On an expedition, you have to adapt to different scenarios, different challenges and different problems. I’ve done support for big expeditions where we’ve taken 100 vehicles, classic cars and four-wheel drives right around South America, which lasted three months. Then, we drove from London to Sydney in 2005. That was through Iran, Pakistan and across the Karakoram Highway before the earthquakes. That was an incredible trip all the way down through to Singapore, and then we shipped the

vehicles into Darwin and drove down through the middle of Australia. My ex-wife was a doctor, so we used to run trips together for many years where we would give support medically and mechanically on big expeditions.

It’s a big responsibility because things can often go wrong. I’ve had some serious incidents on trips and expeditions, it’s not fun at times. But you plan, you learn from that, you learn how to prepare yourself better, what to do, what you would do in the event of a situation—you wrap all those experiences up into training again. To me, mainly about sharing my knowledge with people who are going to go out on trips. Sometimes, I get youngsters who want to do a trip to Africa. That spirit is fantastic, but I want them to know that they’re well-prepared, so they actually feel as though they can cope with the situations thrown at them.

Overlanders are often the first western tourists to venture to great unknown destinations that people are often afraid to go into. How has overlanding developed?

People have always travelled overland, this dates right back to early times, and you can’t take away from some of the trips people have done, they have done some incredible trips in



“I’ve had friends who have gone on trips and it’s all fallen apart because they didn’t discuss scenarios”

quite arduous conditions. But that was seen as ‘people over there do it’, and not as something that’s easy for us to do. Nowadays, we’ve made it more accessible for people, and I’ve always believed the important thing is to see the full picture. If you’re going to prepare yourself or work with me to prepare, you need to prepare yourself completely.

It’s not just about a vehicle. Choosing where you’re going to go is also important because you’ve got to build up your experience. You take big risks when you travel—it can be dangerous if you’re inexperienced and you take risks. But you mitigate a lot of risks and danger by actually just following simple rules. Take scuba diving, for instance. It can be deemed the most dangerous sport, but I believe it’s one of the safest sports until you break a rule. Driving at night is really dangerous and anyone who has lived in Africa will tell you, you don’t do it at all costs, you avoid it. Expeditions have become more accessible for people but it’s how you do it that counts. There are many people who have climbed Everest well-prepared and there are some who have climbed it ill-prepared, and they paid the price.

The ultimate price.

The ultimate price can sometimes be paid. You go on an expedition unprepared and then you

expect someone else who is prepared to come and dig you out, to help you and rescue you. It’s about taking responsibility for yourself and your partner, and going with the right attitude. That’s really important, as is having a lot of fun. People often tell me border crossings are one of the scariest times for them. I love border crossings, they give me the chance to chat to the guys and if you go with the right attitude, you’re prepared to treat them as equals, and you’re going to have an enjoyable conversation. It’s not a scary place, it’s actually a lot of fun and a lot of the situations people find themselves in, awkwardly, are due to a lack of understanding, a bad attitude and nervousness or fear—you can resolve a lot of that by preparing yourself properly.

Do you find common dreams coming through from different clients?

Yes, absolutely; you’d be surprised, living in England, a lot of people wanted to drive back to South Africa. Sometimes I’d actually say to people, ‘Let’s just ship your vehicle to Cape Town, why don’t you do a route from Cape Town, back up into Africa, into East Africa and come back down to Cape Town’. That way, you start off in a country that’s fairly easy to learn, you get comfortable with your gear, your vehicle, and you build your experience. By the time you reach East Africa and the more remote places,

you’re more experienced. Then you double-back down and you can bypass some of the more difficult places to get through. Some of it is more bureaucracy than difficult driving.

The dream has to be flexible. I believe that, because situations change, you have to understand and manage your expectations.

There’s a couple we built a vehicle for, they’ve been travelling around the world for four years and it’s fascinating when you understand what people are doing and why they’re doing it. They really need to focus on their actual processes so they’re clear about what they want.

I see a Camel Trophy picture on your wall, that’s legendary. What helped launch the 4x4 SUV segment globally?

The Camel Trophy is something I’ve always dreamt of getting involved in. I did two events and it was challenging but, overall, it was a fantastic experience. Camel Trophy led the way with quite extreme expeditions, which were not for everyone, but it certainly opened people’s eyes. Overland travel has been in people’s blood for a long time, it’s just now becoming more of an industry. It’s not really well-controlled and there are lots of people doing lots of things to vehicles. In Australia, it’s a bit more regulated—what you can and can’t do to vehicles—so, it’s a question of where you’re going, what you

need, what you don't need and more often than not, I'm telling clients to take less kit and more experience, keep it simple, if you need it, buy it and if you don't need it, get rid of it.

Are you seeing more high-net-worth individuals getting involved in overlanding?

I see more people who are looking at a lifestyle, people who have actually decided that there are more things they want to do in life. For some, working and retiring at 65/70 is a reality but for others, they're saying, 'I can afford to retire a bit earlier and I want to do something with my life, I actually want to do something and plan something'. Always, when I build a vehicle, both partners have to be involved. The one will drive the dream and I need to understand that relationship. I need to understand what the two of them are trying to get out of the experience, who needs to be working on it in different ways and what they want to achieve. Sometimes, you will find that relationships develop into a whole new era and some couples have reinvented themselves.

When you are leading an expedition, what are the key leadership qualities that come to the fore that are essential in different situations?

A lot of it centres around communication. If you're going to take a group of people, you've absolutely got to understand your group. You need to know where you're going, you need to know the safety elements, you need to be well-prepared—in my book, those are the basics. The big thing people get wrong—I certainly did in the early days—is not meeting people's expectations or not managing expectations and group dynamics. Any person who has led a number of groups will tell you that group dynamics change on a daily basis and you've got to be a people's person to manage the group dynamics in a professional way. It is about a value system, it is about being very clear with people. We teach people how to treat us and it's important that we do that clearly by discussing the roles and responsibilities before going on a trip. I've had friends who have gone on trips and it's all fallen apart because they didn't discuss scenarios. Scenario-based situations are a big part of my training, and we talk about it. So, you've had an accident? Okay. You've knocked someone over? Let's talk about it. Through these discussions,

the reality sets in and you've actually got that programmed in your mind. It simply gives one that much more confidence, but few people get that right.

In South America, on a big trip, I was travelling with a friend of mine, a prominent Orthopaedic Surgeon from Johannesburg, and I owe my life to him. We had been driving for three months, we had three days without proper sleep, if any, going through Uruguay on the back roads, trying to catch the rally. We were the final sweep vehicle. I was driving too fast, I was too tired and I flipped the car, and rolled it six times. I broke my neck so badly that I've now got plates in the front and back of my neck. In that instance, I wasn't supposed to survive because 2mm more, and I would have been paralysed from the neck down.

Mark's a satellite phone was put in the glove box that day—we always carry a satellite phone—and I owe my life to that satellite phone.

We got a military helicopter to a hospital where a plastic surgeon walked in on a Sunday morning and stitched me to a point where

the best neck surgeon in the whole of South America operated on me, Mark Human, a man ahead of his time. My entire focus for the next year was to get back to doing everything I used to do: bungee jumping, para-motoring, scuba diving, you name it I do it. So, with that mental focus, a month later, I was driving a car. But the experience was a life wake-up call: what do we want out of our lives, where do we want to go with it?

Overland expeditions offer a great platform for people to experience life in a different way, life in a way where it's going to give them some meaning; it's going to give them far more real experiences. It's not buttered up, it's not made pretty. Some of the places you'll stay will be horrific, some of them will be amazing, people will take you into their homes and people will humble you to your knees. Few people would do it for their own countrymen. When you're a stranger, they stop to help you, they're there for you. It's incredible. ▲

Greg Simpson, images courtesy of Paul Marsh



“More often than not, I'm telling clients to take less kit and more experience”

PRESIDENT CYRIL RAMAPHOSA, during his 2018 Rosh Hashanah address, assured the South African Jewish community of its importance to the country, but reaffirmed his support of a two-state solution in Israel:

"We must be equally appalled by the violation of the rights of a person, whether Palestinian or Israeli, whether Jewish, Muslim or Christian. We must recognise equally the inalienable right of every people to self-determination and freedom."

SIBUSISO SITHOLE, the Passenger Rail Agency of South Africa (Prasa) CEO, reflects on the most recent figures, which revealed a loss of R928 million in the 2016/17 financial year and says:

"In Prasa, we have inherited not just a broken organisation, but an organisation that is in ICU. For all intents and purposes, we are really an organisation that is struggling to survive."

ANDRIES DELPORT, Vodacom's Chief Technology Officer, is excited about Lesotho being chosen as a test bed for the company's new 5G technology solutions:

"It is transformative... it allows us to start talking about driverless cars, and robots and machines in factories [...] I can tell you, the Lesotho people are super-proud of this."

SKHUMBUZO MACOZOMA, SANRAL'S CEO, refers to the recent signing of a memorandum of understanding with Barloworld Logistics that will provide emerging contractors, especially black women and youth, with greater access to Caterpillar equipment:

"We want to reward people who have taken transformation seriously. This is the focus."



TOM ENDERS, Airbus' CEO, says, following the recent altitude record that was broken by its Perlan 2 Glider:

"By exploring an underexplored part of the atmosphere, Perlan is teaching us about efficient high-altitude flight, about detecting natural sources of lift and avoiding turbulence, and even about the viability of wing-borne exploration of Mars."

ESMARÉ WEIDEMAN, Media 24's outgoing CEO, believes that editorial independence is "sacrosanct" and a vital component of a sound business and political landscape:

"As we have seen, we play a huge role in terms of the socio-political landscape. To thrive in business, you need a stable economy and for a stable economy, you need a stable socio-political landscape."

JEFF BEZOS, Amazon's founder and CEO, and his wife, MacKenzie Bezos, have launched a US\$2 billion fund to help homeless families and create a network of non-profit preschools. He says:

"We'll use the same set of principles that have driven Amazon. Most important among those will be genuine, intense customer obsession. The child will be the customer."

FRANCESCO D'ERRICO, a researcher from the University of Bordeaux, says, in light of the recent discovery of the 73 000-year-old cave drawings in Blombos Cave near Cape Town:

"This is the first-known drawing in human history. What does it mean? I don't know. What I do know is that what can look very abstract to us could mean something to the people in the traditional society who produced it."

ANTÓNIO GUTERRES, the United Nations Secretary-General, pays tribute to the recently departed Nobel Peace Prize Laureate and former UN Secretary-General, Kofi Annan, and says:

"As we face the headwinds of our troubled and turbulent times, let us always be inspired by the legacy of Kofi Annan. Our world needs it now more than ever."

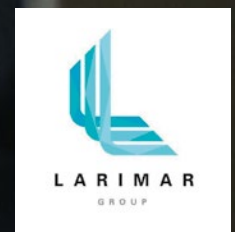
MIKE SCHUSSLER, a prominent South African economist, believes that unemployment is currently the biggest crisis facing the country at the moment:

"The unemployment rate in South Africa is higher than that of the United States during the Great Depression when unemployment reached 25%."

Leadership

FOCUS

**Franco Pisapia,
Managing Director
of the Larimar Group,
Putco's holding company**



SPECIAL ADVERTISING SECTION

Leadership

FOCUS



61

Contents

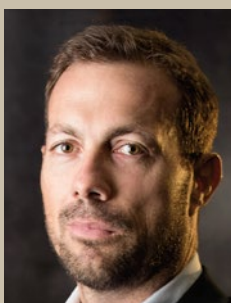
- 61 PUTCO
- 66 THE MANUFACTURING, ENGINEERING AND RELATED SERVICES SETA (MERSETA)
- 71 THE NORTHERN CAPE
- 72 TIGER BRANDS
- 74 MEDSHIELD
- 76 HORTGRO
- 78 ECENTRIC PAYMENT SYSTEMS
- 80 TAFARI CAPITAL
- 82 NORTON ROSE FULBRIGHT
- 85 THE BLACK LAWYERS ASSOCIATION
- 88 UMONGO PETROLEUM
- 90 FASTWAY COURIERS
- 92 UCADEMY
- 94 OCULAR TECHNOLOGIES
- 96 MODI MINING
- 98 THE NAMIBIA CIVIL AVIATION AUTHORITY (NCAA)
- 100 THINK-CAREER
- 102 THE JOHANNESBURG DEVELOPMENT AGENCY (JDA)
- 104 EBONOKO HOLDINGS



66



72



74



76



78



82



85

Treating passengers like family

Providing essential transport services to those who need it most, Putco is a household name for many South Africans. Headquartered in Gauteng, the bus transportation company now operates an impressive fleet in excess of 1 600 buses and travels 90 million kilometres each year, transporting some 73 million passengers.

Formed in a time of adversity, Putco came to fruition in 1945, following a dramatic bus strike in the preceding year. As Putco was becoming established, a family, consisting of Gaetano, Luigi and Albino Carleo started their own small bus operations out of Wynberg in 1948.

In 1965, Gaetano moved out of the bus transport business and, together with his family, concentrated on upgrading and developing Africa Body & Coach. In 1970, Carleo Enterprise was formed with the sole purpose of acquiring Putco and, following the growth of their own business, the family took control of Putco in September 1971.

“Putco has been part of the South African history, trading on the Johannesburg Stock Exchange (JSE) for over six decades; surviving the penny fare increase of 1954, the 1976 riots and the upheavals of the 1980s. It is also the only public passenger company previously listed on the Johannesburg Securities Exchange SA, and we have grown into the biggest commuter bus operator in the country,” says Franco Pisapia, the Managing Director of the Larimar Group, Putco’s holding company.

With the acquisition of Putco, the Carleo family’s dream of having a foothold in the public transport and industrial sectors was finally achieved. Putco continued to grow in leaps and



bounds, with operations in the Pretoria area, Johannesburg and surrounding suburbs and at one stage, even in Durban.

“I still remember the energy my grandfather put into the business. He had a real zest for doing things, from starting new projects to making sure he was always involved in things. For me, that was exciting, and even though he was an old man, he continued to do things until he was gone. I think it is very incorrect for managers to expect people to respect them,

the respect must come from the manager too,” he says.

The road to transformation

Along the way, Putco’s ownership structure has, however, changed significantly and today, the company is 42.6% black-owned, 19% of which are black women.

“As a proudly South African company, it was important to move with the times, and with the ushering in of a new political dispensation, we

took up the challenge of transformation and empowerment in support of the government to venture into BBBEE,” says Pisapia.

Having been listed on the JSE for more than six decades, the company had to delist, and discussions were held with minority shareholders until 42.6% shares were acquired for 3 300 of its workers, two black women groupings, people with disabilities, youth groupings and community groupings.

“The process concluded with an empowerment deal that the Group is proud of. I think

male roles. We have pledged to ensure skills development and transformation, including the championing of female empowerment within the transport sector,” Pisapia explains.

Putco’s training academy and selection centre prioritise the selection and training of female drivers.

Through the company’s professional learnerships and other training programmes, 54 female drivers have been trained, and this represents 3.23% of the total number of drivers currently employed.

“Our company is run on the value that it is only through embracing diversity and facilitating inclusion that South Africans can their shift perceptions and address stereotypes within the bus operator industry and the wider transport sector,” he adds.

In 1982, Putco established a foundation with the purpose of contributing to communities afflicted by poverty and unemployment. Through the years, the foundation has educated students and produced medical doctors and engineers. Furthermore, through the Putco Foundation, local communities continue to benefit from the generous investment in vital equipment or services.

“We are very proud of our contribution. The foundation, now 25 years old, has, for many years, been involved in helping everyone, from children with their schooling to people with a disability to experience their first flight. We’ve built houses and nursery schools, contributed to water projects, feeding schemes and all sorts of projects, especially around education. We have helped produce 21 qualified doctors and, for the last five years, we’ve run a programme on financial education, helping people to understand how to manage budgets better,” Pisapia enthuses.

Safety comes first

Putco’s fleet of 1 600 buses is made up of a number of different vehicles, carrying from 80 passengers to 104.

“We use Iveco, Mercedes, and MAN buses. The majority of our fleet is made by Iveco and we work in collaboration with them in the manufacturing of these buses. We run a factory together with them in Rosslyn, where the buses are made with 95% local content in terms of their body, making this the most local content out of all other buses. Our vehicles all meet SABS standards, and we use the ISO 9001 quality management system. All of our processes are audited by SABS and through new programmes at the factory, we hope to create 300 jobs in the near future,” he says.

Putco has also designed an emergency window, a critical safety feature in the event of a fire or accident.

“We also perform a number of quality checks, with evaluations done every two weeks. Again, all of these processes are evaluated by our business processing department, and these audits are done on a monthly basis. We run on an eight-week maintenance cycle supervised

The company also takes its social responsibilities very seriously and is making a positive impact, based on the idea that transport plays a significant role in the growth and development of any country

it’s essential for South African companies to be structured correctly in terms of current requirements. If you look at the makeup of our employees, 94% of our employees are black, including managers and the board. We also pride ourselves on the fact that we offer as many opportunities as possible in terms of employment, especially when it comes to the employment of staff members’ family. We’ve been doing this for 60 years,” he says.

The company also takes its social responsibilities very seriously and is making a positive impact, based on the idea that transport plays a significant role in the growth and development of any country.

“In addition to its economic contribution, transport is critical to upward social mobility, broadening access to healthcare, education, employment, and it promotes social cohesion. Diversity within the transport industry is just as critical to sustainability and growth,” he says.

When it comes to the commuter bus service industry, a significant barrier to entry in the business is the perception that driving a bus is a male profession. This, more than any other factor, has worked to entrench a preference for male drivers and has discouraged female interest in the trade.

“The times are changing, and there are bus operators who recognise that diversity in the workplace must include women in traditionally

“We are committed to increasing this figure through every learnership intake. Participants in the professional learnership programme undergo six months of theoretical and practical training at the training academy, followed by another month of practical driving at the depot, moving buses inside the depot premises. Once they are found competent on the first part of their training, they commence route training under the watchful eye of mentor drivers. Once qualified, graduates operate shifts on their own,” he explains.

But Putco’s commitment to gender equality doesn’t stop there. The Putco apprenticeship programmes offer courses for diesel mechanics and auto electricians. Many trainees go on to qualify as artisans after writing their trade tests. Putco currently has 166 apprentices in its training programme, 65 of these apprentices are females.

“Through this apprenticeship programme, we have a number of ladies operating in the maintenance department and factory, where they work on overhauling engines. We do put a lot of focus on this particular point, proving that this is not a male-dominated business as in many of our departments, there are more females than there are men. One of our ladies recently won driver of the year in a competition organised by the Department of Transport,” Pisapia says.



“I still remember the energy my grandfather put into the business. He had a real zest for doing things, from starting new projects to making sure he was always involved in things.”

by a foreman, technicians, and managers and those processes are monitored and audited on a monthly basis," he explains.

Putco Driver Training is based on the Certificate for Professional Driving registered with the TETA, and all training material and content has been accredited with the TETA and the Standards Generating Body (SGB).

"We follow a stringent and scientific driver selection process so that we employ high-calibre drivers, and the selection process is conducted by a dedicated team of human resource practitioners and qualified psychometrists.

"Our training school is the biggest in terms of driver training, and we utilise the Vienna Dover system to identify specific character traits and abilities. Candidates undergo a six-week training programme, and they are employed by us for those six weeks. After that, they go on to our shepherd driver programme and during the course of their employment, they receive refresher training twice a year to keep abreast of all new regulations, and to address any new habits they may have picked up," he says.

Putco also has measures in place to control driver behaviour. Their new system is capable of monitoring harsh braking, accelerating and other unwanted behaviours. They also have security cameras on buses to ensure passenger safety.

The Vienna Dover System is used to assess driver candidates' decision-making speed, the correctness of decisions, hand-eye-foot coordination, auditory and visual discrimination,

"Our training school is the biggest in terms of driver training, and we utilise the Vienna Dover system to identify specific character traits and abilities.

reaction speed, concentration levels, stress tolerance and stress recovery.

"This computerised assessment was developed in Austria and since its introduction to South Africa in 1982, South African norms were developed based on the general South African population. Driver candidates also undergo a 20-minute practical bus driving assessment by a driving instructor to ensure that they will be able to master all the driving skills successfully during the training period," Pisapia explains.

Drivers do, however, face a number of stressful operating conditions.

"Some of the biggest challenges for drivers include dealing with unwanted passenger habits and behaviour, including not paying for tickets, as well as the harsh conditions on some of the country's roads, especially in areas where there are no tar roads.

"It is a very different thing to see a Gautrain bus compared to one of ours, and this has a lot to do with where we operate, which includes urban, semi-urban and rural areas. It is quite a challenge from a driver's point of view when a passenger just wants to get to their destination as soon as possible. We've even had cases where they have been assaulted by passengers, so it's not always an easy task for them," Pisapia says.

In the unfortunate event of an accident, Putco also has a very comprehensive Public Liability Programme in place, as well as a partnership with Netcare 911, which assists injured passengers to get medical assistance as well as take the injured passengers to a hospital.

Industry challenges

"All bus operators suffer from the lack of funding available for the industry. This does not seem to be at the forefront of the government's objectives and while they have created a lot of infrastructure programmes, none of these is really benefiting us.

"I personally believe that the industry in which we operate should be given the most

attention, but it has been the Gautrain and Bus Rapid Transit (BRT) system that have been made priorities. BRT passengers are subsidised far more than ours but it is our passengers who unfortunately need it more. Our subsidy is the lowest in the country and you need to remember that it is the passenger who is subsidised and not the company," he says.

Prior to this funding problem, Putco introduced 900 new buses into its fleet between 2006 and 2011, by far the biggest fleet renewal

programme of all public transport operators in South Africa.

"We were severely affected by the restrictions put in place in 2009, and this reduction of funding proved detrimental to our industry. It is our job to help people get to their place of work and back home safely but, unfortunately, the state of public transport makes this a difficult task. Our industry has seen no new policies since 1997, and I also think that we are the most affected because we are the biggest in the bus sector," he says.

"That said, our bus replacement programme was very successful and we managed to replace, on average, 250 buses a year, taking us to 900 in total. As a result, we now boast one of the youngest average age-per-bus for our fleet, and this helps us to continue to provide a quality service to our customers," he adds.

However, Pisapia believes that with a workforce committed to doing the best they can, their various CSI programmes and their efforts to continue to diversify their business and ownership, they have what it takes to continue to grow and improve their service offering.

"Technology will also play a very big role in how we do things, helping make us more accessible to our customers while improving our own efficiencies. In many aspects I do believe that we need to embrace it, keeping in mind that it evolves quite fast, even from the types of buses we use. We are already looking at electric buses, which would be a big evolution in our fleet. Better fuel efficiency and lower emissions are very important considerations, so we are looking forward to exploring these new technologies.

"Control technologies also play a crucial role in managing the business. With these innovations, we are able to control where our buses are, their timing, the driver's behaviour and the passengers—all critical elements of our business. Going forward, we will be investigating the possibility of making everything mobile, as we are very aware that most things today are done via the cell phone. This also gives our customers more flexibility, and we hope to one day see an integrated system that includes all modes of transport, easily accessible in one medium," he says.

Keeping it in the family

Taking the reins of the family business, Pisapia has enjoyed a varied and exciting career. Armed with a diploma in mechanical engineering and a diploma in business administration and



“I don’t see the value in autocratic leadership, but rather prefer to operate as a collective, collaborating with our own employees as well as the industry”

production management, he came to the Larimar Group with a diverse business background.

“I started in the engineering sector and stayed in that industry for seven years before venturing out and starting my own business in property development and retail, focusing mainly on the import and export distribution of food products. I’ve been the Director of many companies and I’ve been involved in many industries.

“But I’ve been linked to Putco since the day I was born, as my grandfather started the business, and in 2004, I was asked to run the company. I’ve been associated with the transport industry for many years, so it was a natural progression for me. All these years later and I’m still here, the business still drives me, and I have a lot of passion for what I do,” he says.

Pisapia is tasked with overseeing all the subsidiary companies under the Larimar Group, including Putco, and it is his job to run and make sure that all subsidiaries operate properly and efficiently.

“One of the biggest tasks is managing the strategy of the group to ensure a happy workforce while delivering proper service. This is not always easy as there are often issues out of our control, but I believe that it is important to be a

humble leader and give people the opportunity to express their views and debate issues. I don’t see the value in autocratic leadership, but rather prefer to operate as a collective, collaborating with our own employees as well as the industry.

“For me, collaboration is better than the competition because we all win. Another important aspect of my job is to keep people motivated. By ensuring that we always have new projects on the horizon, we are giving our employees something to look forward to. Otherwise, people become stagnant and are unable to offer any new approaches to problems that may arise. When it comes to our commuters, I must also make sure I am accessible and, as a Manager, I need to be accessible. It is important to communicate with people, visit the various divisions and address the people who work there,” Pisapia explains.

In future, he also hopes to see a plan in place for a proper integrated public transport network, with both the funding and support from central government as well as and cooperation from the three different spheres—national, provincial and municipal—and this, he says, is critical as, often, these arms of the government do not communicate effectively with each other.

“As a leader, I also work on the principle that, ultimately, the company comes first. It’s not about the leader but the company and the last thing employees need is a leader who is isolated and behaves like a dictator,” he says.

To this day, his grandfather plays a very big role in the person he has become, as well as his uncle, who handed the business over to him.

“I’ve also learnt a lot from other people, including Nelson Mandela, and when it comes to business, Bill Gates.

“Some of my previous employers and a few very good friends have also had an impact on my life, as has my wife.

“I think it’s always important to have a partner who supports you, and she has been a very good role model for me. Even your children become role models in a sense because they teach you to think of things in a different way, making sure you don’t get caught in the generation gap,” he says.

“But my own personal drive is centred on our commuters who deserve to be better served in terms of public transport. To me, that is what is most important, the millions of people who require affordable, safe public transport,” Pisapia concludes. ▲





merSETA

Facilitating skills development, education and training

The Manufacturing, Engineering and Related Services SETA (merSETA) is amongst one of the 21 SETAs set up across various industries to promote skills and development in South Africa. Lebogang Letsoalo, the Chairperson of merSETA, exudes the dedication and drive towards a South Africa where the manufacturing and associated industries create jobs and wealth.

There are five sub-sectors or chambers within merSETA: metal and engineering, auto manufacturing, motor retail and component manufacturing, tyre manufacturing, as well as the plastics industry. These chambers comprise of about 40 000 companies, with an estimated workforce of 600 000 people.

merSETA's ultimate vision is to capacitate the industry and drive the fight against unemployment. In fact, Letsoalo firmly lives by the belief that manufacturing as an industry is capable of turning the South African economy around and becoming the saving grace.

Letsoalo admits that the SETA's reputation hasn't necessarily been seen to add value, but merSETA's new board and strategy are robust and she is confident that merSETA could become the benchmark. The future of SETAs will be decided in the next two years, Letsoalo says, when the licences will be reviewed and harsh decisions are made. It is hers and the board's vision to make merSETA the golden standard. This, she says, can only be done through collaboration and partnerships. Partnerships amongst other SETAs but, importantly, with the business world.

Public-private partnerships (PPPs) are key to the growth of the sector and the economy as a whole. Currently, Letsoalo says the private and public sectors have been working in silos and as an independent Chairperson, she is able to see that gap and pull them together. The government has ideas on what the country's imperatives should be and corporates have the resources as enablers to achieving them, therefore, bringing them together is critical.

Industry 4.0

Technology has disrupted and evolved many sectors over the past few years and promises to continue doing so. Letsoalo says that in line with Industry 4.0, curricula and lecturers need to be brought into alignment with what the corporates require from graduates. There is a disparity between the theory-heavy learning experienced in universities and technical colleges and what is required in the workplace. merSETA is perfectly positioned to act as a lever, through its research and support academia with updating curricula in line with the 'real-world' requirements of business.

One of the most exciting developments in technology is the advent of 3-dimensional simulations to bring practical solutions which build technical competencies, Letsoalo says. "A

student is now able to look at a computer-aided design (CAD) drawing of an engine and see each and every part. They are able to interact with it in real-time and see what would happen if one part was missing, or if a part was taken out incorrectly," explains Letsoalo.

How BRICS and merSETA can help drive the economy

Letsoalo is passionate when talking about the youth and she believes the only way to effectively and sustainably eradicate unemployment is through entrepreneurship: "One issue a new business may experience is that they require an artisan but are unable to pay the high price of an experienced engineer. Through merSETA, we offer companies the opportunity to hire graduates at a much lower cost. This not only stimulates the small business but provides on-site experience for the graduate," she says.

Letsoalo points out that during the build-up to the Soccer World Cup in 2010, many of the artisans required were imported from China. Her question is, "If there is another boom like that in capital procurement, would we have the necessary local skills?" The answer is a dismal no. Yet, the silver lining is that through BRICS and the initiatives focusing on skills development, change is on the horizon. The



focus is on consolidating the level of readiness in the country and aligning that with the investment available.

The BRICS Business Council (BRICS BBC)

The BRICS BBC comprises of nine working groups that drive collaboration in key strategic areas.

merSETA is a member of the international BRICS Manufacturing and Skills Development Working Groups (SDWG), which have the following objectives:

- Increasing bilateral and multilateral cooperation in skills development for Industry 4.0 and other future skills that facilitate economic growth.
- Establishing collaboration for innovation and development of cost-effective learning tools.
- The development of a standard qualification framework and new curriculum in emerging technologies in order to facilitate skills development and raise skills standards.
- Hosting a skills challenge and expo to encourage the desirability of vocational skills and promote awareness of future jobs amongst youth.

“Skills for today and tomorrow”

As one of the international collaboration projects, the South African BBC SDWG agreed to

host the second BRICS Future Skills Challenge and Expo with the theme of “Skills for today and tomorrow”.

The skills areas featured during the 2018 Future Skills Challenge will showcase transforming and emerging skills directly linked to Industry 4.0.

Skills areas broadly relate to the digital, manufacturing and engineering and composite sub-sectors, which resulted in the merSETA embracing the opportunity to play a key role in the event.

The following skills areas will be featured through youth skills competitions/challenges as well as skills demonstrations:

- Cybersecurity
- Industrial Internet of Things
- Data analytics
- Industrial robotics
- Welding, including robotic welding
- Intelligent manufacturing: 3D printing
- CNC Multi-Axis Machining
- Drone technology
- Composite technology
- Manufacturing maker challenge
- Aircraft sheet metal

The supply chain, merSETA and growth

Letsoalo’s background is in supply chain management, where some of the biggest challenges include governance and the role of procurement in enabling entrepreneurship, industrialisation, localisation and competition, she says. In her view, China became a world power in the field of manufacturing because they enabled themselves to do so. In South Africa, the Black Industrialist Programme is aimed at the localisation of the industry, where the focus will be on manufacturing locally and exporting, rather than relying on imports. Collaborative efforts will also be required to ensure the success of this vision. Discussions with organisations such as Proudly SA, will guarantee that South African products are positively marketed to the international market.

Following 18 years in the supply chain sector, Letsoalo has insights, which may cause some envy. Yet, having left the corporate world three years ago, Letsoalo has not sat still. In addition to being the newly-appointed Chairperson of merSETA, she is a well-known supply chain coach, helping companies optimise their supply chains, she is part of an organisation that provides advisory solutions in the supply chain sector.

In her opinion, corruption is the biggest problem facing the supply chain industry and only through training, coaching and mentoring can the right skills be taught and the correct ethics imparted to the next generation.

On becoming the Chairperson of merSETA, Letsoalo chuckles: “It’s a mammoth task to ensure strategic leadership, which will ensure that what we are doing has a meaningful impact. With the SETA licences being reviewed in two years, I want merSETA to be seen as one of the levers driving the South African economy.”

When looking at skills development, Letsoalo believes there are two prongs:

1. Career—are the skills being imparted at tertiary education facilities meeting the needs of the corporate world?
2. Entrepreneurship—are graduates able to either start working immediately or, better yet, start their own businesses?

Letsoalo the leader

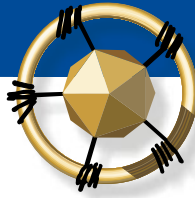
Humbly, Letsoalo describes her leadership style as the “servant leader”. This means that you need to be a thought leader, have passion and make an impact by building human capital. You must be an example both inside and outside your industry.

In the corporate world, there is a certain level of influence and affluence that can be achieved but how often you volunteer is as important as building up your network. Not every activity in which you participate needs to be remunerated, you need to know that you are making an impact, says Letsoalo.

Skills and information sharing are key to her success. Skills development isn’t necessarily about sitting someone down in a classroom and teaching them, it is about sharing your experiences, talking to people you admire and building human capital in those around you. Letsoalo is drawn to people with passion, it could be the CEO of a multi-national conglomerate or a cleaner in the street, looking at celebrities as role models isn’t always good—rather look for someone with passion, drive, resilience and ethics.

The biggest competition she experiences is with herself, no one else.

“If I can’t make a difference, I may as well either change my ways or forget the task. Every action needs to make a positive change in our worlds and through merSETA, I feel like this is completely achievable,” Letsoalo says in closing. ▲



merSETA

MANUFACTURING, ENGINEERING
AND RELATED SERVICES SETA

Buzzwords of the Fourth Industrial Revolution in Manufacturing



The term “**Fourth Industrial Revolution**” also known as **Industry 4.0** refers to the fourth wave of industrial revolution characterised by the fusing of **computation, networking and physical (cyber-physical) algorithms** that are **controlled or monitored by computer-based systems** closely integrated with the internet and its users. This glossary of terms provide definitions of the emerging manufacturing processes and practices in the Industry 4.0 discourse.



3D – Printing/ Additive Manufacturing is a production “process of joining materials to make objects from 3D model data, usually, layer by layer using Computer-Aided Design models, as opposed to subtractive manufacturing methodologies, such as traditional machining”.



Artificial Intelligence is the branch computer science that deals with simulation of human intelligence (speed recognition, learning and problem solving) and optimise the processes of production by offering new ways to drive efficiencies, engage customers, and develop new business with greater insights.



Automation is the use of various control systems, such as computers or robots, and information technologies for operating equipment such as machinery and mechanised production processes in factories with minimal or reduced direct human intervention.



Big Data/ and Big Data Analytics is the process of examining large and varied data sets to uncover hidden patterns, unknown correlations, market trends, customer preferences and other useful information that can help organizations make more-informed business decisions.



Cloud Computing “a model for enabling abundant, convenient and on demand network access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction.”



Composites are materials comprised of two or more components with significantly different physical or chemical properties, that when combined, produce a material that behaves differently from the individual components.



Cybersecurity is the protection of computers, networks, programs and data from unauthorized access or attacks that are aimed for exploitation.



Smart Factory is a fully-integrated, collaborative manufacturing systems that respond in real time to meet changing demands and conditions in the factory, in the supply network, and in customer needs.



Internet of Things is an umbrella term for a broad range of technologies and services characterised by the interconnection of physical devices, vehicles and other items embedded with electronics, software, sensors, actuators, and connectivity which enables these objects to collect and exchange data.

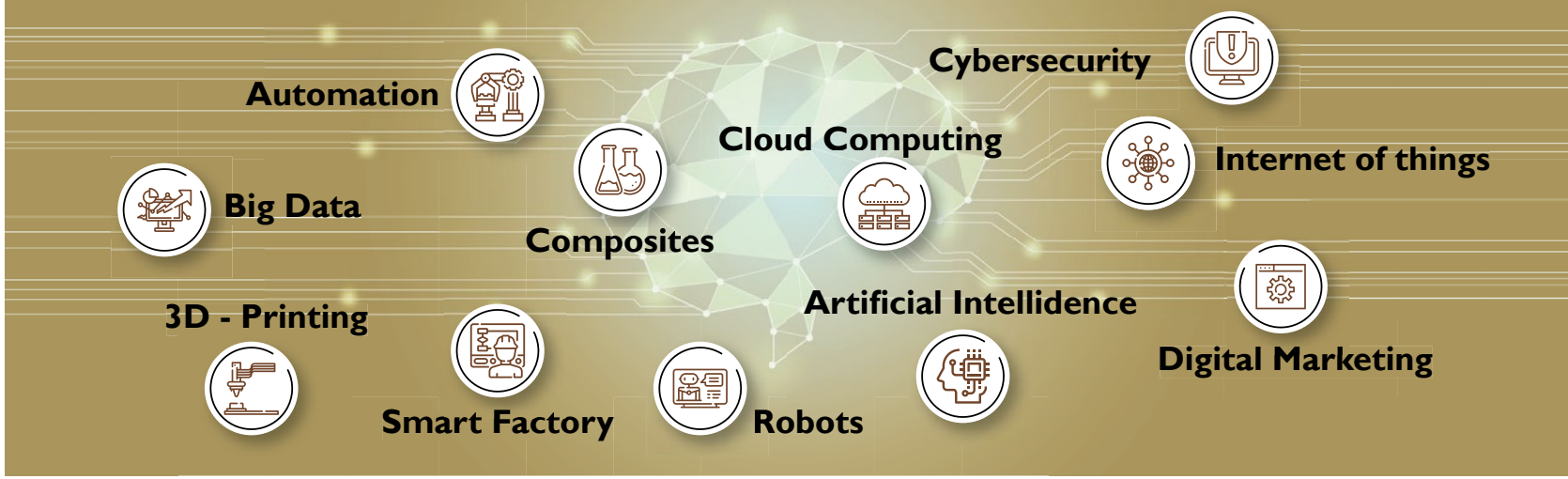


Robotics is the integration of mechanical, electrical engineering and computer science to design, construct, operate, and apply robots. It also includes computer systems for their control, sensory feedback, and information processing where a robot is a reprogrammable, multifunctional manipulator designed to move material, parts, tools, or specialized devices through various programmed motions for the performance of a variety of tasks.



Digital Manufacturing is the use of capital intensive and sophisticated computer-based systems to improve product design and reduce the time and cost of manufacturing by integrating and using data from design, production, and product use; digitizing manufacturing operations to improve product, process, and enterprise performance, and tools for modelling and advanced analytics, throughout the product life cycle.

LEADERS IN CLOSING THE SKILLS GAP



DISCOVER YOUR FUTURE – INDUSTRY 4.0 AND YOU

The term “Fourth Industrial Revolution”, also known as Industry 4.0, refers to the fourth wave of industrial revolution characterised by the fusing of computation, networking and physical (cyber-physical) algorithms that are controlled or monitored by Computer-based systems closely integrated with the internet and its users.

In 2018, Chairmanship of BRICS moved to South Africa, and with South Africa hosting the Government summit and the Business Council Meetings, the South African Skills Development Working Group (SDWG) has agreed to host the second BRICS 2018 Future Skills Challenge and Expo which will take place at Gallagher Convention Centre in Gauteng, from 02 to 04 October 2018.

The 2018 BRICS Future Skills Challenge is Proudly Sponsored by the Manufacturing Engineering and Related Services Seta (merSETA). During the challenge, participants are expected to complete specific tasks within a set period of time. Participants are judged by panels of specialists from participating countries. The second BRICS 2018 Future Skills Challenge will focus on skills for today and tomorrow, including a focus on transforming and emerging skills of the future. The 4th Industrial revolution is the intersection of manufacturing, automation, data exchange, and includes the Internet of Things (IOT), data analytics, and secure cyber physical systems. The most used term relating to this revolution is Industry 4.0 which refers to the impact of the 4th Industrial revolution in manufacturing. However, the 4th Industrial revolution will affect all industries around us as well the way we live and work.

This is evidenced by the estimate that by 2020, more people will have mobile phones than have electricity or running water in their homes or villages. Cars are becoming intelligent robots on wheels. Factories are automating manufacturing and call centres are turning to AI-powered chatbots to manage customer interactions.

Accelerating trends in artificial intelligence (AI) and robotics point to significant economic disruption in the years ahead. Together, machine learning, natural-language recognition, biometrics, and decision management are converging toward what the World Economic Forum has described as the Fourth Industrial Revolution.

With approximately 300 participants and experts from the five BRICS member countries expected to be in South Africa for the challenge, we will be able to showcase technical skills required for emerging and transforming jobs in all BRICS Countries.

Visit the 2018 BRICS Skills Challenge and Expo
02nd – 04th October 2018
Gallagher Convention Centre,
Midrand Johannesburg

09h00 – 1600
Entrance is Free

More information on the Brics 2018 Future Skills Challenge is available on the following social media platforms

 **@BRICS2018SKILLS on twitter**

 **Brics2018skills on Instagram**

 **BRICS2018SKILLS on LinkedIn**

<https://bricsskillschallenge.com>

 <https://www.youtube.com/watch?>



For further information contact the Event Director, Jerome Izaaks on 076 991 8508 or email: info@ctex.co.za



Northern Cape seeks new renewable energy benefits

The Northern Cape is set to lead the charge in bolstering transformation aimed at black ownership and enhanced community participation within South Africa's renewable energy sector

The province's two-day Renewable Energy Conference and Exhibition, which was held in De Aar, a town in the Northern Cape, endorsed the formulation of a Renewable Energy Charter and a support scheme for communities focused on strengthening transformation. The Department of Economic Development's Renewable Energy Unit is also to be restructured and capacitated to gear itself towards acting in the interests of local communities.

The current policy framework, which drew South Africa's R200 billion in foreign direct investment through 112 Independent Power Producer (IPP) projects, was criticised at the conference for being preoccupied with community trusts and corporate social investment that are like "hand-outs", and for a lack of broad-based black economic empowerment.

"Provincially, there have been a number of IPP projects being successfully completed without any visible change in the communities they are deployed at. This trend looks set to continue unchallenged whilst the government faces uprisings and the wrath from unhappy communities," lamented the Social Development MEC, Gift van Staden, in a speech read out on behalf of the Economic Development MEC, Mac Jack.

"What is increasingly clear is that as the next round approaches (fifth bid-window), we need to source critical technical and financial capacities that are key if we want the province to eke maximum value out of the abundant wind and solar resources in the province," said an outspoken Allister Davids of the Tsantsabane Black Business Chamber.

Earlier, the Chief Executive Officer of the South African Wind Energy Association (SAWEA), Brenda Martin, told the conference that the wind energy sector has established manufacturing plants through public-private partnerships with the Industrial Development Corporation, Department of Trade and Industry and Science and Technology in renewable energy zones of the Western and Eastern Cape provinces and was looking forward to replicating it in the Northern Cape.

Meanwhile, the Department of Energy will be installing 10 000 solar water geysers in two municipalities of the Northern Cape. The department's Chief Director of Clean Energy, Mokgadi Modise, informed the province's Renewable Energy Conference and Exhibition in De Aar that 6 000 are set for roll-out in the Sol Plaatje Municipality and 4 000 for the Emthanjeni Local Municipality in this financial year.

"The department has committed to working very closely with participating municipalities through the signing of framework agreements during the implementation of this programme. This will include activities that need to be done prior to the installation, such as the social facilitation and technical feasibility assessments so as to ensure that this phase of the programme becomes a success and that some of the technical challenges experienced at the Sol Plaatje Municipality before, which led to dysfunctional geysers, are averted," she said

Modise indicated that the solar water geysers are locally manufactured and verified by the South African Bureau of Standards (SABS). "The establishment of the measurement and verification of local content had to be done. To date, as a country, we can confirm that there is

local manufacturing capacity in this specific area and we can look forward to a seamless roll-out," she added.

In her input during a panel discussion, Premier Sylvia Lucas called for young and local people to be empowered through business opportunities and skills transfer during the roll-out. Speaking from the floor, Sol Plaatje Municipality Councillor, Themba Gomba, also pleaded for installers to be sourced locally.

In response, Modise pointed out that a workshop is to be held at which municipalities are to be briefed on the requirements relating to the department's National Solar Water Heater Programme's (NSWHP) efforts to embrace local installers. She added that the post-installation benefits will also include maintenance, hence, those who are skilled in plumbing can also look out for opportunities.

The installations are aimed at lessening the burden of the high cost of electricity on poor households through off-grid technologies. The department is also expected to implement plans on the repair of hundreds of malfunctioning solar water heaters that are currently atop the roofs of many households in the province.

The two-day conference discussions have delved into enhancing community participation, local manufacturing, the emergence of black industrialists and an improved stake in relation to black ownership in future bid windows when IPPs are appointed. The Northern Cape bears the lion's share of South Africa's 112 renewable energy projects with 59 mainly solar farms and a few wind farms dotting the province's vast landscape. ▲

Thabo Mothibi

Food and nutrition security

At the heart of driving Tiger Brands forward

Tiger Brands is the largest branded food manufacturing company in sub-Saharan Africa and boasts some of South Africa's oldest iconic brands such as All Gold, Ace, Tastic, Koo and, of course, Jungle Oats. In addition to putting premium quality food products on the table, Tiger Brands is a responsible corporate citizen who passionate about making a difference to the growth and development of all the markets in which we operate. Given the nature of our business, the importance of food security and food safety cannot be overstated. "Providing nutritious food that is affordable and sustainable is a significant responsibility and one which Tiger Brands takes very seriously. Crucially, this is in line with the priorities of the government," says Dr Stiaan Wandrag, the Sustainability and External Reporting Director at Tiger Brands.



Dr Stiaan Wandrag, Sustainability and External Reporting Director

Food nutrition and security have come under the spotlight recently and are key priorities for the South African government. The National Development Plan (NDP) outlines various methods and targets to reduce poverty and unemployment and to eliminate inequality by 2030. In fact, it identifies food and nutrition security as key elements of both poverty and inequality. The resultant National Food and Nutrition Security Policy seeks to ensure the availability, accessibility and affordability of safe and nutritious food at national and household levels. This is also fully aligned with the United Nations Sustainable Development Goals (SDGs).

Why is food security so important?

Food security is a complex matter, with many variables. "For instance, the potential conflict in the future lies between communities, citizens and industry competing for valuable water resources for personal use and for food production. This is a tough question. Do we rather use water to grow crops to feed people

and shut down factories leading to job losses? In my opinion, the answer lies in collaborative efforts and partnerships between industry, authorities and communities. Industries not showing significant water savings are at risk of penalties or even being shut down. At the same time, farmers need to learn how to use water more efficiently in agriculture, for example, by irrigating at night to prevent evaporation," says Wandrag.

The government cannot do it alone. As the only food company on the JSE Top 40, doing our bit to contribute to food and nutrition security is not only incumbent on Tiger Brands but is important in ensuring that all South Africans have access to nutritious and affordable good quality food.

"The food industry and the government do not operate in a vacuum. For South Africa to

improve the levels of food security, and for us to get anywhere near realising the vision of the National Food and Nutrition Security Policy, everyone has to do their bit.

"Tiger Brands is in the unique position of having a line of sight of every aspect of the food production chain, from farming, sourcing, manufacturing and packaging to distribution. This has allowed us to gain some unique insights into food security. Factors such as climate change, the prospect of longer droughts in the western parts of the country, challenges on the supply side and the significant population growth is putting immense pressure on the food system," notes Wandrag.

In a country such as South Africa, we have already seen the impact that the drought has had on the wine and fruit producers in the Western Cape. In response to the growing importance of improving food and nutrition security, Tiger Brands' strategy 2022 and its purpose, "We nourish and nurture more lives every day", is timely.

Tiger Brands uses its scale and size to make a positive influence on food security. "We have made strides in a number of aspects of our business; we subscribe to ethical sourcing and only source from suppliers who have a good track record of human rights and as a principle, would never support any form of child labour. Moreover, Tiger Brands supports and influences farmers to make sustainable choices in terms of agriculture. We are also embracing technology in our quest to improve the security of supply—for instance, we use drones to monitor our tomato fields and spot potential problems such as infestations quite early," he says.

Tiger Brands contributes directly to the strategic development of the agri-sector through our enterprise and supplier development interventions, as part of the broader economic transformation agenda of the country.

"Research has proven that smaller-scale, focused farmers can be more effective in efficient agriculture and harnessing quality," notes Wandrag.



A significant focus for us at Tiger Brands is to transform our supply chain. As part of this goal, we have partnered with the Department of Agriculture, Forestry and Fisheries to identify and develop smallholder farmers, who were previously unable to enter our supply chain or compete with their commercial counterparts. In the first phase of the project, 58 smallholder farmers from Limpopo have been identified to participate in the programme, receiving financial support, technical training and mentoring, in addition to seed, fertiliser and farming equipment, with a guaranteed offtake agreement from us.

This smallholder farmer programme should create 400 jobs, mostly in Limpopo. One near-term target is to raise the volume of crops bought from these farmers from 13 000 tonnes to 32 000 tonnes a year.

“What is unique about Tiger Brands is that the ideals of food security and sustainability are at the heart of its mantra. In simple terms, people need to eat in order to survive and no food means hunger.

“It is common knowledge that hunger leads to a number of social problems. As a food producer of our size, we are in a unique position to implement and drive changes that improve food and nutrition. We do this not just to support the government, but because it’s the right thing to do,” says Wandrag.

From a food security and nutrition perspective, hunger and malnutrition are huge contributors to problems with early childhood development.

“Proper nutrition is essential to the development of the human brain. The development of well-nourished children in relation to those battling starvation and malnutrition is startling. The same applies to learning—how do you expect children and school learners to focus on their studies if they are hungry? That’s why Tiger Brands’ socio-economic development (SED) programme seeks to build, nourish and nurture sustainable, food-secure communities,” he adds.

Tiger Brands continues to intensify efforts to create food-secure communities in South Africa through a dual support system of food provision and capacity building, with the latter designed to empower communities to sustainably access food. Although this shift to sustainability is a key component of our SED agenda, Tiger Brands’ Nutrition Support Programme continues to meet the immediate need of hunger and malnutrition by providing nutrient-dense and fortified foods to more than 30 000 impoverished South Africans each month.

Foodborne diseases

Foodborne diseases pose a major threat to food security. According to the World Health Organization’s (WHO) Estimates of the Global Burden of Foodborne Diseases report, the global burden of foodborne diseases shows almost one in 10 people fall ill every year from eating contaminated food and 420 000 die as a result. Almost one third (30%) of all deaths from foodborne diseases are in children under the age of five years, despite the fact that they make up only 9% of the global population. Most worryingly, the African and South-East Asia regions have the highest burden of foodborne diseases. The WHO African region was estimated to have the highest burden of foodborne diseases per population. More than 91 million people are estimated to fall ill and 137 000 die each year.

Back home, the recent increase in foodborne illnesses, including salmonella and listeriosis, has highlighted the need for meaningful improvements to the food safety system in South Africa. There needs to be a more collaborative approach between the industry, regulators, the government and academia to achieve sustainable results.

In this spirit, Tiger Brands has been investing in improvements to our facilities around the country and we have refocused our energies on training and retraining employees. Tiger Brands will soon be partnering with a major academic institute to launch a new centre for food safety focusing on research, policy formulation and

consumer awareness. The beneficiaries of whom will no doubt be the millions of consumers of food in South Africa and beyond.

Looking ahead

According to Wandrag, “everyone has a role to play in improving food security and this is beginning to show in our behaviour—from the harvesting of rainwater to people growing their own vegetables and freezing them for the winter seasons, people are now stepping up. Consumers also have a crucial role to play in choosing where they spend their hard-earned money i.e. buying sustainably sourced goods”.

It’s about simple, sustainable steps that we can all take, “controlling the amount of food that is wasted or thrown away is something we can all be mindful of.

I encourage everyone to look a bit more carefully at their food portions and to try and control the size of their meals. Sometimes, our portions are far greater than our actual need and this leads to waste. Apart from the obvious health benefits, this will ensure less wastage of food. These seemingly small steps contribute to huge leaps in the food and nutrition security”, adds Wandrag.

About Dr Stiaan Wandrag

Dr Stiaan Wandrag is a qualified Veterinary Surgeon and is specialised in toxicology. He worked in research toxicology before joining a major chemical company, where he served as the Responsible Care Leader for South Africa, responsible for environment, health and safety.

For the last twelve years, Stiaan was responsible for the sustainability reporting at a major oil company and served for six years until December 2017 on the GRI’s Global Sustainability Standards Board (GSSB) as the business and Africa representative. He is still a member of the Integrating Reporting Committee of South Africa’s working group. Stiaan joined Tiger Brands in January 2018 as the Sustainability and External Reporting Director. ▲

Leaders in the healthcare industry

Medshield is one of the most experienced, knowledgeable, reliable medical schemes in the country. Regan van Heerden, Executive: Corporate Services, discusses the Scheme's legal and IT spheres, explaining the importance of compliance and providing efficient IT support in the digital age.

Briefly, tell us how Medshield has evolved over the years and what it is synonymous with today?

The character of Medshield has essentially changed very little over the past decades. Excellent service delivery and value-for-money health insurance have, for as long as I've been with the Scheme, been characteristics of our product offering and way of doing business.

Along with this, the Scheme also strives to stay relevant to the ever-changing needs of the consumers in the health insurance space. To this end, I see Medshield being synonymous with being a quality, good-value offering while also being aligned with the needs of the younger generations.

You are the Executive: Corporate Services. What sections do you oversee? Please tell us more about the IT and legal spheres and what your responsibilities entail? What are some of the strategies you've developed to support business in this space?

Predominantly, my responsibility within the organisation relates to overseeing the information and communications technology (ICT) provisioning for the Scheme.

With Medshield being a self-administered Scheme, the ICT function is of a broad scope and includes all required infrastructure and systems related to the Scheme's administration platform, customer servicing through a contact centre, web services and various other stakeholder touchpoints.

The management of data relating to all aspects of medical aid administration, such as member claims and medical aid contribution data, also forms part of the department's responsibilities. For the most part, strategically, the focus has been on keeping Medshield relevant to its target market, from an ICT perspective.

This has included staying in touch with digitisation trends and also ensuring that we leverage the benefits inherent in efficient data management and analysis.

Within the legal sphere, I'm responsible for aspects such as contract management, compliance and overseeing any legal matters in which Medshield is involved. The Medshield Project Office also forms part the Corporate Services division and is responsible for project management within the Medshield environment.



Regan van Heerden, Executive: Corporate Services



The healthcare industry is a highly regulated one. What are the repercussions of not adhering to the Medical Schemes Act and the Scheme rules?

Adherence to the relevant laws and regulatory provisions is quite simply not negotiable. Medical schemes are closely monitored by the Council for Medical Schemes, and non-compliant schemes are dealt with decisively.

How do you ensure compliance at all times?

Within our organisation, we have our legal department, Scheme Secretariat and the Office of the Principal Officer collectively keeping an eye on compliance. This way, we ensure that no law change, regulatory update or circular issued by the CMS is overlooked.

You work with sensitive member data as well as numerous managed healthcare service providers. How efficient is your IT support, both internally and externally, and system integration and why are these aspects so crucial?

Quite right—medical aid administration is an IT-intensive landscape wherein the provision of efficient IT systems and services is imperative. Medshield has a complex interface structure with its numerous third-party service providers, for which efficient maintenance and support is critical. Fortunately, Medshield’s ICT provisioning model has enabled us to partner with industry leading service providers, which put a best-of-breed ICT infrastructure and highly skilled, function-specific resources at our disposal. This, coupled with our experienced and competent internal IT department, provides for a highly functional, fully integrated IT environment.

Technology systems have become far more robust and sophisticated over the past few years. How has Medshield embraced technology and the advancements of Industry 4.0? What are the opportunities and what are the challenges?

First and foremost, the focus is on providing a highly reliable and effective ICT environment. As mentioned earlier, this is achieved by

partnering with competent service providers and utilising the best-of-breed technology. Medshield is currently partnered with Emid ICT Solutions, who take care of the provisioning, maintenance and support of the Scheme’s operational ICT environment, and Helios IT Solutions (Pty) Ltd, from whom the Scheme licenses its administration platform.

With regards to Industry 4.0, our focus thus far has been to leverage the benefits to be found in the vast databases we have at our disposal. This is, however, a journey and we have a long way to go to fully realise the value inherent within our data. The utilisation of business intelligence tools and even AI mechanisms is a strategy we’ve put in place, aimed at making better use of the available data.

An opportunity within the healthcare insurance space, which Medshield has not explored to date, is the use of data gathering devices or “wearables” as a means to gather valuable member data.

The cost relating to these devices as well as the membership profile of the Medshield member base has thus far proved to be prohibitive. This is, however, a challenge we continue to keep an eye on, going forward.

Cybercrime is an ever-increasing challenge, thus IT capabilities are paramount. How do you protect against cyber-attacks and ensure the safety of your data?

This is addressed by segmenting the cybersecurity challenge into two broad aspects or areas of focus.

Firstly, our physical environment, with the help of our service partners, is protected against cyber-attacks by means of the best-of-breed technology, the most up-to-date systems and software applications and well-structured security methodologies, updates and policies.

Secondly, the challenge of social engineering or the “human factor” is addressed by consistent efforts to keep people informed and to ensure an awareness of these threats.

As you rightfully point out, this is an ever-increasing challenge and it is an area, which receives constant attention and focus from the IT team.

Please tell us more about your educational and career journey. What set you on your current path and ignited your passion?

I completed my schooling in Port Elizabeth and have a BComm (Law) degree from Nelson Mandela Metropolitan University. My career in healthcare administration started at a large medical aid administrator in Johannesburg as an Internal Auditor. I then took up an opportunity as a Project Manager in that organisation, at which time, I obtained a qualification in Advanced Project Management.

Within the Project Management role, I found myself working on many ICT-related projects. I found this to be an area that interested me and, eventually, it led to me fulfilling a permanent IT management role.

What does good, effective leadership mean to you and how do you demonstrate these traits on a daily basis?

For me, an essential aspect of being an effective leader is mutual respect between a leader and their subordinates. I believe this to be the cornerstone of any working relationship and team dynamic. Along with this, an effective leader needs to have a strong character and an ability to achieve buy-in and belief from his/her team with regards to the greater strategic vision of the division and organisation.

On a daily basis, I strive to put a concept I learnt about in place, referred to as the principle of legitimacy. In short, this means that subordinates within your team need to feel like they have a voice and will be heard, the leadership style and rules need to be consistent and predictable (the same today as tomorrow), and the team dynamic is to be based on fairness and reasonableness.

What are some of the most crucial leadership lessons you have learnt during the course of your career?

In short, it’s the fact that we never stop learning. It’s important to be cognisant of needing to maintain an open mind and embrace the fact that we don’t know it all. I take comfort in knowing that I have evolved as a leader over the past few years and will likely continue to do so in the future. ▲

Advancing the deciduous fruit industry

Hortgro has its roots in the Deciduous Fruit Board that was established in 1939 as a regulatory body to manage the industry. With the deregulation of agriculture in 1997, it morphed into the Deciduous Fruit Producers' Trust and later became known as Hortgro.

Hortgro is a levy-funded industry body servicing primarily its main members, stone fruit, and apple and pear producers, as well as other horticultural groups. The industry has faced many challenges in recent times, with a lengthy drought, high export tariffs to key markets, a range of technical barriers to trade requiring scientifically based protocols and policy uncertainties impacting negatively on investor confidence, making Hortgro an essential partner to navigate these choppy waters.

Hortgro is led by the dynamic Executive Director, Anton Rabe, who has farming in his blood, having grown up on a farm in Philippi, near Cape Town, in his formative years before moving to Stellenbosch University for his higher education, en route to his MBA and being appointed as the General Manager of the Deciduous Fruit Producers' Trust, which was the forerunner of Hortgro as it is known today.

What are Hortgro's main functions?

If you try to define it for people who are not familiar with the industry, our main functions are those that an individual grower or a commercial role player, and especially our emerging growers, cannot do on their own. They are the things that need to be done collectively like research, plant improvement, industry information, market access, market development and addressing transformation relating to economic development, skills development and training. We've got a bursary scheme and general industry involvement in various organised agricultural structures, communicating with stakeholders and informing them



Anton Rabe, Executive Director

on what's going on in the industry. We've got a fairly diverse stakeholder grouping in and around the industry, which includes the media, government officials, politicians, as well as the general public, however, within the industry, our primary clients are our growers.

Are you seeing more of a diversification of crops as international tastes develop and people experience different deciduous

fruits, together with changing weather patterns?

Yes, absolutely, we see diversification and the use of new technology—the last couple of years haven't been fun, due to the drought in many of our production regions, and as we sit here today, some of our production regions still haven't received enough winter rain. So, climate change is a reality and we are adapting to that using new technology, new production practices, climate-adapted plant material and cultivars. Additionally, some of the new super fruits are under nets or a shade tunnel, which effectively manage both the climate and ensure better water efficiencies. W

e think that will continue to happen, where the economic value of water and the economic value of land will determine the use of that land. We see the wine industry under pressure; we see some of the wine hectares being transformed into stone fruits, citrus and even some of our higher value apple cultivars. Change, as they say, is the only constant.

What sort of relationship does Hortgro have with leading universities like Stellenbosch to push research and development?

We have a relationship not just with Stellenbosch, but also with some of the other universities such as the University of the Western Cape (UWC), the University of Cape Town (UCT) and even the Pretoria University of Horticulture and Agricultural Economics. We also have close relationships with Elsenburg, some of the colleges, the Cape Peninsula University of Technology (CPUT) in Wellington and agricultural schools. Our relationships are

based on ensuring we get the right human capacity into our sector and that, in itself, remains a challenge because when people talk about agriculture, they think of farming and they think of difficult, sweaty work in hot conditions.

It is difficult work, but we've got new technology and production practices. We need a whole range of skills as well as marketers, doctors and educators in our industry, not just horticulturists, spoil scientists or entomologists.

In terms of transformation, are we seeing more representation in the agricultural sector? How can this be improved?

There is transformation—making sure we change the face and profile of our industry. It is one of our main objectives. At this stage, about 8% of our production is in previously disadvantaged individuals' (PDI) hands in some form or another. However, being a long-term, highly capital-intensive, highly technology-intensive agriculture is not as easy as some of the cash crops might be. Even some of our long-standing commercial growers are finding it difficult to survive. We see consolidation taking place, bigger units, economies of size—because, ultimately, international trade is not concerned where the apple comes from, as long as it complies with their quality requirements, food safety, environmental issues, ethical compliance issues and so on.

I always try to term transformation in three stages. There's the production focus—making sure that orchards, packing houses and post-harvest are well taken care of because that's the base on which the industry is built. That's the supply side, but equally important is the demand side where the markets, trade issues, market access, market development and protocols are addressed—enabling our growers to continue exporting to some very tricky markets and accessing new markets. And then, it's important to know what's going on, trend-wise, with the consumers' taste preferences and how things will look in 10, 15 years—we need to plan and address those issues today or else we will miss the proverbial boat.

Land distribution is obviously in the news at the moment, how can we navigate those waters in a sustainable way that does not affect food security?

The antics on the left and right ends of the political spectrum are not making things easier, but I believe the silent majority in the middle will find the solutions. We are very much part of those discussions on a strategic, one-on-one level. We say that a legal process needs to be followed, it cannot be a knee-jerk reaction, and people should understand the nature of the agri-business. It is not just the land issue. In our case, the value of the agri-business on the land is about 90% of the value of the entity—the land is about 10% of the value of the entity. We support a structured, meaningful process within the parameters of the constitution and legislation without disrupting investor confidence.

We do see some people (investors) lifting their foot from the accelerator, they're just waiting momentarily to see how things are going to be developed. If we establish an orchard, it's R500 000/600 000 a hectare, it's planted for 25 years and you need certainty over that period. We understand the need for land reform, we agree it's been too slow and we, as a sector and private role players, need to make sure that sense prevails and that we can, in fact, change the face of our industry and the role players in our value chain—not just on a production level—so that the wealth and the benefit of our industry is spread wide.

If you look at agriculture in general, are we still only touching the surface of our potential in South Africa?

Water is a restricting factor and what's frustrating is that there are many initiatives driven by the private sector up to a certain point, which then require a water permit or a water license for a specific initiative or venture, and then it just doesn't happen.

The fact that the Brandvlei and Clanwilliam Dams' walls haven't been raised as yet is criminal neglect and failure to the rural communities. The water now runs into the sea and we're going to have drier and wetter spells

again—when the water is there, we must be able to dam it. So, the water policy and the size of dams, both public and private, need to be looked at.

How can we best leverage our BRICS trading partnership to promote more exports?

In a trade meeting a few months ago, I mentioned that some of these trade issues—the deciduous industry works very closely with our colleagues in the table grape industry, citrus and sub-tropical industries because we are all export-driven industries with the same challenges, so we try to work together—but I'm afraid to say that BRICS itself has meant nothing for the fruit exporting industry to date. It may have meant something to some of the other sectors, but certainly not for the fruit exporting industry yet.

If you just take Brazil, it's a bit of a problem in the sense that they produce very much the same things as we do, they've got a long production cycle, and it overlaps with ours but Russia, India and China suit our exports better being counter-seasonal, but they've got high tariffs and no preferential trade agreements for our products have been developed to date. Such agreements would be very helpful to create a new demand for our products, which will have a pull effect for new plantings and which will address transformation directly.

In terms of leadership, what's your key philosophy and how do you get the best out of your staff?

My personal philosophy is to create space for competent people, to put competent people in place and allow them the room to make mistakes, as long as they don't make the same mistake twice.

I'm not a micro-manager. I believe people should take responsibility for their own line management, I don't believe in a hierarchy type of leadership structure. Good manners and respect for your colleagues are paramount to me. Values like respect, transparency, integrity and honesty are also crucial elements. ▲

A one-stop omnichannel payments solution partner

Ecentric Payment Systems is a payment service provider (PSP) and supplies the technology, expertise and infrastructure to put customers in control of their payments and reconciliation—today and in the future

“We were established in 1998 and are a fully licensed PSP, wholly owned by Standard Bank, operating in South Africa and various Southern African countries.

“We service the largest retailers on the continent, primarily with integrated in-store and online e-Commerce solutions, routing via our payment switches, operating out of three geographically separated sites.

“We are connected to all the large banks in South Africa, and into Stanbic and Barclays for African acquiring,” explains Hassen Sheik, who took the reins as CEO in April 2017.

Ecentric Payment Systems’ offerings encompass:

- **Switching**—their switching service links all customer channels to the issuers and acquirers for payment. These can be either banks or value-added service suppliers.
- **E-commerce and mobile**—their online payment gateway provides a convenient and secure platform to accept payments through various online channels, including mobile apps, shopping carts and call centres.
- **Reconciliation**—using sophisticated three-way matching and exception management, their flagship ReconAssist product helps customers to determine the difference between what should be in their bank accounts and what actually is, and then resolve the differences. It includes the reconciliation of card, cash and value-added services as well as settlement, postings to ERP systems and fee and commission calculations.
- **Omni-hub**—the Ecentric Omni-Hub is a platform, which gives customers access to multiple participating digital service

providers and alternative payment types, (current and future), without them having to integrate directly with all those providers. It enables them to embrace the future world of payments and value-added services with a single integration.

- **Money transfers**—a proven counter-to-counter money transfer service for retailers, allowing consumers to send cash to any beneficiary using their preferred channel. Businesses can send to multiple selected receivers. The service is available in multiple domestic markets in Southern Africa and cross-border.
- **Payments and collections**—their Universal Payment Gateway provides an easy, secure service for businesses to allow customers and suppliers to do collections and payments. It contains a powerful router, scheduler and notifier and this enables ‘intelligent’ collections. It also includes DebiCheck and mandate management.
- **Mobility**—they have partnered with a local company to offer a custom-built, dedicated mobile POS and queue-busting device running on the Android operating system. It contains a secure EMV and PCI compliant card reader.
- **Gift card hosting**

In terms of how we compare to the rest of the world with regard to card payments security, Sheik believes we are on a par globally, specifically with regard to PCI certifications, security and compliance and protection of personal data.

“South Africa is one of the leading countries for payments and if you look at banking, there are parts where we are way ahead of the world. In the payments world, we are right up there,” he says.



Industry challenges

Sheik explains that cost is a huge challenge, as is compliance and complexity.

“We have to take some very complex processes that include devices, software, technology, communications and security, and demystify and simplify them for the end user and customers. And we have to do that and still keep costs down—that is a big challenge,” he explains.

He adds that there is a lot of innovation taking place in the world of payments.

“Everyone is trying to develop the next best thing, to disintermediate the big players in the market and to grab a slice of what is a very large pie. There are a lot of FinTechs snapping at our heels and while we want to support them all, finding a balance between ‘relevant versus sexy, is key. Of course, it provides an enormous opportunity as well,” Sheik elaborates.

The competitive edge

Sheik believes their experience and expertise are the big differentiators.

“We have some of the top minds in payments in South Africa working at Ecentric and that means we can service the current market well as well as be ready for the future.

“I also believe it is our honesty, transparency and our ability to deliver. Things do go wrong, but it’s how we respond to it that is important to me. Thus, for me, there will be failures and mistakes, but it is critical that we continue to be honest about them, accept responsibility and ensure we fix them and continue to deliver,” he says.

South Africa’s systems in 10 years

In terms of where he sees our country’s systems in the future, Sheik says there is a huge transformation coming in the payment space.

“We are already seeing a big move away from the traditional back-end, bank, card-rails way of doing things to an agile, cost-sensitive, low-price, instant-gratification approach and we are going to have to respond to these changes in the market,” he says.

Long-term goals for the company

As the company’s leader, Sheik’s primary long-term goals are to grow Ecentric into a dominant position in Africa and to take their flagship ReconAssist product onto the global stage, which they are in the processes of doing.

“It is important for me that we are not just seen as a processor but rather as a preferred partner who is able to enable our retailers to focus on their core business and leave anything to do with payments to Ecentric.

“Because we understand how complex payments can seem to our customers and, particularly the concerns around compliance and security, we believe they should have a partner that demystifies this and helps them to navigate the world of payments, seamlessly,” he explains.

Ecentric is also committed to playing its part in revolutionising the payments space, whatever shape or form that takes.

“I believe we are very agile, very innovative and very close to our customers and because of this, we have a good idea of what they need. I have a saying that ‘we don’t have solutions looking for a problem’. There are problems out there and we solve for them as best we can. But at the same time, we must look ahead to see where we need to be from a payments perspective. The payments landscape is changing at a rapid pace,” Sheik explains.

The leader at the helm

Hassen Sheik grew up in KwaZulu-Natal and studied information systems at the University of Durban-Westville in the 80s. The early part of his career was spent with Dorbyl Shipbuilders in the planning department, first, building warships for the navy and then building submarines.

In 1992, he joined the transaction processing division of FNB and was part of the team that put in the first integrated point of sale system into the Hyperama in Edenvale.

In 1995, he joined Caltex where they implemented the first retail fuel switch in the oil industry. He then joined TranSwitch Services (now EasyPay) to run their Postilion division and the payment solutions they developed eventually morphed into, what is now, the interbank debit card rails.

Finally, in 1998, a group of them left TranSwitch Services and formed Ecentric Payment Systems and he has been with the company ever since.

With regard to career highlights, Sheik says that, without a doubt, putting in the first retail fuel switch in South Africa, putting in the first

debit card switch in the country and starting Ecentric in 1998 are the greatest achievements.

“Building a business is tough and while we left TranSwitch Services with little money and few customers, we had a dream and some wonderful relationships and out of that, we have built a business that we are very proud of.

“Our business operates in the background, we have never had a high profile but there have been many other highlights. I remember the joy of registering a 103-year-old lady for the first time for a pension system we had implemented in the North West.

“That was very special. What I have really enjoyed is being on the journey with the SA payments industry, particularly with the adoption of smart card technology,” he enthuses.

Sheik cites Brian Mollagrean, who was the Managing Director of TranSwitch Services when he was there, as a huge inspiration to him.

“He was a pioneer in switching at the time and the foremost person in the game, and he always conducted himself with extreme humility. It has always felt that, even though he couldn’t join us, we were living the dream he had,” he says.

“I have a lot of respect for Raymond Ackerman, who I found to be a very humble person. He connected well with people and that has inspired me in my dealings with people in my career,” Sheik adds.

Besides work, Sheik says his family and his community are very important to him, but it is also important to him to have a dream and to leave behind a legacy.

“I don’t expect people to talk about it or even be aware of it but it is important for me that we are making a difference. When I walk into one of our client’s stores and see transactions being processed at the point of sale, I am very conscious that it is our team that is making those transactions happen. When I see a money transfer taking place out of a Shoprite store, I am proud that we are part of a team that is enabling financial inclusivity in our country—that inspires me.

“I remain very involved in community sport, specifically hockey and cricket. I love sport but I am aware there are a lot of people who cannot afford to participate, so we do what we can to generate support, whether it’s financial support, equipment or clothing,” he concludes. ▲

Developing and growing African capital

Founded by 23 black professionals and entrepreneurs with varying skills and experience in the private and public sectors, Tafari Capital strives to provide access to financial inclusion, market access and economic opportunities to underserved communities

Dr Thabo Lehlokoe, the chairman, discusses industry challenges, gaining financial freedom and the organisation's goals.

Please could you tell us a bit about yourself in terms of your educational and career journey and how long you've served as Tafari Capital's chairman?

I graduated with a BSc (biology and chemistry) from the National University of Lesotho (NUL), commonly known as Roma, in 1986. In 1992, I completed my medical studies, MBChB, at the University of the Witwatersrand. In the early 2000s, as part of honing my business skills to prepare for life in both the entrepreneurial and corporate worlds, I enrolled and completed an Executive Development Programme (EDP) at the Wits Business School.

I received a couple of awards; the first one, of which I am particularly proud, was the Moshoeshe Scholar Award for being the best student in both academic and non-academic activities. The second was from the Lesotho Medical Association for being the best student in both biology and chemistry. I was awarded a scholarship by the International Association for Exchange of Students for Technical Experience (IAESTE) and was allocated to Switzerland. I later worked at the Anglo American Research Laboratories as an Analytical Chemist for a short while. Following my medical studies, I worked at George Mukhari Hospital in Garankuwa, Tshwane. I then left for the United Kingdom in mid-1994 to train in ophthalmology as it was difficult to get into that speciality in South Africa. After 18 months, I came back to complete my studies back in SA.

When I was in my final year of Ophthalmology Specialist training in 1998, a side project I was working on came to fruition and I had to leave my studies to pursue that project. This was to set up a network of primary health care clinics, which were to use technology to provide access to affordable primary health care. Unfortunately, this very innovative project did not live to see its true potential.

By then, the technology bug had bitten me and I then worked in the area of information security for two years before joining Siemens Business Services as an Account Director to the first ICT Public-Private Partnership (PPP) worth R1.2-billion over 10 years. This was in 2003. Later that year, I was elevated to Head of Public Sector Sales and in 2004, I became Market Development Director.

In 2006, I formed Seemahale Investment Corporation with the late Ambassador, Billy Modise, as the chairman, Dr Klaus Doering, the former Siemens Limited CEO, as the deputy chairman and my brother, Teboho Lehlokoe, as the Non-Executive Director. The other Director was Markus Bucher, a former Director of Holcim Cement.

In 2008, I led a consortium called Seemahale Telecoms to become Motorola's equity equivalent partner. In 2010, I bought a struggling company called Fibretronic Sales and duly proceeded to turn it around with my wife, Dillo Lehlokoe, who is still the CEO of the company today.

In January 2016, a group of WhatsApp friends coalesced around the idea of forming a 100% black-owned bank and after a few iterations with names, Tafari Capital was born. Initially, we were a group of about 23 investors who put



down the money for the establishment of the entity. Since then, we have grown from strength to strength and we now have 70 investors in the company.

The finance game is a bit different in South Africa or, indeed, Africa as a whole. What would you say are your biggest challenges?

The rationale behind the formation of Tafari is economic inclusion through banking of the



unbanked and the underbanked. At the heart of this initiative is the creation of African capital through the harvesting of African money. Our entry route into this monopolistic market is through disruptive technology to give ourselves a fighting chance, given the serious barriers to entry, ranging from regulatory to cost. Our digital banking model and approach is informed by the cost of entry and evolving technology that has made access easy and less costly.

We aim to improve the credit score for each African to facilitate their participation in the economy and to take advantage of the following industry dynamics in the financial services sector:

- *Perceptions of high fees limit the usage of banking services*—the fee structure of South African banks is up to four times higher than countries such as Germany, Australia and even India. Banks spend three times as much on IT security as non-financial organisations of the same size.
- *There is a general sense of mistrust in banks' motives*—people on low incomes have a deep mistrust of the current financial sector, rooted in fears of exploitation and the past inappropriate marketing and selling of financial products.
- *Fraud concerns*—while some people in the low-income bracket do not utilise mobile and Internet banking simply due to a lack of familiarity, the fear of fraud involving ATMs and mobile/Internet banking was cited as the number one reason for preferring to transact in cash. More than 60% of all purchases are being paid for in cash.
- *People value a sense of community with trusted advisors*—community-based organisations still provide the flexibility and support structure that is perceived as lacking in the banking industry.
- *Banks require too much paperwork and response times are slow*—the financial services industry has created substantial barriers for individuals to access products such as loans. Banks require payslips and bank statements, and approval can take a long time. This is restrictive to people in the low-income segment who often need money on the same day and do not have access to these documents.

- *A significant amount of business is conducted informally*—according to the last survey conducted by Statistics South Africa in 2016, more than 1.5-million people were running small, informal businesses in the country. Banks require proper registration in order to open business banking accounts and offer loans, but registration fees are often prohibitively expensive for small business owners, limiting the use of such services by these businesses.

What are your personal short- and long-term goals for Tafari Capital, and where do you see the organisation in 10 years?

Short-term goals: to launch the platform officially within the South African market. We have completed the first phase, which included the demo of the banking platform that we tested for robustness, and we are happy with its performance. I must indicate that the cost of developing the demo banking platform was funded by individual Africans.

Long-term goals: to have a footprint across the African continent as well as to service the African diaspora and the rest of the emerging markets worldwide.

Tell us a bit more about the company, what you do and who your specific target audience is?

Tafari Capital's purpose is for African entrepreneurs and businesses who face many challenges in getting their operations off the ground. Key amongst this is access to tailored financial services, including access to capital and access to business advisory tools. Existing capital providers are often quite rigid in their requirements and do not lend themselves to providing the necessary assistance to entrepreneurs and businesses that would allow them to meet such requirements. As a result, these entrepreneurs are not able to get to a point of being fundable. Most interventions by the government and the private sector have failed to recognise the prohibitive costs of existing financial service products for most Africans, be they individual consumers or entrepreneurs. Tafari Capital intends to launch a banking

platform that puts this African consumer at the centre of the value proposition and design products that address the customer needs. This journey will start with an agency-banking model that will graduate into a full-service commercial banking model later.

In your opinion, what is the best way to help Africans gain financial freedom and how can we go about achieving this?

Promoting financial freedom and economic inclusion by bridging the digital divide, especially for the lower-income population, community-based organisations still provide the flexibility and support structure that is perceived as lacking in the banking industry.

South Africa does not rank very highly on a global scale in its ability to convert wealth into wellbeing. Financial inclusion and the adoption and sustainability of financial services is generally linked to positive socioeconomic development. The challenge in South Africa and on the rest of the continent is that our bank costs are up to four times higher than countries such as Australia, India and Germany. This is due to archaic legacy technologies that are inflexible and extremely expensive to run.

What makes you better than your competitors within the banking sector?

We are going to offer free personal and business accounts and a digital marketplace to allow for affordable access to markets for our customers—obviously, this is a bold move and is somehow counterintuitive in the current thinking of banking. Anyone who has a smartphone is a potential client of Tafari Capital and if you don't have one, we will provide you with one at a competitive price. Initially, we are not going to offer credit ourselves but will have credit providers on our digital platform who will offer credit to Tafarians.

However, we will be offering most of the banking services and beyond. Cross-border remittances are going to be cheaper and instant because of our technology. In addition, there's our vision for digital and financial inclusion. We will use technology to offer services they are currently not able to. ▲

Norton Rose Fulbright South Africa: firming up for the future

One of the steepest challenges facing any business, regardless of its sector or size, is keeping pace with rapid and wholesale change

Artificial intelligence (AI), big data, the Internet of Things (IoT), cryptocurrencies and smart contracts—these are just some of the terms now in our lexicon that didn't exist a generation ago.

These concepts are no longer the preserve of 'techies'. Understanding and capitalising on technologies such as these are requirements for success and sustainability.

"Every business is experiencing disruption and change at a faster pace than anyone anticipated. Technology is not something to be feared, but embraced. It is making us a smarter, more efficient firm and, in turn, helping our clients work more efficiently while driving down costs," says the South African CEO of the global law firm, Norton Rose Fulbright, Sbu Gule.

Gule leads the team of technologically—and commercially-minded, risk-ready lawyers who understand business and the challenges companies face. He says client conversations are changing and legal expertise alone is no longer enough to secure and retain clients. They expect innovation and value-added services, in addition to the bread and butter legal consultancy work.

"Legal expertise is a given. We need to go beyond what has traditionally been expected of us. Our lawyers consult with a commercial understanding across industries, transcending the traditional legal services. A major client recently commented that we were the first law firm to go beyond 'the law' and engage on the potential of smart technology to transform their

business. We have to add value and innovate," Gule adds.

Gule believes embracing new technology and understanding its application in a client's business is a key driver of this value-add proposition. Innovative firms use technology to their advantage and service clients by identifying growth areas and minimising potential risks.

The firm is at the forefront of modernising standard legal tasks such as contract review and due diligence. Its lawyers are entrepreneurial in finding innovative ways to service clients. In a nod to its technological savvy, it has developed various AI products using in-house

SA) to determine whether the newly signed European privacy legislation, GDPR, applies to their business.

With many companies holding private information, especially in the cloud, privacy and data protection laws cannot be ignored, says Gule. With the recent signing of the GDPR in Europe, and with POPI on the horizon locally, compliance to privacy laws must be taken seriously.

To navigate this complexity of legislation, "POPI Counsel" is an artificial intelligence tool that assists clients with Protection of Personal Information Act (POPI) compliance. Users key-in the relevant question and receive a legal opinion

To help clients navigate this complexity of legislation, the firm developed "POPI Counsel", an artificial intelligence tool to assist clients to comply with the Protection of Personal Information Act (POPI)

technology lawyers and developers. These are designed to simplify and speed up various compliance processes through automation, and are used at the firm as well as packaged for clients. 'Contract Express', for example, automates documents and provides online legal compliance training. A Chatbot named "Parker" helps companies in non-EU jurisdictions (including

in real-time. While the Act has yet to come into effect, we are ahead of the curve in helping clients answer pertinent questions about data protection and privacy.

"This is especially useful for global clients who need to understand the legal and regulatory parameters before investing in South Africa," Gule says.



Sbu Gule, CEO

“Lawyers have traditionally been used reactively. We believe in partnering with clients for preventative risk management and proactively providing compliance advice.”



There are other complexities around personal data. In addition to complying with legislation, companies dealing in data need a strategy on privacy and security risk management, cybersecurity and technology transactions, cautions Gule. Internal policies and procedures, including cyber incident response plans and stress tests, are crucial.

“Lawyers have traditionally been used reactively after being exposed to a particular risk. Our strategy is to proactively partner with clients to prevent risk. We identify potential risks with a full risk audit and help forward-plan to minimise any potential damage. We develop tailored risk management strategies and provide in-depth emergency response preparation and crisis management,” Gule explains.

This strategy comes at a time when businesses face progressively complex challenges and are exposed to a multitude of new risks. Increased cross-border collaboration between regulators, for example, means that incidents occurring in one jurisdiction can have consequences for the business in other regions.

“The speed that legal and regulatory risks can materialise and spread means companies need a thorough understanding of their risk exposure and robust governance, risk and compliance strategies to minimise risk,” says Gule.

The global Risk Advisory practice conducts full audits on specific legal and regulatory

challenges facing a business using risk consultants, advisors and legal specialists with in-depth sector knowledge.

The South African Head of Risk Advisory, Marelise van der Westhuizen, has a sharp focus on regulatory law, investigations, compliance, money laundering and procurement. She advises the financial sector extensively on regulatory law including the Financial Intelligence Centre Act (FICA) and the Prevention and Combating of Corrupt Activities Act. The team advises the banking industry on anti-corruption and money laundering legislation as well as parastatals and development finance institutions on preferential procurement frameworks and disputes.

In addition to being attuned to client risk, Gule believes lawyers need to be technologically-minded and understand the opportunities such advancements—such as FinTech—can present to clients.

“There is increased interest and activity in the FinTech space as our clients recognise technology’s potential to transform or disrupt their business. Blockchain, distributed ledger and smart contracts technology, for example, and the use of AI and data analytics to price risk more effectively, are exciting developments we are helping them to capitalise on,” he says.

Opportunities such as these, however, bring an element of risk that must be understood in

order to be circumvented. Hence, the importance of understanding the rapidly changing legal, regulatory and compliance landscape the business operates in.

The firm has established a FinTech practice whose lawyers are tech-savvy in addition to their regulatory and financial services knowledge. They advise leading financial institutions, including banks and insurers, on the legal and regulatory issues of FinTech, and are legal counsel to various financial services consortia. Much of their work involves assessing the opportunities and impact of technology and advising technology companies, start-ups and investors across the sector on best practice.

The firm partners with clients from diverse industries, many with global operations. Each faces a unique set of data protection, privacy and cybersecurity concerns, ranging from business strategy issues to transactions, and from cyber incidents to government investigations and litigation.

“We partner with our clients. We understand the intricacies of their business as well as the wider environment they operate in, including the risks and opportunities. We leverage our global network to provide advice that is holistic, informed and practical.

“We take a 360-degree view of their business in order to add real value,” Sbu Gule concludes. ▲

Loyal to the law

There is no doubt about the great impact the legal profession has had in terms of building the rainbow nation we see today, which has 11 official languages and one of the strongest economies on the African continent. A rainbow nation, which has bred one of the greatest leaders in the world—Nelson Mandela.

The legal profession once crippled South Africa with its Apartheid laws and it has taken the bravery of legal practitioners (along with many other heroes), to dismantle this oppressive system and ensure a new constitution that promotes equality for all.

This need to ensure equality for all South Africans was indeed a struggle for the soul of the country, and gave birth to organisations such as the Black Lawyers Association (BLA), founded by greats like the ANCYL Leader, Godfrey Pitje. Today, Lutendo Benedict Sigogo, its current President, has the baton and has been striving for the promotion of transformation in the legal profession, a founding principle of the BLA. Standing on the shoulders of giants, Sigogo came from very humble beginnings and is now a giant, himself, carving the path for a formidable legacy.

The legal profession has matured and evolved, along with the democracy of South Africa and, at the helm of some of that growth is the Black Lawyers Association. With a passion for the guiding principles, Sigogo has a wealth of knowledge about the evolution of law in South Africa and is welcoming the entry of the Legal Practice Act 28 of 2014, which will ensure that advocates and attorneys are regulated by the same body. The BLA has been intimately involved with the Law Society of South Africa (LSSA) and now welcomes this change, as it will ensure the aims of a transformed legal system in South Africa.



Mr Lutendo Sigogo

It is evident that law is a calling for Sigogo, who, in high school, was already looking into the black consciousness movement and engaging with the Freedom Charter. In the political tumult, he asked “Why?” and “What can I do?”.

Born in a rural village and attending school in a rural community until high school, Sigogo

recalls the strong sense of community he grew up with and “the care that was taken with the elderly” in his village. This spirit has been with him in his practising of law in the various spheres he has had the opportunity to effect change in.

His inspiration to be Lawyer, which struck in Grade 10, stemmed from his desire to defend the political prisoners who were being arrested for their belief in an equal South Africa. Sigogo stayed politically active while at university, holding positions on the law school board and SASCO, being a member of the University of Venda’s Broad Transformation Committee, as well as sitting in the Treasurer’s Office at the University of Venda’s Students Representative Council (SRC).

In 1998, Sigogo became an admitted Attorney of the Limpopo High Court, Thohoyandou (which, at the time, was known as the Supreme Court of Venda) and in 2011, he enrolled at High Court’s Gauteng division. Sigogo’s passion for the law has led him down many paths and has given him the influence to bring about many changes within the legal practice and in associated fields. Sigogo is serving a second term as the President of the BLA and was the President of the Law Society of the Northern Provinces (LSNP), the largest regulatory body for attorneys. There are four provincial law societies according to region: the Law Society of the Cape, KwaZulu-Natal, the Free State and Northern Provinces. Before their impending dissolution, these regulatory bodies regulated 25 000 attorneys—15 000 of these

attorneys were registered with the Northern Provinces. The transformation journey and the fight to have many poor and mostly black South Africans have access to the economy is a fight very close to the BLA, and Sigogo has had a chance to influence change in this area as the chairperson of the enforcement committee of the BBBEE Commission. Lutendo attributes his celebrated leadership qualities to “knowing your people, knowing their strengths, knowing their needs, and listening to them”.

Sigogo has a very specific legacy he would like to leave behind as the BLA leader and that is to be recognised as playing a role towards transforming the legal profession and also to bequeath a vibrant and united organisational culture for subsequent leaders to build on. Thus, not surprisingly, he leads the discourse on the legal profession through his publication in the prominent national legal publications; *African Law Review* and *De Rebus*.

The story of the birth of the BLA almost coincides with the youth’s growing dissatisfaction with Apartheid and its oppression of black legal practitioners. The BLA was established in 1977, hardly a year after the 1976 uprisings. It is a non-partisan, non-racial organisation aimed at ensuring that black people have access to law as a profession, and have access to support while operating within the law so that they may dispense quality justice to the people of South Africa, with specific attention to the black disadvantaged people.

The BLA was started as the black lawyers discussion group in the heat of the Group Areas Act, which prohibited black law practitioners from trading in large city areas. This discussion group then culminated in the BLA. The BLA has a rich history, with one of its founding members being Godfrey Pitje, a leader in the ANCYL who served his articles at the Mandela and Tambo law firm.

Although Mandela was in prison at the time, his influence was felt through Pitje who worked with him in the law firm as well as in the ANCYL. Other notable BLA members are the former Deputy Chief Justice Dikgang Moseneke, Chief Justice Mogoeng Mogoeng, Madam Justice Elizabeth Mamoloko Kubushi, Dumisa Ntzebeza, SC and Kgomotso Ditsebe Moroka, SC.

Sigogo, when asked to comment about the manner in which the BLA handled the differing political views of its members in such a riotous period, he asserts that the diverse views added to the strength of the organisation, as everyone

was united in the belief that all black people deserved access to the legal profession.

Sigogo is also very quick to point out the spirit and heart of the BLA. “During the birth of the BLA, black lawyers could not practice in big cities, thus, they did not enter into the legal practice for money, money was not the alpha and omega of becoming a lawyer,” he says.

Although everybody deserves the opportunity to put food on the table, money was not the be-all and end-all. Sigogo also notes that the organisation was born in the spirit of togetherness, a place where lawyers could not only voice their concerns with the current laws only, but also count on each other economically as, no doubt, times were truly tough.

That true spirit of empowerment is embodied in the Constitution. Although many feel the Constitution of the country may be under siege, Sigogo has responded with optimism. He believes our Constitution is strong and its wider objective to protect all South Africans is being achieved.

He believes that a constitution is measured by two key factors: “Resilience—South Africa’s ability to not turn a blind eye to crime and not giving up easily on this objective. Then there’s consistency—the inherent ability to ensure that everyone adheres to the laws set out in the constitution,” he elaborates.

An example of this is the fact that former President Jacob Zuma has had cases against him in courts, and some have been ruled against him. And most importantly, he subjected himself to the rule of law as he abided by the court rulings.

This is a true demonstration that no South African is above the law. Sigogo believes that the Constitution can be safeguarded by always striving to appoint judges of integrity who have no record of dishonesty, who are not accused of corrupt activity and also by ensuring that judges account for their activities. The judges need to be balanced and aware of the great vision of building a rainbow nation and Sigogo points out that the BLA vehemently opposed Judge Mabel Jansen for racial bias when she implied that all black men were rapists, this is an indication that judges account for what they do when they are not in court as well.

The BLA and the evolution of law generally seem to be intertwined, as some BLA members assisted to draft the Constitution, one of the most revered Constitutions in the world. The BLA has also had an input in the upcoming Legal Practice Act.

Having this law in effect disbands the four provincial law societies and dissolves the regulatory powers of the various advocate bars around the country like the General Council of the Bar, National Forum or Advocates and the National Bar Council of South Africa. The new body that will have regulatory control will be the South African Legal Practice Council. The Legal Practice Act is the piece of legislation that will come into effect and ensure the full dissolution of the law societies nationwide and divest the bars of their power to regulate. Many believe that this move was necessary, as the legal profession was governed by models devised in the Apartheid era and the legal profession was disjointed as on the one hand, attorneys were regulated differently depending on the area they practiced from and on the other hand, some advocates are not affiliated to any of the bars and are, therefore, unregulated. The Legal Practice Act will bring this differentiation to an end as all practicing legal practitioners will be subjected to regulation by one body throughout the country.

The South African Legal Practice Council will be the national council and there’ll be nine provincial councils in the nine various provinces. The provincial councils will, through Legal Practice Council’s delegated powers, ensure compliance with this Act, at a provincial level.

The national council will consist of 23 members made up of 10 attorneys and six advocates. Seven further members will be designated—three by the Minister of Justice, two will be law teachers, one person will be from Legal Aid South Africa, and one member will be from the Legal Practice Fidelity Fund.

The South African Legal Practice Council was established to ensure access to the legal profession for all people with particular attention to the previously disadvantaged individuals like black people and women, to ensure transparency within the legal profession and to ensure that South Africans have access to quality justice. The body will achieve these aims through some of its revolutionary decisions. For instance, under this body, people undergoing a pupillage—the journey to becoming an advocate—will now be paid a stipend.

This was previously not available. This move will ensure that many black people, many of whom are from disadvantaged backgrounds, and those who are fresh out of university will be able to enter this profession and be able to survive financially in the pupillage. In addition, this

body will enhance the standard of legal services through quality pre- and post-legal training.

Sigogo believes that a fair amount of transformation has taken place in the legal profession over the years, but more can be done. It is not surprising that the BLA is very pro-demographic in terms of the racial and gender profile of candidates selected to sit on the South African Legal Practice Council and, thus, has called not only for a balanced racial representation, but a balanced gender representation too.

The BLA boasts many successes in its many years of existence. BLA members have played a crucial role in transforming the judiciary, with many of its members participating aggressively. In 1994, the dawn of democracy, the judiciary was mostly white males, with only three black judges and two women. Currently, three-quarters of the judiciary in the High Courts are black.

One of the BLA's most notable successes is the opening of the Legal Education Centre, opened in 1984. The Legal Education Centre provides legal education in South Africa. The Legal Education Centre specialises in the areas of trial advocacy, constitutional law litigation and customary law litigation. The centre is headed by Advocate Motimele. The centre prides itself on providing continuous legal education to legal practitioners of all races in the Southern African Development Community, irrespective of whether they are affiliated to the BLA or not. No doubt, Sigogo has played a role in the educating of black lawyers, as he was involved in the restructuring of the LLB degree to what it is today, a four-year degree.

The BLA as an organisation fighting for the plight of black lawyers is not without its challenges. A vexing concern the private corporate sector and the government's lack of trust in black lawyers.

The BLA has noted with disdain that it is mainly the majority-white-owned law firms and advocates that still receive the most number of briefings and instructions from the government and the corporate South. Until this problem is meaningfully addressed, black legal practitioners will not profoundly participate in the mainstream economy of the country.

Very few can deny that the building of the rainbow nation is under construction and the best guide to ensuring that all South Africans are empowered is through the law. It has taken visionaries like Lutendo Sigogo to see this and he has tirelessly paved the way for the future Mandela's of the world. ▲



“During the birth of the BLA, black lawyers could not practice in big cities, thus, they did not enter into the legal practice for money, money was not the alpha and omega of becoming a lawyer”

Powering ahead

Umongo Petroleum is a leading distributor of additives, base oils and other related petroleum, oil and lubricant products in South Africa and sub-Saharan Africa, and is led by the CEO, Boston Moonsamy

In 1998, the American-based Chevron Oronite Company LLC (Chevron Oronite) appointed African Petroleum Additives Proprietary Limited (APAC) to represent them as an agent in South Africa, servicing the requirements of the lubricant and fuel marketers with Chevron Oronite lubricant and fuel additives.

In 2005, Umongo Petroleum Additives Proprietary Limited was established as a distributor of Chevron Oronite for South Africa and sub-Saharan Africa. Umongo Petroleum diversified its business activities to also include distributor agreements with Chevron Products Company U.S.A. Inc. (Chevron Products Company), BASF SE (BASF) and Evonik Oil Additives GmbH (Evonik). This led to the change of its name to Umongo Petroleum Proprietary Limited.

Umongo Petroleum is based in Umhlanga Ridge, KwaZulu-Natal, and operates a fully outsourced supply chain and logistics business model, using accredited storage facilities, transporters and other related service providers to import, store, process and deliver raw materials and finished products to customers. In addition, Umongo Petroleum offers a full range of technical support to customers that use the product range.

Umongo Petroleum acquired 100% of Orbichem Petrochemicals Proprietary Limited (Orbichem), the distributor of the Ergon International, Inc. (Ergon) range of products in South Africa and sub-Saharan Africa. Umongo Petroleum is an ISO 9001 accredited company and the preferred SARS customs clearing agent for imports and exports.

Umongo Petroleum has supply and distribution agreements with various entities in the Chevron Group, a leading integrated energy company, for the supply of both additives (from Chevron Oronite) and base oils (from Chevron

Products Company) into the South African and sub-Saharan Africa markets.

Omnia's chemicals division, operating under the Protea Chemicals brand ("Protea Chemicals"), has a wealth of experience and a reputation for excellence in the distribution of speciality, functional-effect chemicals and polymers in sub-Saharan Africa and in countries such as South Africa, Namibia and Kenya.

Umongo Petroleum is a market-leading business, which is complementary to Protea Chemicals and which will contribute to its product and market strategy. The addition of a bulk volume base oil, additive and lubricant business to Protea Chemicals, will broaden its current product offering and create new opportunities to grow the business in South Africa and sub-Saharan Africa. Umongo Petroleum's increased sales activity resulted in an increase in its import activity and Umongo Petroleum went from importing from just one country and one port to importing from 11 countries and 14 different ports.



**Boston Moonsamy –
Chief Executive Officer,
Umongo Petroleum**

How did you manage to transform the business into what it is today?

The principles on which Umongo Petroleum was built is far from groundbreaking. Understanding the market is key in any business in order to adequately satisfy the needs of your customers. The only way to understand the market is to build lasting, reliable relationships with both customers and suppliers. The principle on which Umongo Petroleum as a business is sustained is what sets us apart. At Umongo Petroleum, we recognise that the only way these relationships are built is through the people.

Understanding the people has been the key step that's designing what has become a self-sustaining process.

What are some of the core services you offer?

Umongo Petroleum supplies high-quality lubricant additives and base oils to the lubricant market. We supply lubricant marketers with the complete solution to grow and maintain a successful business. We are a "one-stop shop", offering supply chain and logistics support, which plays a major role in meeting and exceeding the expectations of our customers. We supply everything from the 'ingredients' (additives and base oils) to the 'recipe' (formulations and technical support)—providing each customer with tailored solutions according to their requirements.

What are some of the challenges (operational and security) in transporting various lubricant additives and base oil?

The biggest challenge in the industry is being able to offer customers the comfort of security of supply. In a market where our products are largely imported, proper planning and execution are imperative. Failure to pre-empt the needs of our customers could lead to the loss of business or worse, the loss of faith in Umongo Petroleum to deliver. Most of these and related challenges are overcome by preserving open lines of communication on both ends of the supply chain, thereby upholding good business relationships all around.

What is your vision for Umongo Petroleum? And tell us more about the meaning of the name.

'Umongo Petroleum' is a Xhosa word meaning "bone marrow" and certainly epitomises our role in the petroleum industry. Similar to the



“marrow” being regarded as the core element in a bone, so, too, are the petroleum additives, which enhance the features and characteristics of lube oils and fuels.

The vision for Umongo Petroleum is in line with that of the Omnia Group, of which we are a member, to make use of our extensive knowledge base and our growing relationships with customers to provide the right products, technology and solutions to become market leaders in the petroleum industry.



**Lionel Higgo CA (SA) –
Chief Operating Officer,
Umongo Petroleum**
**What are some of the
latest developments in
component additives
and what benefits
therein?**

The purpose of a lubricant additive is to enhance the performance characteristics of the base oil. Additive packages are specifically formulated to achieve optimal performance, depending on the desired application. Additive companies are faced with the challenge of considering the delicate balance between fuel economy and emission regulations when designing new additive packages.

This, in addition to meeting the requirements of new specifications, has pushed the industry away from using tried-and-tested components that are environmentally undesirable in favour of new, innovative technologies.

What are some of the other products and services that you offer at Umongo Petroleum?

We cater for a wide range of speciality products and chemicals required within the petrochemical and industrial sector, which includes brake fluid, MEG, bitumen and a variety of greases.

We continuously strive to expand our speciality and chemicals portfolio with innovative products to cater to the needs of our customers. At Umongo Petroleum, we also have our own in-house clearing and forwarding department.



**Mr Wayne Koonin –
Group Finance Director,
Omnia Group**
**Your year-end
company results were
impressive. What has
been the key to Omnia’s
financial success?**

Omnia’s business is reasonably diversified across different segments, products, geographies and currencies and this creates a counter-balancing effect across the different business units. Coupled with this are all the internal processes we use to manage the business and ensure we take the necessary steps to counter changes in the underlying markets and industries we operate in. Managing our raw material purchasing, foreign exchange hedging and operational efficiencies are critical to ensuring that we achieve our gross profit margins, which is a critical driver in determining our overall performance. Overhead and cost management is another key focus area that we keep a close eye on. In terms of the current year, our operating profit was very close to a 50:50 split between South Africa and non-South African entities, which is a critical factor, especially as the South African economy has been very slow, particularly in manufacturing and mining, which are important industries for us.

Why did Omnia Holdings decide to invest in Umongo Petroleum and how do the two companies overlap and enhance each other’s performance?

Protea Chemicals is a long-established business in the industrial chemical space and has been part of Omnia for years. The Protea Chemicals business focuses principally on industrial and speciality chemicals and covers almost all aspects of the economy. However, there was one piece of this puzzle that was missing. Umongo Petroleum specialises in base oils, additives and lubricants, which Protea Chemicals did not have a presence in and, therefore, through the acquisition, this created a natural fit that complemented our existing portfolio. In addition, Omnia has been operating in Africa for many years and has a good understanding

of doing business on the continent. Umongo Petroleum has a relatively small exposure beyond South Africa and this presents an area of growth beyond its core market in South Africa. Representing Chevron Oronite and Chevron Products Company in South Africa and various countries in Africa creates a lot of synergy within Protea Chemicals and the greater Omnia Group. So, overall, there are a number of points of synergy that benefit both Omnia and Umongo Petroleum.



**Funani Mojono –
Managing Director,
Protea Chemicals**
**What are some of your
core responsibilities
and some of the
challenges and
opportunities when
doing business in Southern Africa?**

As a division within the Omnia Group, we are expected to contribute meaningfully, both strategically and financially. It’s my responsibility to ensure we deliver trusted performance through innovative solutions to build a better world. Doing business in South Africa is always challenging but with these challenges come new opportunities. There are currently various opportunities to concentrate on in the market and they give us the ability to maybe move away from a product-based to a solution- or service-based business.

What are your outlook/goals for 2018 for your company and the economy in general? Any exciting new projects on the cards?

Our goal is to grow by utilising the Omnia Group’s reach in sub-Saharan Africa. Both companies represent some of the best businesses in the world, offering a product range that meets most of the customers in Africa’s needs, and we want to build on this, offering Africa the best the world has to offer. Omnia currently has manufacturing facilities in 34 countries, a presence in 50 countries and distributes and sells in 85 countries around the world. A lot of what we are looking at is intensifying the collaboration with the Omnia Group through the #better campaign. ▲

Going national, the Fastway

Fastway Couriers, an award-winning franchise that originated in New Zealand in 1983, has been a dominant player in the New Zealand and Australian markets. Currently operating in Australia, New Zealand, Ireland and South Africa, the group continues to experience year-on-year growth, thanks, in part, to their unique business model.



Richard Robinson, founder-shareholder and Chief Executive Officer

Before my two partners and I decided to launch Fastway Couriers in South Africa, we visited Fastway's operations in Ireland and Australia. We analysed the South African courier and franchise markets and found there were challenges that we believed presented great opportunities for the entry of the Fastway business model," says Richard Robinson, the founder-shareholder and Chief Executive Officer of Fastway Couriers, South Africa.

Among the challenges facing the courier industry were high charges; courier companies that were difficult to deal with; a dysfunctional post office; and a shortage of low-cost franchises, where most were not professionally operated.

"It was clear that no one was focusing on the small parcel B2B and B2C last-mile delivery, which is core to Fastway's business. Understandably, this is challenging work and courier companies tend to avoid it. We believed that businesses that send out individual parcels constitute a substantial part of the economy and could be better serviced. Also, with the anticipated growth of the online retailers, this segment would grow. Fastway's operational model would position us ideally to exploit this opportunity.

"And, when we decided to launch Fastway in South Africa, we had three objectives—disrupt the courier industry, disrupt the franchise industry and create a new national player in the small parcel space. We wanted to be an innovative, recognised, national brand and last-mile delivery experts. Nine years later, I believe we have achieved those objectives," he enthuses.

Robinson and his partners acquired the National Master license for Fastway Couriers in South Africa in 2007, and their launch team spent most of 2008 living and working in Sydney, Australia, to learn the business. Their first courier franchisees were on the road in Pretoria on 16 January 2009.

"Nine years later, we have 15 regional operations around South Africa with approximately 300 franchisees and 250-plus employees. Last year, we performed over 5 000 000 freight movements, and we aim to grow that by 20% this year," Robinson says.

"We achieved this with simple maxims: stick to the model, work hard, stay below the radar screen and build a secure national network. Our company name, "Isicabucabu" is the Zulu word for spider, and our rollout plan was informed by the hunting behaviour of the spider," he adds.

According to Robinson, their growth has been so rapid that they re-visit their strategy every four months. Equally impressive is the fact that the company boasts the lowest theft and damage rates, with only 68 claims to have gone to their insurers.

"Key to our success is the franchisee, because they know their area, their customers, and building good relationships with their customer is in their best interests. This is just one of the reasons we are now the last-mile delivery experts, and we have gone from nowhere to national in nine years, developing a small parcel delivery company in a country where there wasn't one," he says.

Fastway's operational model is simple. The franchise provides the courier franchisees with all the additional support functions that they require—IT, sales, customer services and administration, leaving their couriers to focus on picking up and delivering parcels and growing sales.

"We are very unique in our two main streams of activity—franchising and courier operations," he says.

The cost of entry to becoming a courier franchisee is low and the company provides a comprehensive training programme that rapidly skills up their franchisees. Franchise agreements are in perpetuity (so they are not required to rebuy their franchise every five years) and couriers do not pay any franchise levies or marketing fees.

"As an affordable, simple-to-operate franchise, we have created 300-odd businesses of which 74% are in the hands of HDIs, and 29% are female-owned. We are proud of this achievement. Furthermore, we have made it easy to become a customer. We are a prepaid service that doesn't require credit applications, and once a customer has a pack of our bar-coded labels in their hands, they have immediate access to our national distribution network," Robinson says.

This gives all Fastway customers a national reach for their products, which enables them to

instantly expand their businesses. Importantly, there are also no hidden or additional costs—what you pay for the label is what you pay for the service.

"This means no fuel surcharges, admin fees, waybills fees, etc. This empowers our customers to control and manage their courier costs without any surprises," he says.

Because of their technology, Fastway also has access to an unlimited target market. They are able to service all customers—large and small—and handle high volume with ease. Both eBay and Amazon use Fastway's technology in Australia, and Avon, Mr Price and many other household names use it locally.

"Being a first-mover in this space, we have quickly established a national network. As a high-volume, low-margin business with over 35 000 customers countrywide, we now have substantial parcel volume, and this has lowered the delivery cost per parcel. We pass these savings onto our customers with low prices. I believe this is our key competitive advantage. Our operating model delivers great service, but at a low cost.

We also only move parcels within our network and do not use third parties. Being fully-franchised, we are able to flex our delivery capability during busy periods without compromising service or having to take on additional overheads.

"In addition, all customers, large and small, are able to use our world-class technology for free," Robinson explains.

Over the years, Robinson has enjoyed watching their customers' businesses grow. He sees it is a great affirmation of their business model when customers tell them how much they have saved on courier costs, ultimately helping them to expand their businesses. Furthermore, they now receive tender requests from large companies instead of having to source the business.

"At the franchise level, we have a number of courier franchisees who have retired on their earnings from Fastway, in addition to those who are still with us, making a good living supporting their families," he says.

Robinson, a qualified attorney with a BA Llb (Natal); BCL (Oxon) and an MBA from London Business School, spent 10 years in law focused on commercial and corporate transactions

before going into private equity for another eight years, heading up a sub-Saharan fund.

"The education, skills and experience from being a commercial lawyer have been invaluable for our business. Moreover, the private equity knowledge gained from valuing, overseeing and exiting businesses drives my focus on doing those things, which create shareholder value at every turn.

"Included in these valuable skills would be handling transactions, negotiations, agreements and making difficult decisions. My experience with tax structuring has also been beneficial," he says.

Placing a high value on his experiences from his time in private equity, where he saw both the good and bad, Robinson paid careful attention to what worked and what didn't work.

"I was determined not to make the same mistakes. A lot of start-ups don't have a fully-established financial department and doing their books is often the last thing on their mind. Not wanting to fall into that same trap, we have operated the Fastway financial function like a private equity fund from day one," he says.

In his role, Robinson personally oversees the pipeline of new and innovative technology solutions to drive growth.

"At a national level, I have entrenched a culture of self-analysis—as Directors, we communicate regularly and will interrogate each other's viewpoints and critique ourselves to test whether our decision-making is informed. We ask our staff what they think. We talk regularly to our couriers and listen to the coalface," he says.

As CEO, he sees his key role as guiding Fastway's strategic outlook and direction. He pays close attention to what is going on in the courier/logistics industries across the world, particularly the rapid developments in IT and the solutions they offer.

"I lead and often initiate all our IT projects as I believe they are our future. I strive to put us ahead of our competitors by understanding our customers' stress points and finding solutions for them. I also scout for new market segments that can be serviced effectively by suitable tech.

"We currently have a healthy pipeline of some very exciting IT initiatives, which will be coming on stream quite soon. A couple of these will be game-changers for this country," he concludes. ▲

Changing your view on learning and growth

Ucademy is an accredited learning institution, offering five qualifications and targeted skills programmes within the Business Process Management (BPM) field



Judy Robison, Executive Director

Courses ranging from NQF2 to NQF5 are available, this means that anyone is able to further their education, from the school-leaver to the chief executive officer. In fact, with the rapidity of change happening in the world today, many professionals will need to either be reskilled or upskilled at some point. In addition, with an on-site instructional design team, each course can be tailor-made to suit the audience, which could be on-site corporate training in any sector.

BPM, as defined by Gartner, "Is the discipline of managing processes (rather than tasks) as the means for improving business performance outcomes and operational agility. Processes span across organisational boundaries, linking people, information flows, systems and other assets to create and deliver value to customers and constituents."

Judy Robison, the Executive Director of Ucademy, uses this premise in managing and leading Ucademy. Robison and her leadership team are constantly exploring innovative ways to better serve their learners and corporate clients. Robison believes that education doesn't end in the classroom and that sending newly qualified graduates or learners into the corporate world without enough mentoring and coaching is short sighted and negates the value of true learning. In addition, taking the authentic intent to create meaningful growth, work and career opportunities is what sets Robison and her team apart from the rest. The Ucademy team are absolutely dedicated to improving the lives of all who come into contact with them and their supported work environments.

Ucademy was born out of a concept given to Robison when she was asked to build a unique learning and development vehicle, that would attract and retain talent. The quality of the talent has vastly improved because of the on-the-job training and integrated learning. The question, then, was: How do we create a corporate academy that provides the required skills to businesses, whilst empowering the employees? The answer was to drive the focus on the BPM sector, as it is considered a priority economic sector for South Africa. Furthermore, when the sector grows, the academy grows and sustainable, quality jobs are created and maintained.

Learning in context

Being book studied is merely the start, yet learning in context is crucial to the successful development of learners and graduates. Learning in context means that Ucademy assists in finding internships and workplace learning opportunities, whilst providing mentoring and coaching. This ensures

that new workplace entrants and graduates reach their full potential. This concept is based on ‘business-led learning’, meaning that the corporates into which the graduates are placed, provide the guidance and skills development based on their needs, whilst Ucademy supports and guides the application of skill.

Robison says, “Because of the growth in the BPM sector, Ucademy has a great percentage of absorption into full-time employment.” This success is a direct result of the learning in context concept, the excellent level of educators and facilitators, along with the support received from the Ucademy learning team. Ucademy finds the candidates, creates a pool of talent and provides access to learning and the route to embedded learning, with a very strong support system. In support of this, Robison emphasises that Ucademy does not just ‘tick boxes’, but rather creates opportunities in the reality of business.

Removing the ego leads to graduate success

Robison says she has learnt many lessons throughout her career, however, she has always possessed the ability to identify potential and nurture that potential into true skills. Robison talks about education and learning in a reverent, almost spiritual, way: When you are in a position to provide learning and it’s either not taken or not appreciated, it can be frustrating. Therefore, it is important to focus on the reflectiveness of self. Removing the ego from the teaching process allows you to see that the teaching is not about you. It’s about the potential recipient and their level of openness.

Teaching and mentoring is about helping people realise their true potential and acknowledge that they are worth so much more than they thought they could be, Robison says. The key is the access to learning—which, in South Africa, may seem to be an insurmountable issue. But listening to Robison, her passion is almost tangible and illustrates that everyone can be a teacher.

The learning leader

Robison began her career as a Facilitator and her passion for the field of learning was sparked when she witnessed students grasping concepts

and completing tasks they previously thought they were unable to achieve. Ucademy operates on the principles of respect, fairness, appreciation and honesty.

Integrity is a crucial element in the field of learning, there needs to be a mutual trust between the student and teacher. Robison says that the way leadership and learning are being done now is not working, and that only by looking at how collaboration and interpersonal interaction can be improved will there be a change.

On a global level, we need to rethink, collaborate, and evaluate how leaders need to drive learning and ‘show up’ as role models to inspire change.

Leadership is a personal journey, which is led in public. The leader’s value system needs to be their driving force. Coming from a place of authenticity and positive intent is crucial when one grows another’s potential and sets up a platform for growth. Gratitude is another daily task required for a positive leader, says Robison. Looking at your gifts and opportunities and then paying them forward will create a chain of positivity and growth.

Two processes that cut across all businesses are:

1. *The building of capacity*

The learning leader understands that developing skills within their organisation is a critical investment for employees and the business. Ensuring employees feel valued contributes greatly to engagement and success. In the words of Richard Branson: Train people well enough so they can leave, treat them well enough so they don’t want to.

2. *Data*

The most valuable asset in any business, second only to human capital, is the data and subsequent information available. In fact, Robison believes that leadership and data are intertwined. Utilising the insights available from the data in order to make critical and strategic decisions for growth will ensure the success of any organisation. The implementation of these insights is not necessarily for leadership only, rather, the learning leader will create an environment where people feel comfortable enough to be part of the implementation process.

Learning leaders must, in addition to constant learning, reflect on themselves, think across a range of domains, sectors and people, all the while connecting the dots to create opportunities for the stakeholders and their teams. They must be able to learn and adapt quicker than their competitors in order to stay relevant.

Another characteristic of a learning leader is to know when to say no. Boundaried and focused. “We only take on projects where we know we are giving quality to the learner and, in the case of workplace learning, proper value to the business,” Robison says.

The yin and yang

As a successful woman in business, Robison says she is blessed to have never experienced gender discrimination. One gender-related hurdle she has had to deal with is “Can the same hand that rocks the cradle, rock the boardroom?” An interesting debate, which was presented by Intelligence Squared and broadcasted from Hong Kong on BBC World.

Her answer is a resounding yes. It takes an open mind to know that, although it may appear some business practices favour specific genders, this is not always the case. For example, setting up a board meeting at 7am does not mean that this is gender-specific discrimination, but rather a lack of awareness of attendees’ responsibilities outside the workplace. For example; “The school run is not solely a mother’s domain; many single fathers have the same issue,” says Robison.

Whilst self-care may take a backseat in the grander scheme of life whilst juggling career and home, coupled with the feeling that at one point, one of your priorities is not receiving adequate attention, this is in no way a woman’s only issue. Men, too, have to balance life and work, yet this concept is oftentimes overlooked.

Diversity must be respected across all in business. Her advice to men and women in business is to embrace the reality of why you can and can’t do something. Communicate honestly and respectfully with your team, and amazing things will happen, you will feel heard and appreciated. And lastly, if you are still unhappy, either change or shift your environment—be honest with yourself. If the situation is largely due to you, then you need to amend your thinking and/or your ways. This is not easy but it is worthwhile. ▲

Innovative customer engagement solutions

Founded in October 2003, Ocular Technologies is a “15-year-old start-up”, which is thriving in the Industry 4.0 landscape. Pommie Lutchman, Ocular’s founder and CEO, discusses the company’s cutting-edge machine-based customer engagement solutions and the opportunities that the Fourth Industrial Revolution presents.

Please could you tell us about the establishment and evolution of your company? How was the need identified for a company such as yours?

Ocular Technologies was founded in October 2003 by two telecoms specialists who felt that the enterprising ideas they were formulating were being curtailed by their company’s product strategy and lack of vision. At the time, some of the leading blue-chip companies in South Africa were focused on establishing large, mission-critical call and contact centres to streamline and enhance their customer service, sales and collections efforts. The problem was, however, that hardware vendors were more concerned with “box-dropping” than building flexible, cost-effective and efficient solutions. Enter Ocular Technologies, a focused, specialist contact centre services and solutions provider that enabled the stepping-stones of effective and efficient service delivery programmes by offering consulting skills and implementation resources to support call/contact centre and help desk performance enhancements.

By bridging the gap between a customer’s detailed business requirements and either standard or bespoke hardware and software solutions, Ocular was able to quickly and effectively build a strong and loyal customer following, a highly-skilled and knowledgeable team of experts and an installed base that today rivals some of the largest players in the customer engagement industry.

What are the services and solutions you offer and what is their value-add to your customers? What role does cutting-edge technology play?



Pommie Lutchman, Ocular's founder and CEO

After 15 years in business, the one recurring theme about Ocular Technologies is that we are nothing if not agile in everything we do, and this has been the secret of our success over the years. It is this flexibility and agility that has allowed us to assess, review and evolve our marketing, product and sales strategies to the point where we are constantly figuring out ways in which we provide tangible and measurable value for our customers, and their customers alike. Our most recent evolution speaks directly to the company’s 2018 mission—“To have our customers appear as heroes in the eyes of their customers”. By offering a wide range of customer engagement solutions, streamlining existing offerings into a clear and concise

portfolio and adding new, innovative micro-services-based solutions, Ocular now provides real-world solutions in the following areas:

- *Intelligent interaction management*—using customer-specific information, intelligent routing and cognitive interfaces to enhance the overall customer experience, our traditional call- and contact-centre solutions, both on-premise and cloud-based, and all their peripheral and supporting platforms form part of this solution set.
- *Conversational user interfaces (UI)*—built on a foundation of containerised microservices and connecting to back-end systems, chatbots, voice bots and CXbots give us the privilege of interacting with a computer system on human terms.
- *Robotic process automation (RPA)*—an emerging form of business process automation technology based on the notion of software robots or artificial intelligence (AI) workers.
- *Ambient computing*—the development of interfaces in which people would interact with computers not constrained to a desktop but anywhere at any time, on a host of different devices.
- *Natural language processing (NLP)*—an area of computer science and AI concerned with the interactions between computers and human (natural) languages.
- *Cognitive analysis and design*—transforming customer experiences using enhanced personalisation and cognitive capabilities, AI and machine learning.

Ocular’s recent foray into the world of conversational UIs has proven to be extremely fruitful

in a relatively short space of time and we are certain it will be the future of enterprise communications and customer engagement. Our experience in call and contact centres, customer experience environments and in dealing with enterprises who rely on the success of these environments, places us, once again, in the unique position to spearhead the transition from human-based to cutting-edge machine-based customer engagement solutions.

Your company believes AI is the new UI. Please explain this concept. How is the user interface evolving and in which ways will conversational user interfaces change our lives?

From Ocular's viewpoint, what #AlisthenewUI really speaks to is that AI will dramatically change the way humans interact with technology, in a way that is intuitive, frictionless and pervasive. Using methodologies such as Nudge Theory, Natural Language Processing, Sentiment/Tone Analysis and anthropomorphised scripting, the 'old' user interfaces of buttons, menus, sliders and text boxes are replaced by facilities that allow a user to interact and engage with a chatbot, a voice-based digital assistant or virtual agent, or even using hand gestures and facial expressions, all the while leveraging off AI to interpret and understand the mode, context and intent of the conversation or engagement. At Ocular Technologies, we are meticulous when it comes to service design as it is ultimately the differentiator that will attract a customer to a brand rather than to its competitors and keep them coming back for more. The primary consideration in service design should be the end-customer's needs, and the customer should be at the very heart of the experience when building AI-enabled conversational UIs, allowing the customer to have a free-text conversation with your brand. We are already seeing the impact conversational UIs has on daily living with the likes of Amazon's Alexa, Google Home, Apple's Siri and Microsoft Cortana, but what Ocular has focused on in recent months is building interfaces for these voice assistants that integrate into enterprises' backend systems, messaging platforms such as Facebook Messenger, Twitter, Slack and WhatsApp, and provide the seamless transition, with context, of those conversations from one mode to another,

all the while utilising AI and machine learning engines such as IBM's Watson, Microsoft's Azure AI or Google's TensorFlow to enhance the overall experience.

What are the opportunities that lie within Industry 4.0?

The opportunities for the customer engagement industry are boundless, with the interfaces being built around simplifying and enhancing the customer experience relying heavily on Industry 4.0 concepts and methodologies. Conversational AI and RPA alone have the power to transform the most manual and resource-intensive tasks to monitored, measured and efficient repetitive processes, ready to be replicated and reused in a multitude of different environments, and that's just in a single enterprise. Just imagine the power of doing that across enterprises, across industries, even across borders. Another factor to take into consideration is that the call and contact centre industry has always been at the forefront of the automation game. It was this industry that developed transactional automated voice attendants (IVRs) on phone systems, resource automation through workforce management and schedule adherence, and automated three-dimensional reporting systems for analysing customer trends and behaviour. Those technology companies, system integrators and software development houses that have been successfully implementing these solutions have an advantage in that they understand what it takes to make these new technologies and solutions work, and how to fix them when it doesn't.

What does your role as CEO entail and what is the most fulfilling aspect of your job?

As the top operational decision-maker, I am primarily responsible for creating, planning, implementing and integrating the strategic direction of the businesses I control and the boards I chair, with the ultimate goal of increasing shareholder value. Ultimately, I am responsible for the overall success of these businesses and for making top-level managerial decisions, which, in this market, can prove to be a daunting task at the best of times. In recent years, my role as the CEO has transformed from being the "go-to guy" for everything from developing a new provisioning platform for our dedicated, in-country cloud infrastructure

to deciding what end-of-year gifts to give to our customers, to more the "go-to-guy-with-goals-and-responsibilities"—an increase in the company profile, product set and market share, coupled with exponential organic growth in the company has forced me into a formalisation of the role with the ultimate aim of stepping away to chair the board of directors and handing the reigns over to a capable and proficient new CEO. This is, essentially, the most fulfilling part of my job. The ability to mentor others, opening up opportunities for them to grow and nurturing them until they are ready, willing and capable to take over my job role is surely the ultimate aim of any leader.

What does good, effective leadership mean to you and how do you demonstrate these leadership traits?

A great leader, first and foremost, leads by example. When managing a team of individuals spanning Baby Boomers to Millennials to "Born-frees", each with their own strengths, weaknesses, quirks and idiosyncrasies, the way a leader deals with situations and crises is really a reflection of how they will deal with private issues, dilemmas and conflicts, and that translates directly into how they will deal with their customers, colleagues and partners.

The second critical factor, though no less important, is how the leader communicates everything, from the company strategy to staff, to the resolution of a critical problem, to dealing with an irate client. Bad or incomplete communication leads to a loss in translation of the message that needs to be conveyed, and with murky waters in the messaging comes indecisiveness, doubt and fear, and no leader wants to lead a team in that state.

Finally, a leader needs to be above reproach; faultless in his or her character, never one to shy away from accountability and driven by a code of ethics and integrity. It is this character that one must always aspire to and even though most of us don't ever achieve it in totality, it certainly is a worthy personal goal to work towards. Over the years, I have tried to live by these core principles and on the odd occasion that I have strayed—there have been a few—I have always tried to bring myself to understand the root cause and I have worked towards reconciling myself with these core traits.▲

Differentiated contract mining services

Founded and owned by the dynamic husband and wife team, Samuel and Motlapele Molefi, Modi Mining is on the fast-track to becoming a supplier of choice to the mining industry

In 2007, the company was registered as a CC (which was later converted into a (PTY) Ltd.) by Mr Molefi, a Mining Engineer who identified the need for performance improvement in terms of industry efficiencies in the mining sector, in order for mining houses to remain profitable.

“Around the year 2008 to 2011, the mining sector was faced with world economic challenges, depressed commodity prices, mining at depth and increasing labour costs. Many mining companies were faced with having to reduce mining costs to remain profitable. This led to many companies reducing their headcount (through retrenchments) and having to cancel or delay capital projects, while others had to close shop,” Mr Molefi explains.

Along with this, there was an unmet need—the need to improve mining efficiencies. This would help the mines to avoid resorting to headcount reduction in order to remain within the desired cost curve. This led to Mr Molefi deciding to leave the comfort zone of being an employee and venturing into contract mining business. The aim was to establish a contract mining company that is driven by safety, low costs and the best industry efficiencies.

The aim was defined, the goal was clear and the motive and drive were correct, but it would take Mr Molefi two full years to get the first project.

“As a new entrant, we were faced with numerous gate-keeping challenges and it was not easy for the industry captains to trust us until one decided to open that one door and gave us an opportunity to prove ourselves. That was in November 2011, we started with 48 hungry employees.



Photo: Alistair Cotton, for Entrepreneur of the Year®

“Today, Modi Mining employs 483 dedicated and well-motivated employees who understand and share the common vision of the company. We deliver the best efficiencies in the underground conventional mining environment—we deliver the best stoping M^2 /team and the best vamping tons/team—and in the opencast mining sector, we deliver the best BCMs/team,” Mr Molefi enthuses.

Award-winning entrepreneurs

With such dedication and efficient output, it's no wonder that Modi Mining has received numerous awards over the years, including being rated as the best-performing company by Black Umbrellas for three years in succession and being part of the National Top 40 Gazelles for 2016/2017.

While all their awards are special, being named the Entrepreneur of the Year's (EOY) Overall Winner on 5 September 2018 was their proudest achievement yet.

“The competition is sponsored by Sanlam and Business Partners and aims to honour, benefit and inspire South African SMEs. We participated in the category of Medium Business Entrepreneur. EOY is the premier entrepreneurial competition in South Africa and to be acknowledged on such a platform really left us speechless. We were up against equally talented contenders,” explains Mrs Molefi.

“What makes the EOY competition the most special is winning the award when they celebrated a milestone of 30 years of excellence in entrepreneurship. It is also a very memorable win, with 2018 being the most significant year on the South African calendar because of Tata Nelson Mandela's Centenary. Winning such a prestigious award distinguished us and got our brand out there. We trended for all the right reasons,” she enthuses.

At the competition, the judges were particularly impressed by their ability to achieve an average growth rate of over 30% per annum since starting operations in 2011.

Speaking about achieving this level of expansion, Mr Molefi says, “We have taken every opportunity and project as our only one. This has pushed us to perform at our utmost best. We have also learnt to resource our projects with the relevant expertise required for the job, with quality equipment and machinery and, along with that, we ensure our employees are well-motivated and understand the vision and values of the company.”

“This balanced combination ensures we are able to face the headwinds and remain a safe, quality and cost-effective service provider. We

have, in actual fact, been able to grow within existing clients as they would grow our scope every time the opportunity arises—a demonstration of the level of confidence in our services,” he adds.

Supporting local economic development and transformation

Modi Mining is passionate about creating sustainable job opportunities and contributing towards economic transformation in the host communities

“By so doing, we have created full-time job opportunities for 483 people and have local suppliers under our enterprise development (ED) programme. Additionally, we’ve contributed towards social economic development (SED) in the form of supporting girl learners by exposing them to the mining industry,” Mr Molefi says.

This programme, the Techno-Girl project, hosts girls at a workplace during the school holidays. “It’s aimed at promoting STEM subjects and exposing girls to various career options. We are currently hosting 10 girls in our operation,” Mrs Molefi adds.

The dynamic duo

As a married couple and business partners, achieving a work-life balance is essential.

While not always easy, Mr Molefi says that “in any healthy organisation, the hierarchy is honoured. In the workplace, we embrace it and when we’re at home, family values take first priority”.

“I really thank God for giving us the wisdom to be able to deal with our personal and business relationship,” elaborates Mrs Molefi.

“We hold each other in the highest regard and value each other’s contribution, we affirm each other’s decisions all the time. The level of respect for one another in relation to our capabilities is amazing.

“We share such a unique relationship—I’m the ‘wife’ and shareholder, he is the ‘husband’ and head of the organisation—drawing a line

between different roles and being emotionally mature, both in business and marriage, helps us to keep the balance healthy.

“I must say, I love working with my husband, he is a great business partner. It’s not easy to balance between our work and personal lives, as the two keep encroaching on each other, but we do make an effort to make time for husband and wife moments. From time to time, we take a break from work to spend time away with the kids,” she says.

Samuel Molefi studied at the Technikon Witwatersrand (the University of Johannesburg today) and began his mining career as a Bursar Metalliferous Mining Engineer at Gold Fields Limited in 1996.

“I have a Government Mine Managers’ certificate of competency and I am also a Mining Explosives Engineering certificate holder, which I obtained from Sasol Nitro. I worked with Gold Fields for seven years and then joined Sasol Nitro, which I left after seven years as a Key Account Manager. I then joined Anglo American Platinum as a Mine Planner (long-term planning). My experience in the mining explosives sector included being a Project Manager in Mali for a Spanish company, where I was responsible for the manufacturing of bulk explosives and for down-the-hole and up-hole loading contract services, which we had with Randgold Resources.

“I left the comfort of my job, where I was a Mine Manager responsible for a shaft-sinking project, to start our first project and work on a full-time basis at Modi Mining in 2011,” he says.

The experience he gained is continuously shared with his colleagues to ensure that their clients and the mining industry benefit from their quality mining contractor services.

Motlapele Molefi holds a Master’s Degree in Entrepreneurship and Business Development from the University of Pretoria.

“I spend most of my career life working with the development of enterprises. I facilitated the establishment, growth and sustainability of SMME-owned businesses.

“Prior to joining Modi Mining on a full-time basis, I worked for Royal Bafokeng Administration (RBA) as an Executive Manager and had 420 SMMEs within the mining, construction, manufacturing and services industries in my portfolio.

“I am equipped with skills to function at both the strategic and operational levels. My experience includes project management—I initiated and managed several sustainable projects during my tenure at RBA. I also have experience in corporate governance and finance, which was gained during my period as a Non-Executive Director and a board member for Seda Essential Oils Business Incubator (SEOBI).

“Having worked within the business development environment played a huge role in my partnership and successfully running a business. For me, it’s like practising what I have been preaching during my 10 years of coaching and mentoring other businesses.

“Over the period of time, I have learnt that venturing into a business that you have prior knowledge of, gives you a competitive advantage. My partner’s 22 years of experience within the mining environment and my business development experience are perfectly complementary—this pushes us to another level,” she explains.

In terms of leadership, Mr Molefi says that, in order to be a great leader, one must embrace “clarity” in one’s leadership style and promote “interdependency” in one’s organisation.

With regard to leadership lessons, Mrs Molefi concludes, “I have learnt that, as a leader, it is important to be resourceful in terms of those whom you lead. Therefore, continuous self-empowerment is crucial. It’s also important to ‘walk the talk’—the organisation’s values that I instil should be displayed and seen through me at all times. I have also learnt that it is key to create an environment that encourages your team to be authentic and free-spirited. This encourages creativity, honest feedback and your team feels valued.” ▲

Putting passenger and community safety first

Founded in 2016, the Namibia Civil Aviation Authority (NCAA) was built on the values of integrity, accountability, fairness and excellence. Angeline Simana, the Executive Director, discusses their critical role and how they're ensuring safe skies for Namibia.

Please could you tell us more about the establishment and evolution of NCAA and what the authority stands for?

The NCAA, which was formerly known as the Directorate of Civil Aviation, is a state-owned enterprise, which was established on 1 November 2016, in terms of the Civil Aviation Act No. 6 of 2016. As a safety regulator, our mandate is to control, regulate and enforce compliance from all participants within the civil aviation system with civil aviation regulatory requirements, and to promote the safe and orderly development of international civil aviation nationally, regionally and globally.

The safety of the passengers and community is paramount to you. What are the functions the NCAA performs in terms of aviation safety oversight and air traffic services and how successfully do you fulfil these responsibilities to ensure a safe, orderly and efficient civil aviation system?

A state incurs an enormous obligation under the Chicago Convention, signed on 7 November 1944, the moment it decides to accept civil aircraft and actively participate in international air transport. There, like for all other modes of transport (sea, road and rail), there are public service obligations that a state has to address by providing the necessary infrastructure and ensuring that air transport activities are safe and conducted in an orderly fashion. This requires massive investments and human and technical skills (technical, operational and managerial) to manage the said infrastructure and ensure that civil aviation operations are conducted safely and support commercial operations. Hence, the need for a public institution i.e., the Namibia



Angeline Simana, Executive Director

Civil Aviation Authority to ensure Namibia's responsiveness to the implementation of the accepted minimum International Standards and Recommended Practices (SARPs).

Our challenges are many but so, too, are our possibilities to strengthen the continued and sustained relevance of Namibia as an attractive aviation hub. The NCAA is very committed and, particularly now, that it operates under favourable conditions that were previously not the case as a mere Directorate within the public service. This is with respect to the financial, technical and human resources autonomy, which are critical factors to run a CAA successfully. The NCAA is grateful for the support of the government, especially while the Department of Civil Aviation were still part of the Public Service.

During this time; since 2009, they were able to use the ICOA Project to build critical mass, expanding their range of inspector capability.

It was a slow and painstaking process but it enabled us to increase the range and scope of the NCAA's oversight capability from a limited number of only two safety inspectors to almost 25. Moreover, we expanded the specialist disciplines that were previously limited to flight operations and airworthiness, which left the industry largely self-regulating to aerodromes and ground aids, air traffic navigational oversight and personnel licensing, which the Cabin Safety Inspector disciplines.

We are still behind the numbers but our range of oversight activities have improved, which is good, as it is slowly restoring the imbalance that previously existed to a modest balance where we are now actively engaging the industry and affording them the safety advisory services every Civil Aviation Authority (CAA) should be capable of giving to the public and to participants in the aviation system.

Tell us more about your safety initiative, Safe Skies for Namibia. What does it entail and what does it set out to achieve?

Facilities, infrastructure and the safety and security oversight technical capacity are key ingredients. These are critical success factors to ensure a balanced approach to oversight without inhibiting the industry by taking responsibility for the safety of their operations. We started this journey in trepidation and faced numerous challenges while we operated from the Southport Building in Windhoek, with limited key personnel in areas of significant importance to the sustainable growth of the safety authority.

Staffing, recruitment and financial autonomy are, therefore, critical stepping stones for a safety regulator to ensure its capability to carry out its oversight responsibilities. Our safety oversight capability and response to the implementation of SARPs invariably define our relevance to the industry. This is impossible without attracting, retaining and ensuring the continuous training of our safety inspectors to remain relevant and enabling license and approval holders to create the safety systems necessary to support the safe and orderly growth of air activities generated within our airspace.

Additionally, we promote stakeholder engagement through initiatives like safety roadshows and workshops. A successful roadshow campaign was held in May at Eros and Swakopmund, raising the industry's knowledge of the NCAA. This was specifically targeted at sub-500 hour pilots.

Furthermore, through engagement, the need for an evolving airspace has been identified and workshops have been held to improve the various airspaces in Namibia, including the introduction of special flight rules areas around the Namib Desert between Swakopmund and Sossusvlei and the amendments of airspaces at all airports with ATS facilities. The area navigation (RNAV) route structure has also been amended to ensure the better utilisation and safety of the ATS routes.

What are the regulations and technical standards with regard to licensing and how strictly do you adhere? What does the process of applying for the issuing or renewal of a license entail?

We adopted the five-phase certification process, like all the other states, which is applied indiscriminately to all operators (air carriers, aircraft maintenance organisations nationally or foreign-based, airport operators, whether new entrants or existing participants). This has allowed us to fairly and transparently assess the suitability of the key personnel proposed for positions that require that we, as the regulator, determine their fitness through a fit and proper person test (FPP) in terms of the Namibia Civil

Aviation Act of 2016 and their financial strength to carry their intended operations without compromising public safety, whilst guaranteeing their sustained operations.

In the case of license privileges exercised by individuals i.e., technical personnel associated with the operations of approval holders, the licensing processes allow for 1st issuances, then a renewal process and/or validations, where such licenses were issued under Annex 1 of the Chicago Convention by other sister states. There is, therefore, a process, depending on the age of the license holder, to ensure they are medically fit to, without fail, continue to exercise the said privileges.

Our regulations are based on the International Civil Aviation Organization's (ICAO) standards, like all other sister states. And although ICAO does not require the certification of ANS, this is being pursued in Namibia and the service providers are being readied to undergo the certification process. The regulations will be strictly adhered to and all instances of non-compliance are dealt with through the raising of finding notices or the imposition of restrictions. The process involves a five-phase certification process, as with all other sections.

The aviation industry plays a central role in supporting the tourism sector.

How critical is the government's role in terms of effecting positive changes in the industry?

Yes, without the government's support and investments over the years, particularly in air navigational facilities and state-of-the-art ground-to-air equipment to support aircraft operations, I personally do not believe we would have been such a relevant player on the North-South and South-North bound ICAO route.

Namibia was one of the few states that invested in radar technology when it was not only fashionable, but a smart decision to invest in. And being a country with a land size of 825 615 square kilometres but having less than the ideal commercial traffic, the levy charges on the few air carriers would have been very costly and it would not have been economical to maintain

our investments in-air-to-ground and satellite technology. The government had to step in and it rose to the occasions.

Do you believe African taxes should be considered? For what reasons? Why is it so crucial?

I am a firm believer that organisations want to pay taxes intended for purposes such as the key infrastructure they need, which supports their sustained financial viability. Moreover, from its limited income, the government alone cannot provide the infrastructure that supports and links up the different modes of transport. Therefore, the state must collect that income from (collect it from whom?). ICAO has done excellent research over the years and it has clear guidance in several of its publications. Taxes, when designed to raise the national or local governments' revenues, if collected from aviation airspace users but not applied in their entirety to improve civil aviation infrastructure and facilities, should be avoided

It should, therefore, not be an African Tax but a set of levies charged by governments who actively invest in the infrastructure needed to stimulate air travel and improve the socio-economic conditions of a country by those users, regardless of origin.

What are the qualities you would like to maintain in your service offerings as a regulator and/ANS Provider and do you believe you are there?

The regulator is not only responsible for regulating the industry but also for providing guidance and advice to the industry, therefore, it is essential to maintain the experience sets the regulator has and to fill the gaps that are currently vacant.

Having the ICAO project providing assistance to the NCAA brings with it a wealth of international experience and knowledge and allows the local inspectors to tap off from many different experiences worldwide. The inspectorate must maintain this ability to provide the industry with top, leading-edge advice and have the experience to draw upon. ▲

Next generation of talent acquisition with transformative hiring solutions

Think-Career is a talent acquisition firm that delivers seamless and streamlined hiring leveraging recruitment tech tools to enable social recruiting, digital recruiting and mobile-friendly recruiting that is scalable. Khani Mhlongo, the Managing Director, shares how they are poised to become leaders within their sphere of operation



Please could you tell us about the establishment and evolution of the firm? What was the need like for a firm such as yours?

Our value proposition is to deliver a seamless and transformative hiring experience across various industries nationwide. Think-Career was founded on the basis of finding solutions to hiring and recruiting pain points experienced by both employers and candidates. The talent acquisition industry, as we now call it, has seen advances in technology, which is changing the way companies and job-seekers approach and engage potential career opportunities. Finding the right candidates quicker remains a pain point for many companies looking for sustained business growth, as well as the visibility to available career opportunities to career seekers, which remains a major challenge. More often than not, the hiring experience leaves a lot to be desired as most are still using the traditional way of recruiting and candidates are often not treated as the most important customers in our industry. We partner with employers looking for solutions to achieve greater operational efficiencies through our digitised recruiting efforts to select the right-matched candidates, which reduces the time to hire, improves talent retention and enhances productivity. Our candidates enjoy the engagement on their own terms and superior service, which matches them with the right employer and right culture aligned to their values.

You are positioned to be the leading online talent acquisition platform and recruitment outsourcing firm in the labour market—in which ways are you able to offer a distinct hiring experience?

The widespread usage of social media networks and mobile phones has played an important role in shaping the landscape of today’s recruitment industry. Think-Career is pioneering the next generation of talent acquisition platforms and mobile recruiting solutions with high-tech features for sourcing, job posting, advertisement management, workflow management, assessment, pipeline management, interview scheduling, video screening, hiring manager APP and other forms of assessment and data-driven reporting. Our mobile recruiting platform now includes chatbots that interact with candidates. We have partnered with some of the global leaders and service providers to help deliver digitised recruiting through improved candidate and employer engagement and automation (AI) of repetitive and routine tasks for hiring teams who are pressed for time to hire candidates quicker, and in the most cost-efficient manner.

What are the solutions you offer and what are the various business sectors you specialise in and partner with?

We offer bespoke and scalable recruitment process outsourcing solutions for high-volume recruiting, graduate recruiting, direct placements for hard-to-fill roles, online assessments and online pre-onboarding, and employer brand awareness. We specialise in various business sectors such as retail, fast-moving consumer goods (FMCG), hospitality, restaurants, healthcare and pharmaceutical services, banking and financial services as well as the travel and tourism industry.

What makes Think-Career so unique? What would you regard your competitive advantage to be?

“We care about the candidate and employer hiring experience” to the extent that we are always on the lookout for better solutions to deliver seamless hiring and improve on our services to our clients. Our focus is more than filling open positions, we pay special attention to the candidate’s career aspirations and

sustained, meaningful employment, we help employers to further build a greater employer brand awareness and we ensure hiring teams enjoy making those final selection decisions.

The Fourth Industrial Revolution is upon us. In which ways is your company embracing Industry 4.0? How are your services designed with the innovativeness of the revolution in mind?

We believe Industry 4.0 will never replace human touch. We have leveraged some of the latest and most effective high-tech recruitment tools and methodologies to engage, source and select the best candidates. Digital recruiting is more than having a career site and posting jobs on social media, it’s about creating an amazing experience. We develop and implement engaging digital recruitment strategies, recruitment marketing campaigns, candidate sourcing, screening and matching, making it easy to reach specific candidates before the competitor does.

Please tell us more about your educational and career history. What prepared you for your current role as Managing Director?

I was completely blessed over the last 16 years in corporate SA and have enjoyed a fulfilling career with the retail giant Woolies, leading amazing teams across different levels, from partnering with executive teams to serving our store teams.

I completed BTech: Human Resource Management at CPUT and later enrolled at Unisa for an Honours degree in Industrial Psychology (which is currently on hold and with only two modules left). I started my career as a graduate helping various recruitment specialists at Woolworths, I later progressed to a Trainee HR Departmental Manager at a Canal Walk store. I progressed through various roles: Regional HR Generalist, a year as an HR Consultant at ForwardSLASH, I re-joined Woolworths and fulfilled the roles of Talent Specialist: Resourcing, Regional and Divisional HR Business Partner: Western Cape, HR Business Partner: Head Office - Foods division, HR Business Partner: Corporate Stores (national).

I then decided to relocate back to the city of lights when the opportunity arose to fill the role of Divisional HRBP Gauteng North, Free

State for three years. I have been the founder and Managing Director at Think-Career Pty Ltd since January 2018.

What does your role as MD entail and what is the most fulfilling aspect of your job?

As much as I’m part of the team, my role comes with a lot of responsibilities, which I didn’t realise, prior to taking up this challenge. Ultimately, I’m answerable for the company’s performance and upholding the values, practices and ethics within the industry. I’m accountable to my team, clients and candidates based on the promise that has been made to them to “deliver seamless hiring”. Because we’re a start-up business, I’m a jack-of-all-trades but I’ve mastered a few key responsibilities: business development, client and candidate management. My role as MD is to be the ambassador of Think-Career, drive a clear vision, drive the strategic objectives and the performance, and to help shape the culture.

How would you define good, effective leadership?

An effective leader is one who leads from the front, can demonstrate competence, accountability and collaboration. A leader is able to build effective relationships and networks, show humility and vulnerability when required and, finally, a leader is able to make tough, unpopular decisions. Be your authentic self!

How do you demonstrate these leadership traits in your day-to-day activities and interactions?

I must give credit to my previous employer, Woolworths, the teams, colleagues and previous BOSS /line partners I’ve worked with. I was well-schooled and well-exposed to a lot, which enabled me to continuously learn, refine my skills and use daily reflections to help remain grounded. I’m not at all an expert but that keeps me motivated to learn every day.

What are some of the most important leadership lessons you have learnt during the course of your career?

Leadership is about serving others, being authentic and comfortable in your own skin as well as understanding yourself in order to better connect with others. ▲

Johannesburg Development Agency

The Johannesburg Development Agency (JDA) is a wholly owned area-based development agency of the City of Johannesburg with an emphasis on the development of resilient, sustainable and liveable urban areas in identified transit nodes and corridors. This means that as an area-based development agency, we are more than just a project management agency or an economic development agency.

Every area-based development undertaken by the JDA is supported by development facilitation functions in the pre-development and post-development phases to enhance the value added by the capital works interventions and improve the longer-term sustainability of the capital investment.

We give much emphasis to precinct-based development, working with stakeholders to enhance areas and address local challenges and needs in a sustainable way through our capital investments.

Part of this work is the delivery of a consolidated public transport backbone - consolidating appropriate growth and development opportunities around existing and future public transport nodes, starting from the Transit-Oriented Development Corridors linking Soweto to Sandton along Louis Botha Avenue and Empire-Perth spines.

The objective is to develop nodes that are compact, walkable, liveable, mixed use and mixed income areas and centres around which to density. They should be areas where people can live, work and play and have good access to public transit.

Guided by the CoJ policy on the categorising the current city nodes with prospects for growth, the work of the programme is to promote densification, diversification and development in these nodes. The main categories

of nodes are: mixed-use/key urban nodes (under various categories), industrial nodes, Transit Oriented Development (TOD) nodes and neighbourhood nodes.

Part of this work includes providing the public with safe walkable spaces in the form of walkable and cycle-able infrastructure such as the Grayston Pedestrian and Cycling Bridge, the Heritage on Houghton Drive which run along the Louis Botha Development Corridor as well as the Westbury Pedestrian Bridge in Westbury.

At the JDA we believe the co-production of solutions in partnership with local communities and stakeholders allows for our development programmes to meet local needs and mitigate needs such as the provision of safe walkable infrastructure that meet the needs of users. This is an essential component of development interventions in Cities.

By doing this we ensure that a more responsible and effective approach is to work with local stakeholders to produce solutions, drawing on their knowledge of the development context. This can cultivate a much more sustainable sense of ownership, civic pride and citizenship.

The JDA has implemented over 600 projects across all administrative regions of the City in 17 years of operation. The total capex allocation increased to just over R5 Billion over the last 5 years of operations.



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The man with many talents

Marketing and PR extraordinaire and social entrepreneur, Emmanuel Bonoko, is a leader on a mission to conquer the world and he is unapologetic about some of the talents that God has blessed him with

Bonoko may have obtained his BCom Marketing degree but it is he who is always educating people about the importance—beyond the Bachelor’s, Masters or Doctorate degrees—of working on one’s personality, character and skills.

The journey begins

Bonoko was born in Johannesburg and moved to Limpopo to live with his grandparents, and they taught him so much about the power of having faith in God and working hard for his dreams.

Thereafter, he moved to Pretoria to continue with his studies. After Matric, he moved to Johannesburg to stay with his late parents—Jane Bonoko and King Maphosa.

“They taught me about the power of having the courage to believe in your own greatness and achieve beyond any obstacles and limitations you may face in life,” Bonoko reflects.

Emmanuel Bonoko: the entrepreneur

“Most people my age misunderstood me and how passionate I was about developing myself in order to live to my full potential and chase those dreams without being apologetic about my greatness.

“I lost many friends and I was always alone because of the hunger I had to pursue my dreams and vision. Even my own family did not see the bigger picture—that it’s possible to make a sustainable living without working for any company or becoming a teacher, doctor or lawyer. There is nothing wrong with working for a corporate, because not of all us have the courage to pursue entrepreneurship,” he explains.

Bonoko didn’t have an easy time in business but says he always had the support of his parents, who have since passed away, throughout his entrepreneurial journey. His mother, in particular, had a significant impact on him.





He says he learnt a lot about what it takes to come through on the other side.

“Never be afraid or embarrassed to struggle. There is absolutely no shame in working hard to get to where you want to be. No shame,” says Bonoko.

When he was around 19, 20 years old, he founded the EBonoko Foundation (www.ebonokofoundation.co.za) with the aim of serving others and fostering leadership, youth empowerment and entrepreneurship. One of their main initiatives is a book drive that’s seen over 16 000 books collected over the years and donated to under-resourced schools, charities, libraries, prisons and community centres. This has led to other successful projects being undertaken by the foundation including youth mentorship programmes, bursary campaigns, career expos and seminar workshops focusing on business and leadership.

Through the foundation, Bonoko was able to build great business networks.

He mentions the names of serial entrepreneurs, Phuti Mahanyele and Bonang Mohale, saying he is blessed to have had them as his mentors. Mahanyele is the former Chief Executive Officer of the Shanduka Group and the current Executive Chairperson of the investment group, Sigma Capital Investment. Mohale is the former Shell SA chairperson and the current Chief Executive of Business Leadership SA.

As a way of giving back to the community, Bonoko runs business connect seminars, dubbed ‘back to kasi’, meaning ‘back to the township’ when loosely translated.

Globally celebrated

Forbes Africa Magazine recognised Bonoko as one of the most influential 30UNDER30 Entrepreneurs to look out for in Africa.

Additionally, he’s received the following awards and accolades:

- The KIA Young Business Achiever of the year 2017 at the BBQ Awards
- The Entrepreneur of the Year at The SA Men Of The Year Awards 2016

- Named African Hero of the Month by www.reelafrican.com. The US-based magazine named him one of the 100 most influential leaders in the world under 30 <http://real-leaders.com/digital/yr1100/#3>

EBonoko Holdings

EBonoko Holdings PTY LTD is a marketing and consulting company with multiple services, which include media relations, PR management, design and brand development, brand strategy, promotions and marketing and events hosting and management.

Bonoko says that over the years, they partnered with and serviced some of the biggest corporates in South Africa, including the Eskom Development Foundation, the Shanduka Group, Shell South Africa, the Mogale City Local Municipality, Standard Bank, the PBT Group and many more.

Entrepreneurial advice

Bonoko has some tips for success:

- Small things count a lot—keep putting in more effort and learning from others.
- Never be ashamed to struggle; there is absolutely nothing wrong with working hard to get to where you want to be in life.
- You must create a personal identity with which you will be identified. Being humble, ethical and caring should be part of it.
- Adapt to the trends and brands in the market.
- Arm yourself with education in order to become credible.

“Not all young people are lazy and feel entitled,” says Bonoko. This is the real story of entrepreneurship that is not being told, he says.

“We have young people who are working hard and are hungry to grow. We have young people who are changing the game of entrepreneurship. Young people are powerful and they are doing their part to transform South Africa,” he says.

However, young people do have to play their part, he adds. This includes being patient enough to start small and not solely focusing on raising funds.

“Funding is not the solution to every problem in business, but rather the spirit of patience and building, with a vision of creating impact,” he says.

Bonoko also encourages young people to come up with more solution-driven businesses as well as being willing to pool resources and experiences.

“It takes preparation and patience to win in the business world. I measure my success by being able to create employment for other young people and through the influence I have on other young people,” he explains.

In terms of how to successfully grow your business, Bonoko says the power of networking and having a global vision for your business is what promotes growth. Additionally, the power of discipline, character and branding are crucial for growth. Above all, you need to have faith in God, he says. My mentor, Mahanyele, taught me that business is 80% spirituality and 20% hard work.

The role of mentoring young people

Bonoko knows that entrepreneurship can be very intimidating.

“As you launch an idea and develop it into an operating business, it is inevitable that you’ll face some tough decisions and you may not have the answers or the experience to at least make an informed choice.

“Oprah Winfrey gives the following advice: ‘Surround yourself with only people who are going to lift you higher.’

Ask yourself why you would take on the task of starting your business without the wisdom and resources of someone who has been there before. That is why mentorship is key and important amongst emerging entrepreneurs,” he says.

In closing, Bonoko says, “Use every opportunity you have as an entrepreneur to grow your brand and business. Learn to invest in yourself as an entrepreneur, build relationships and increase your business acumen. Collaborations are key amongst entrepreneurs and humanity is key to the path of your success.” ▲



The indelible image

The McDonald's Museum is a replica of the first corporate McDonald's restaurant, opened on 15th April, 1955, after the franchise was acquired from founders Maurice and Richard McDonald. The first McDonald's restaurant was started in 1948 by the brothers in San Bernardino, California. They bought appliances for their small hamburger restaurant from salesman Ray Kroc, who was intrigued by their need for eight malt and shake mixers. When Kroc visited the brothers in 1954 to see how a small shop could sell so many milk shakes, he discovered a simple, efficient format that permitted the brothers to produce huge quantities of food at low prices. The self-service counter eliminated the need for waiters and waitresses; customers received their food quickly because hamburgers were cooked ahead of time, wrapped, and warmed under heat lamps. Seeing great promise in their restaurant concept, Kroc offered to begin a franchise program for the McDonald brothers. On April 15, 1955, he opened the first McDonald's franchise in Des Plaines, Illinois, and in the same year launched the McDonald's Corporation.

Photo: Getty Images/ Bettmann Archive



A yellow sports car, likely a Lamborghini Gallardo, is shown in motion on a racetrack. The car is viewed from a front-quarter perspective, moving towards the right. The background is blurred, suggesting speed. A yellow dashed line is positioned above the main title.

The 2018 SA Festival of Motoring: supercars prove to be a popular investment

Motoring enthusiasts were spoiled for choice at the biggest national motor show of the year—the SA Festival of Motoring—which took place at the historic Kyalami Racing Circuit recently, showcasing the cream of the luxury and performance motoring industry

The most popular sports cars purchased in South Africa during 2017, ranked according to what you can expect to pay for them, brand new off the shop floor:

Rolls-Royce Phantom – over R11 million
 Ferrari F12 Berlinetta – over R5 million
 Rolls-Royce Ghost – over R6 million
 Ferrari California – over R3.9-million
 Bentley Continental – over R2.8-million
 Aston Martin DB11 – over R4.3-million
 Porsche 911 Turbo – over R2.2-million
 Mercedes-Benz AMG GT – over R1.9-million
 Porsche 911 Carrera 4 – R1.2-million

This motoring extravaganza brings together over 65 000 car lovers, with a representation of over 30 auto brands at the event. Everything from the newest sports cars to vintage supercars, as well as the best in 4x4s, was on display.

Visitors also had the opportunity to witness these prestigious luxury motor cars show what they're made of in action, with a few lucky show-goers even having the chance to get their adrenaline pumping with a spin around the track.

According to the 2018 edition of the leading wealth intelligence company New World Wealth's South African Wealth Report, the best-selling luxury car brand sold in South Africa in 2017 was the Porsche. Next up was Ferrari, followed by Bentley, Rolls-Royce, Aston Martin, Lamborghini and then McLaren.

Christelle Colman, the Managing Director of Elite Risk Acceptances, says it's at events like these that many enthusiasts decide to take their passion to the next level and enter the world of supercar investing.

"This kind of event is a great opportunity for wealthy South Africans who are considering investing in supercars to experience the various brands and find out, first hand from the manufacturers, what features are best-suited to their preferences," she says.

SUVs were also very popular among high-net-worth South Africans, with the Porsche, once again, leading the pack in the category. "Driving a new Porsche Cayenne Turbo off the shop floor will set you back a cool R1.5-million," says Colman.

She adds that owning luxury vehicles is a very personal thing. "For some, it's a labour of love building a collection while for others, it's more about the sheer enjoyment of the

asset—this type of investor wants to lavish in the fine attention to detail that goes into manufacturing every single one of these cars.

"Then there's the investor who is always on the lookout for the next hot alternative investment. Whatever your reason for owning a luxury car, it should always be treated with care and you should make sure that it is properly insured. Unlike fine jewellery or art, you can't lock your supercar up in a safe—that's the role of insurance," she explains.

Gareth Crossley, Director at Crossley & Webb motoring investment specialists in Cape Town, says there are many factors for first-time supercar buyers to consider. "Maintaining these cars to an optimal standard to ensure the value of your investment is not unnecessarily compromised is very important.

"Whether you own one supercar or 10, whether you drive it or leave it parked in a garage; you have to ensure that you are taking care of your car if you want to get a decent return on your investment—and when you're paying in excess of R1 million for a car, it's an investment even if you're purchasing your supercar for no reason other than pure pleasure!" he says.

The government and motor industry are close to a master plan

Meanwhile, the Department of Trade and Industry (dti) and the motor industry are now close to finalising the South African Automotive Masterplan, which will come into effect in



Christelle Colman

January 2021 and run until 2035. This was the message given by Lionel October, the Director General (DG) of the dti, addressing delegates at the NAAMSA Automotive Conference, which was also held at Kyalami, and formed part of the SA Festival of Motoring.

October, who has been the DG at the dti since 2011, said that the dti and the industry were "99% there" in getting agreement on the Automotive Masterplan, which is due to replace the Automotive Production and Development Programme. He stressed the importance of the automotive industry as a player in the South African economy, where it formed half of the annual manufacturing input. He said that increasing industrialisation through more local content and higher production volumes were important components of the Masterplan.

"Higher production volumes result in economies of scale and improve an industry's competitiveness, which impacts on its ability to localise components, with 60% local content being a Masterplan target," explained October. "It is, therefore, very important that we hit the point where we are producing more than a

million vehicles a year in South Africa, rather than the current level of about 600 000," October explained.

Kirby confident

Andrew Kirby, the chairman of the National Association of Automobile Manufacturers of South Africa (NAAMSA) and the President and CEO of Toyota South Africa Motors, says he is confident that the local motor industry will overcome its major challenges and that the industry will grow substantially into the future.

Kirby said that in his view, there were five main challenges facing the South African automotive industry:

- Responding to market changes,
- Optimising regional integration,
- Establishing infrastructure as an enabler,
- Achieving global competitiveness,
- Developing an inclusive value chain.

He said that the South African motor industry is undergoing its biggest disruption since the introduction of the Motor Industry Development Programme (MIDP) in 1995, when the country



This kind of event is a great opportunity for wealthy South Africans who are considering investing in supercars to experience the various brands

Higher production volumes result in economies of scale and improve an industry's competitiveness, which impacts on its ability to localise components



exported only 11 000 vehicles and imported 20 000, to the situation today where it is projected that production this year will total 609 000 vehicles and exports will total 340 000 units.

Kirby added that the market was changing fundamentally, driven by rapid technological developments in vehicles and the growth in digital media applications, which were affecting customer behaviour as well as the overall automotive business environment, both wholesale and retail.

"Increasing exports into other African countries is a vital part of growing production volumes," explained Kirby. "Increasing motorisation on the continent through a growing middle class is a key, which could lead to the African market expanding from the current 1.2-million new cars and commercial vehicles to 2 million vehicles in five to 10 years. However, a big obstacle to new vehicle sales growth is that many countries in Africa permit the importation of thousands of used vehicles. Fortunately, there are moves to curb this trend in the interests of growing the motor industry in several African countries," he explained.

When discussing the infrastructural challenges faced by the local industry, Kirby said that one of the most important was the introduction of cleaner fuels, which will permit the importation of cleaner burning and more fuel-efficient engines. Most African countries still permit fuels to be sold, which only meet requirements for Euro 2 or 3 standards, at a time when many

countries in Europe already require engines to meet Euro 5 or 6 standards. Paved roads are another aspect of infrastructure that requires urgent attention when growing the vehicle market in South Africa, according to Kirby. He explained that only 21% of roads in South Africa are paved, amounting to 154 000km with a further 140 000km of roads in the planning stage, but few new roads being built.

He added that ports and the rail network are other infrastructural aspects requiring attention if the South African motor industry is to become globally competitive and if it is to produce a million or more vehicles a year. Kirby was also adamant about the need for making the motor industry far more inclusive through empowerment and training initiatives in both downstream and upstream operations.

"Despite the many challenges we face, there is an air of optimism among all members of the South African motor industry regarding the aspirational vision of the upcoming Automotive Masterplan as the path to the future," he said.

Many impressive statistics came out of the presentation by Econometrix's Jeffrey Dinham on the economic and socio-economic impact of the South African automotive industry. For instance, he extrapolated the industry's contribution to GDP as 7.7% with direct and indirect impact (R277 billion) amounting to 7.1% and the extra 0.6% coming from the induced impact of motor industry employees' spend, underlining the importance of the automotive sector to the overall economy.

Dinham added that the motor industry was the third biggest spender in South Africa after the government and construction, while direct and indirect employment was estimated at 468 000 people.

He said that the automotive industry is currently the fifth largest exporting sector in South Africa, with exports valued at R271 billion, which equates to a 16.2% share. The value of built-up vehicles exported amounted to R118 billion in 2017, while catalytic converters continue to make a big contribution to the total automotive exports as they account for 10% of the global demand.

The economist also revealed that the automotive industry makes a significant contribution to corporate social investment in South Africa, with the seven OEMs spending 2.4-billion on CSI projects over the past three years. The importance of growing automotive export markets into Africa and building up the continent's motor industry was reinforced by Mike Whitfield, the vice-chairman of the African Association of Automotive Manufacturers (AAAM) and the Managing Director of Nissan SA, as well as in presentations by Dr Alec Erwin and Dr Martyn Davies—experts on the subject.

The overall message from the Conference is that the South African motor industry is on the cusp of another growth spurt at a time when the global automotive environment is undergoing its biggest upheaval in more than 100 years. ▲

Greg Simpson

Emotionally unintelligent

Theresa May has been cruelly nicknamed the Maybot for her robotic and unemotional responses to meeting real people in real situations. This is 'learnt behaviour', she has worked extremely hard to be in total control of her emotions, so much so, that now these 'emotions' have become 'defunct'. After so many years of total control, the un-learning process is obviously extremely difficult. She just cannot 'let go' anymore.

Mark Rutte, the Prime Minister of the Netherlands, was walking into the smart Ministry of Health building in The Hague with his Cabinet Ministers. He was carrying a large paper cup of his favourite coffee when the automated turnstiles accidentally trapped him and he spilt his coffee. Without thinking, he looked up and saw a uniformed cleaner holding a mop and he instantly asked if he could have use of it, and to the astonishment of his gathered Ministers, he started mopping up the spilt coffee.

He didn't stop there, he then dried off the wet floor to the delight and applause of the cleaners who were now gathered around him. His Ministers were dumbfounded and just stood there open-mouthed.

This two-minute incident was captured on CCTV film and went viral on YouTube within hours.

It did wonders for the standing of Rutte—Prime Ministers just don't do this! Do they? Well, with today's wall-to-wall coverage, they now have to be 'always on'. Somehow, every act appears to be caught on camera and scrutinised in detail.

Our emotions react to an event so much quicker than our thinking does. This wasn't planned or thought through, and he was comfortable allowing his immediate emotional response free reign.

Eagle-eyed viewers can now spot and determine simulation and at the same time, they

know full well when it's natural and authentic. Most are forgiving of any missteps when it's authentic and quite unforgiving when it feels like it's 'acting' or rehearsed.

The Maybot was at it again just after she landed in Cape Town, South Africa, recently. She was greeted by a happy and welcoming group of children dancing for her arrival at their school. Despite all the previous criticisms of her inability to engage, she gave it a good go, but it came out all wrong again. She had thought it through and had the time to prepare, but that thinking it through made it look just awful.

Many have commented on her body language and just how petrified she appears when connecting with real people or being asked for a spontaneous response. It is her inner battle with her emotions that comes through, and we all cringe in embarrassment and, sometimes, sympathy at her total lack of empathy.

Daniel Goleman, the Business Psychologist and best-selling Harvard Author of the groundbreaking book 'Emotional Intelligence', says, "If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far."

Goleman nails it very clearly. Some have it and others don't. Are you just born with it? Or can you work on it? She is clearly working very hard at it but with little progress.

Ed Miliband, the former Leader of the Labour Party was another who struggled with authentic engagement with people. He tried very hard

but it never quite came off. The infamous premeditated scene in his kitchen when he tried to appear 'normal' by 'casually' eating a bacon sandwich in front of the rolling cameras was pure TV gold. His clumsy and mangled approach said so much without him having to say anything at all.

When President Barack Obama and Michelle Obama arrived in Belfast in June 2013, they were accompanied by all the usual (over-the-top) American protocols and security. The plan was for them to drive through the centre of Belfast before President Obama made a televised address to the people of Northern Ireland.

The streets were bulging with happy well-wishers, with everyone wanting to catch a glimpse of the glamorous couple.

The motorcade was struggling to make any headway when, suddenly, President Obama, in response to the clamour to greet them in person, decided that he and his wife would step down and continue on foot. His security officers were going berserk, but they had made their minds up and whilst holding hands, they walked together as the crowd went wild.

To this day, the people of Belfast will never forget both of them for their humility, courage and most of all, their empathy.

Many would say this is a clear deficiency that Theresa May has but that might be a bit harsh in my view, it's more about the 'special ones' who have this gift of natural empathy.

Whilst working closely with Dr Adrian Atkinson, one of the UK's leading business psychologists, we talked about emotional intelligence. He shared his view with me, with

a large glint in his eye, that Daniel Goleman had come along at just the right time. The new approach of emotional intelligence had become a fixture amongst the top psychologists and had given a huge boost to his industry. His rather tongue-in-cheek view was that “when you boil it all down, emotional intelligence is just super interpersonal skills”.

Whilst he was being lighthearted, there is a strong element of truth to this.

The master of emotional connection is, of course, the late and great Nelson Mandela. There are so many stories of his common touch, his ability to never forget anyone and to go out of his way to ensure that all those he met felt special and recognised.

One of his golden episodes involved a leading South African CEO being driven by his long-serving and loyal driver to dinner with Mandela at his home.

They arrived ahead of schedule and the CEO was greeted warmly by Mandela and welcomed into his home. The driver parked the car and turned off the engine, and proceeded to patiently wait until the dinner was over. Within a few minutes, he was surprised to see Mandela come out and head towards the car. He quickly wound down the window and Mandela leant forward and invited him to join them inside for dinner.

The driver could hardly speak. He was not just surprised but nearly overwhelmed with joy and he quietly walked with the smiling and engaging Mandela.

It was an evening to remember as he listened and was invited to give his views and opinions on everything that was discussed. This was more than special and he would never forget the experience.

As he was driving home with the CEO, who was clearly still excited at the wonderful dinner, the driver pulled over and got out of the car. He asked the CEO to step out, instantly hugged him and thanked him so much for his generosity and good grace for arranging for Mandela to invite him to join them for dinner.

These Mandela stories are sometimes apocryphal but they all feed off and add to the quite

incredible and acute emotionally intelligent approach he had to everything he ever did.

Back to Daniel Goleman, “I would say that IQ is the strongest predictor of which field you can get into and hold a job in, whether you can be an accountant, lawyer or nurse, for example. But once you are in that field, emotional intelligence emerges as a much stronger predictor of who will be most successful, because it is how we handle ourselves in our relationships that determines how well we do once we are in a given job”.

From best practice to next practice

- Start to observe and reflect upon how you feel in particular situations.
- Take full responsibility for your feelings.
- Take the time to celebrate the positive things that happen around you.
- Try anticipating how you feel in stressful situations.
- Acknowledge what triggers your negative emotional responses.
- Practice how to ‘snap out of it’.
- Don’t get angry.
- Be realistic about what you can and can’t do.
- Work on making yourself approachable.
- Cultivate a curiosity about strangers.

Theresa May is clearly intelligent, fully committed and talented, but she will never be adept at reacting spontaneously and authentically to any given situation. She has trained herself away from knee-jerk reactions as she fears making mistakes or being caught off guard.

Given this, and the fact she has really tried and given it her all, it might just be time for Theresa May to find her true calling, which is not such a public leadership role, and certainly not a Prime Minister in such troubled times. It will increasingly demand for her to emotionally connect with anyone and everyone she may meet, in the most unforgiving public environments.

No matter how clever and intelligent you are, when dealing with people, remember you are always dealing with people and their emotions, not their logic and intellect. ▲



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Degrees of moral panic

Differing degrees of moral panic are being flashed in the mainstream and social media about the impact of expropriation without compensation (EWC). The concept of moral panic was first coined by Stanley Cohen, a South African activist, who left in the 1960s and came up with it while doing research at the University of London on the media coverage of rebellious youth who were deemed to be behaving in a dangerously anti-social manner.

Widespread fear was spread about how it could destroy the moral fabric of society, which led to a vast exaggeration of the issue, with fiction being presented as truth. Cohen wrote: “In this environment, society conjures folk devils out of those who go against the social norm and need to be, at best, stamped out, and, at worst, dealt with in such a way that the social order doesn’t change.”

This leads me to the question as to whether the moral panic over the land issue in South Africa is exaggerated or truthful? Given that land and property is the single-most emotive issue in South Africa, different factions have tried to outdo each other in creating folk devils who are either hell-bent on destroying the economy, taking us down the route of Venezuela or Zimbabwe or monopolising the existing economic and social structure of South Africa, which has failed to deliver the rainbow nation miracle we were all promised.

President Ramaphosa has inherited an extremely volatile problem at a time when our economy is in dire straits and our society is still very divided. It requires incredible statesmanship to path-find a workable solution as the sands of time are fast running out. Not only has the land reform process failed over 24 years, but it has also become the touchpoint for every failing aspect of our society—from racism to the schooling system to unemployment to collapsed, dysfunctional municipalities.

In an article in the Huffington Post, Associate Professor of Law, Elmien du Plessis, from the North-West University, wrote: “My diagnosis is that the conversation about compensation for expropriation is not actually about compensation, and perhaps not even about land. It is about missed discussions on reparations, an incomplete restorative justice process, and national identity and cohesion. And those conversations also need to take place somewhere.”

Frankly put, we need to pull the context of EWC out of the realm of moral panic and into the space of doing what needs to be done to

get South Africa onto the path of inclusiveness and prosperity. Rather than outdoing each other in the labelling and folk devil caricatures that moral entrepreneurs use to drive their own agendas, let’s get to the heart of the problem and solve it. Of course, this isn’t going to be easy. It will be uncomfortable.

Maybe the moral panic has also done some good, as it requires our political parties to pin their solutions to the mast. In 2019, the citizens will decide which mast they like best. Then, we will have to live with the consequences, for better or worse, including those promises made, which can’t be delivered upon.

The moral panic has additionally meant that businesses have to decide whether they will invest in our country and find ways to achieve the transformation goal that continues to elude us.

Looking on the positive side, this is why we need to take heart that the government and AgriSA are talking, that the government and the financial institutions are talking and that the government and the people are talking. Hopefully, meaningful action will materialise, which will give certainty as to how EWC will be proposed and implemented.

But in so doing, President Ramaphosa has a responsibility to ensure transparency and decisiveness prevail. The stakes are too high. This is not about ruling party politicking. It is about what is best for South Africa.

Hence, the best option is to ensure that the basis of moral panic is defused with clear proposals that remove the ammunition of rhetoric that the moral entrepreneurs and opportunists use to incite their constituencies.

In so doing, fact prevails over fiction. The reality of giving explicit wording to Section 25 clarifies the circumstances. The priority given to targeting state-owned, unproductive and highly indebted land, calms the nerves of those whose land is productively used. The status of property rights in South Africa is legally enforced in the country’s best interests. And, the system by which it will be carried out is given the capacity and governance structures to ensure those who are meant to benefit from it, actually do. ▲

PROFESSOR OWEN SKAE



Professor Owen Skae,
Director of Rhodes Business School
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Leadership: an interrelated story of helicopters, infiltrators and tennis coaches

There I was on my first day, looking around the table at the company founders, my colleagues and a hand-full of team members who had started out as new recruits with me. This wasn't my first day as a new recruit though. This was my first day as the new company leader after working my way up the ladder. I was wondering what I could, and should, say at this auspicious occasion that would be worthy and convey my intentions.

I settled on this sharing this story. There once was a decorated general with an impressive track record. With three regiments under his command, he was a well-respected leader who could be counted on. Under him served three colonels, each with a very different personality.

The first colonel radiated self-confidence and tended to be creative in his thinking. The second was a very conscientious type, which made him highly efficient, albeit lacking in imagination. The third had a large personality and was perceived as brash and confrontational but, nevertheless, always seemed to achieve the impossible.

The night before a daunting battle, the general visited his three colonels in turn. In briefing the creative, entrepreneurial colonel, he shared that he needed him to take the lead in planning the morning's attack. Then he sat down with his second colonel and gave him a

detailed battle plan. To the third, he confided that the battle was already lost, that they had no chance. The colonel vehemently disagreed, insisting with characteristic bravado that his regiment would wipe the enemy off the field.

As the new day dawned, the three regiments attacked—each led by their respective colonels with their own strategies. It wasn't long before all three regiments returned to the camp as victors, and the dreaded battle was won.

The moral of the story isn't that the battle was won but rather that it wasn't won by a single "great leader". Instead, we find four highly effective leaders. Our general was an astute judge of character. He understood how each of his men would think and act, and he knew what buttons to press to get them to do what was needed. He knew that their personality make-up would determine how they led their troops and faced the enemy. He knew how to leverage each member of his team to the maximum advantage.

That is what true leadership is. It isn't about one person knowing it all and laying out the

plan for everyone to follow. Instead, it is about bringing out the best in everyone on your team. And that was my stated goal too, on that very first day.

Understanding this key principle of leadership, however, doesn't mean one can sit back and simply orchestrate the team from behind a big desk. It takes work and continuous learning to hone this skill.

There are four things to keep in mind on this leadership growth journey.

Manage less and coach more

As a leader, you have three jobs:

- keep the dream alive,
- create a safe environment in which the team can excel, and
- keep the team engaged.

This means stepping away from micro-managing and, rather, taking on the role of a coach. A tennis coach, for example, is usually no better than the player but brings value by

looking objectively at the player's techniques, creating a safe environment so that the player can concentrate on the game and then guiding the player along a roadmap towards success. The same goes for a leader of a team: be the objective coach rather than snatching the racquet to hit the balls yourself.

How does one do this? Follow the example of the general and get to know your team members through face-to-face engagements. Understand what makes them come alive and what is needed to support them in becoming their best.

The lonely journey

Anyone who has moved up the company ladder will tell you this: shifting from being a colleague to becoming part of management fundamentally changes your work relationships and requires a shift in mindset. Overnight engagement becomes hard work and that at a time when you need engagement the most. Difficult decisions and pressure to perform can take a huge toll

Shifting from being a colleague to becoming part of management fundamentally changes your work relationships and requires a shift in mindset

on you. It is essential to see the lonely journey as part of the job, and not a failure as a leader. Then, you need to find ways to maintain your balance.

How does one do that? One way is to track your thoughts. This allows you to channel your frustrations and objectively seek solutions to challenges by knowing what you are thinking. Really knowing. And understanding what lies behind them. By instituting a practice of regular

reflection and journaling, one is better able to spot patterns and create solutions based on a clear rationale rather than emotional triggers.

It is not a 007 movie

Possibly, the most pervasive universal fear is that of being caught out as an imposter. We tend to think that we somehow infiltrated the company, posing as the 007 villains and pretending to be what we are not. It is only natural for anyone finding their feet in a new position to question themselves and their capabilities, especially when major decisions need to be made. The best antidote to this is to remember that "fear" is simply an acronym for "False Evidence Appearing Real". Instead of giving in to the doubt, rather look for the real evidence and move ahead with decisive action.

How does one do this? Unpack the doubt when it comes to decisions. Ask of yourself: "What's the impact if I get this wrong?" and, "To what degree will this hold other things up if I don't move on this?"

Bear in mind that indecision is often worse than a wrong decision.

Your job is in the helicopter

Following the breadcrumbs on the ground without looking up can leave one going around in circles. As a leader, you must have a helicopter view of the vision you are pursuing. It is important to spend time mapping out the road ahead, preferably visually, and identifying your short-, medium- and long-term goals.

Knowing where you are going is only half of the story, though. Effectively communicating that vision by simplifying the complexity is what makes great leaders. Research has indeed shown that there is a strong correlation between communication and leadership. Strong leaders are able to communicate what they believe and those who can communicate what they believe are the ones who can lead.

How does one do this? See your vision as the goal you want to achieve. Find an effective way for you to map and articulate this as both the big picture and the milestones that need to be achieved along the way. Then, let your team shine in filling in the detail of the "how to".

Remember the saying that we grow through what we go through. It is not about who you are starting your leadership journey but rather, who you—and everyone else around you—become through it all. ▲



JUSTIN SILJEUR

Justin Siljeur, Chief Executive Officer at Pétanque Internationalrelationships and requires a shift in mindset

Aviation, gender and innovation

Like many existing industries, aviation is important to the future of our society. Aviation connects us. It links people and businesses across the planet, making our globalised economies possible. By 2034, the industry is expected to carry more than double its freight and passengers.

But the industry will not be able to do this if women represent roughly over 5% of its pilots and a minority of its employees. If this continues, how will aviation ever grow to serve the world of the future?

The time has come for the industry to rethink itself if it wants to seize the future. Even in terms of sheer numbers, the industry will need women because it is currently missing out on nearly half of the world's population as its potential workforce. If things do not change, it will simply never attract the talent pool to stay afloat.

However, by not including women, the industry is also missing out in terms of profitability, innovation, and self-regeneration, which will allow it to survive and remain competitive in an ever-changing world. Companies with the most gender-diverse executive teams are 21% more likely to experience above-average profitability, according to McKinsey 2017.

Gender-diverse executive teams improve financial performance in terms of profitability and long-term value creation largely because diversity offers companies new perspectives and ideas. But companies will also miss out on procurement, partnership and other business opportunities with firms that will want to work more and more with those that mirror their values. See Microsoft's decision to only work with suppliers that offer 12 weeks of parental leave.

Millennials, both men and women, care more than ever about gender equality. As the world becomes more and more competitive, companies that cannot seize opportunities, including that of creating a future workforce, will simply die out while others will thrive.

What we see today in terms of the severe under-representation of women did not happen overnight; the statistics have been decades in the making. This is a result similar to that experienced by many other male-dominated industries that existed long before women stepped into the workforce.

As with many other industries, women are being excluded because they do not find the related subjects motivating as children and then as students, because what we see in the current boardrooms and positions filled by men tells those in power that women cannot be there (recruitment bias), and because they find the environment difficult once they get there, so they often give up and leave (culture bias). According to Randstad, 80% of women would leave a firm for one with better gender equality.

So, what should the aviation industry do? The time has come for the industry to take responsibility for its own future and growth by building, today, the pipeline of female talent it needs to survive tomorrow. This means improving itself on the inside and filling the gaps where legislation and policy have failed to promote change.

Today, its future pilots and employees are everywhere—in schools, universities and



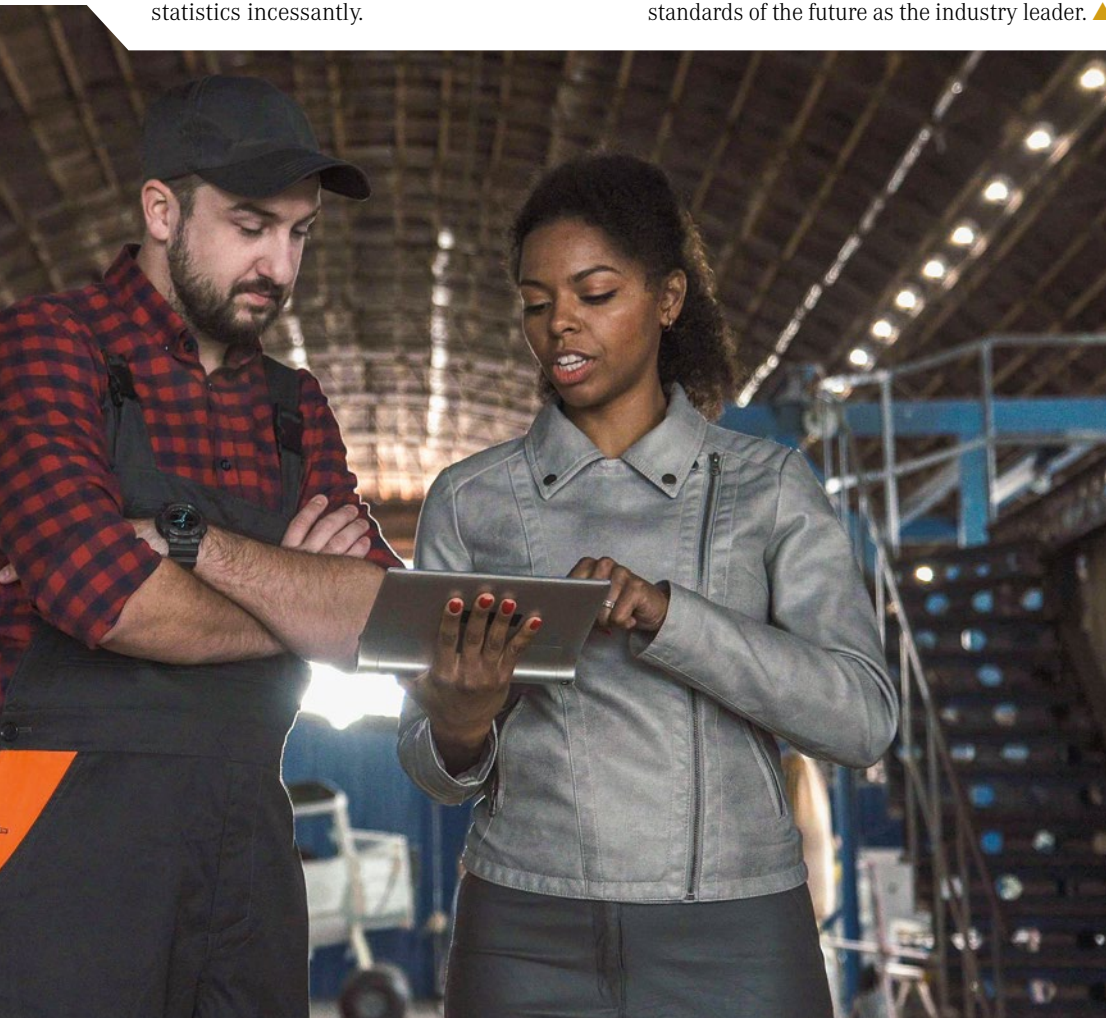
companies, but the industry will need to actively seize them to ensure its future. It is time to visit schools and show what their jobs are really about, so that girls can already develop an appetite for them; it is time to look at recruiting practices and set minimums to make sure women get a fair chance against existing biases; it is time to give women working conditions in which they can thrive (including equal wages); it is time to allow them to develop their potential through mentoring and support in order for them to rise to positions of leadership.

What the aviation industry needs to understand is, if it wants women to unleash their potential, they also need to offer women that potential within their companies. One of the best ways companies can change things is by being transparent about how they are implementing all of the above, setting indicators, and then communicating about policies and statistics incessantly.

And then, of course, evaluating results: buy-in for all this needs to come from the very top of the company. Not only because it is important for individual women and other under-represented populations to see that it is possible, but also because companies today can be pioneers and pave the standard for excellence for the industry's future at large.

Like any problem, the current under-representation also offers a huge potential. It is time for the aviation industry to think of what could be possible if it were to seize the potential and talent of this enormous workforce and how including women would make its companies more attractive and improve its performance.

Now is the time for companies to jump into the arena and implement the gender equality measures that will allow them not only to survive, but to thrive. The gains will be astronomical for the company that will step up to the standards of the future as the industry leader. ▲



Chiara Condi, President and Founder of Led by HER

The cost of protecting your

Recently, I listened to a Freakonomics podcast where they interviewed the former professional Cyclist, Lance Armstrong. In 2012, Armstrong was identified by the United States Anti-Doping Agency as the ringleader of a doping programme and was subsequently stripped of his achievements, including seven Tour de France titles, and given a lifetime ban. The podcast hosts asked the question, “Has Lance Armstrong finally come clean?” In the interview, the fallen-from-glory Cyclist mentions that he has spent in excess of US\$111 million repairing his image.

reputation



This got me thinking about the cost associated with restoring a ruined reputation. For Armstrong, it's actually not just his image that has been ruined; all of his former sponsors, purely by their association with him, have taken a hard knock. Consider what the news of his doping did for the reputation of his Livestrong charity that (rather ironically) encourages a healthy lifestyle?

Let's take local examples. McKinsey recently had to pay back almost a billion rand in fees and Bain & Company has also offered to pay back their consulting fees of R164 million plus vat and interest; both these cases as a result of dubious business dealings. This does not include the amount they will now need to invest to get their reputations back on track so that people and businesses will want to do business with them again.

Working reactively is what firefighters do when they put out fires. They rush to the scene with all the tools they can use to pour water on the fire and stop it from spreading further. But, depending on the type of fire, different methods might be needed to extinguish the fire; foam, chemicals or water. Knowing how your business works will help you to know how best to manage a crisis situation.

Unfortunately, the damage is already done and the cost of putting out the fire and repairing the damage quickly adds up.

Investing in your reputation need not be costly if it's done proactively. Conducting regular research will help you to identify any pressure points or areas within your organisation that are impacting on your overall reputation and the way that people perceive your organisation. Although you may think that research is costly and more of a nice-to-have extra, it is certainly not as expensive as what you will have to spend to fix your reputation if you work reactively. When looking at the bigger picture of associated costs, reputation research is an investment that does not compare with what you would need to fork out to fix a broken reputation.

According to the 2017 Aon Global Risk Management[1] Survey, reputational damage is cited as the number one business risk. Unfortunately, the study also highlights that risk-preparedness is at its lowest level since 2007. Despite the availability of more data and analytics, and more mitigation solutions, surveyed companies are less prepared for risk.

It, therefore, does not help to invest in research and not doing anything with the results and recommendations.

When you conduct reputation research and work proactively to manage red flags, you'll be able to contain potential crises situations, and plan considerably better to be ready in the event that an issue does escalate into a full-blown crisis situation. You will learn a lot from your stakeholders from the research, their perceptions and inputs will help you to highlight potential blind spots.

It is quite interesting that the 2018 Deloitte's[2] Global Risk Management Survey focuses on the increase in Chief Risk Officers (CRO); this could quite easily also stand for Chief Reputation Officer.

When you have tarnished your reputation, it is very difficult to restore it to the former glory it once had.

Lance Armstrong is a case in point. The message is loud and clear, spend a small amount now on researching what is building or breaking down your reputation and reap the rewards in the long term. Or ignore your reputation at your own peril and be prepared to pay millions in reactive work to restore stakeholder perceptions.

To continue the reputation management discussion, visit www.reputationmatters.co.za

[1] <http://www.aon.com/2017-global-risk-management-survey/pdfs/2017-Aon-Global-Risk-Management-Survey-Full-Report-062617.pdf>

[2] <https://www2.deloitte.com/content/dam/Deloitte/lu/Documents/risk/lu-global-risk-management-survey.pdf>

REGINE LE ROUX



Regine le Roux is the Managing Director and founder of Reputation Matters. She holds an M.Com degree in Communication Management from the University of Pretoria. She is a corporate reputation specialist and handpicks and manages several teams that conduct reputation research studies and implements business communication strategies. Regine is the author of: *Reputation Matters, Building blocks to becoming the business people want to do business with*. Regine is the Chairperson for the Western Cape Public Relations Institute of Southern Africa (PRISA) Committee, and on the Board of the Rotary Club of Newlands, responsible for Public Image, and chairs Rotary International's Public Image for District 9350. Over weekends you will find her donning her pink skort for the Hout Bay Harriers.

Park your car and use public transport

Perhaps I am wrong, but I am very confident that it now takes you a few more minutes to get to work or drop the kids at school using the same road you used last year



This is a clear indication that the number of private cars keeps on increasing drastically daily, and although this might be amazing news to us all, there is a bad element to this. I am fully confident that the usage of public transportation by most South Africans will benefit not only the economy but the environment.

In 2005, during the Transport Lekgotla in South Africa, the month of October was declared Transport Month. This month is to be used to elevate awareness on the important role of transport in the economy and to encourage participation from civil society and business, including the provision of a safe and more affordable, accessible and reliable transport system in the country.

So, this month, you can expect many transportation statistics like this one: according to an eNaTIS report, at the end of December 2016, 11 964 234 (11 million plus) cars were registered with a total of 12 009 553 in January 2017, this is an additional 45 319 cars in just one month. Can you imagine what will happen if this continues with an additional 10 000 every month?

Gustavo Francisco Petro Urrego, a Colombian Politician, Economist, Presidential candidate and former Mayor of Bogotá, once said a developed country is not a place where the poor have cars. It's where the rich use public transportation. This is a statement that has changed how I view the future of transport. Not so long ago, my perception about the future of transport included personalised flying cars powered by artificial intelligence technologies, automated buses that travel faster than the Gautrain, solar-powered

bicycles and motors that are portable and so much more.

This is all great and somewhat fictitious, but since fiction is now becoming a reality, I have no doubt that we will be seeing these ideas soon, however, before we get there, we need to put all our focus on public transportation. In most cases, unfortunately, developing countries are tempted to adopt ideas from developed countries, ignoring the fact that our economic, environmental and technological challenges are not the same. Before thinking of flying cars in South Africa, we need to build a sound public transportation system that caters to everyone, no matter their class.

Hence, as we celebrate transportation in South Africa this month, I would like to challenge you to park your car and use public transport.

But why would you want to stop using your own comfortable car that plays your favourite music at just the right volume chosen, with windows perfectly adjusted, giving you that Friday feeling on a Monday morning? Here is why:

Public transport creates employment. An article published by the UITP Advancing Public Transport showed that public transport is a major contributor to both national and local city economies through the diverse range of skilled, high-tech jobs that it offers directly. Public transport operators alone employ some 7.3-million people worldwide with authorities accounting for another 300 000 internationally. In many European cities, such as Brussels, Amsterdam, Barcelona and Paris, public transport operators are, in fact, the largest city employers.

Using public transport lessens traffic congestions. According to the 2010 Tourism & Transport Forum's (TTF) position paper, urban congestion is widely regarded as one of the great productivity bottlenecks of developed

economies. The estimated avoidable cost of urban traffic congestion in Australian cities was \$12.9-billion. Incorporating the projected growth in urban traffic over the next decade, this figure will increase to over \$20 billion if current trends in transport continue unabated.

By 2020, greenhouse gas emissions from road transport are predicted to be more than two-thirds higher than their 1990 levels, with cars still accounting for the majority. This is according to OzeBus. By using public transport, the amount of toxic gases produced by cars is reduced.

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Some might argue that the future is here, that electronic cars are replacing fuel combustion cars while companies like Uber are allowing people to have fewer cars on the road

cars while companies like Uber are allowing people to have fewer cars on the road. The problem with such statements is that they are theoretically correct but practically fallacious. Although electric cars are here, very few people can afford them, so most South Africans are left with no option but to continue buying fuel combustion cars, thus, contributing to climate change, traffic congestion and many other challenges.

Companies like Uber have a target market that is comfortable with paying two or three times the normal public fare and, again, that market, especially in developing countries, is the minority.

Lastly, most people are still not sharing cars. Even when using Uber services, one person requests a ride by themselves, this does not solve the problem, if anything, it is contributing more to it.

This just goes to show that Gustavo Francisco Petro Urrego's statements have become more important than ever before. For South Africa to grow into a developed country, we should not celebrate when the poor buy cars, we should celebrate when the rich use public transport and it starts with you. So, park your car and start using public transport. ▲

GIFT LUBELE



Gift Lubele, Entrepreneur, Corporate MC, Business Speaker & Writer

Expedition Africa Namaqualand: being a 'plus one' in a team situation

“Over the years, I’ve realised that in any new situation, whether it involves an elevator or a rocket ship, you will almost certainly be viewed in one of three ways. As a minus one: actively harmful, someone who creates problems. Or as a zero: your impact is neutral and doesn’t tip the balance one way or the other. Or you’ll be seen as a plus one: someone who actively adds value. Everyone wants to be a plus one, of course.” *Chris Hadfield, An Astronaut’s Guide to Life on Earth.*

At Expedition Africa Namaqualand 2018, the four-person team, GRIT Nyamezela, estimated that we covered 635km (on bike, foot, kayak) in 144 hours, bagged 34 checkpoints, gained and lost about 10 000m and slept for 13 hours. We experienced utter elation and complete despair, we froze and boiled, crashed through impassable undergrowth, fell off our bikes in semi-comas induced by sleeplessness and consumed more calories than what we thought was humanly possible. We also laughed more than what is entirely decent under these conditions.

Our team was made up of two couples and we had only raced together on one occasion prior

to Expedition Africa, and only for less than 24 hours. There were some things that our team did by design and some things that we did by chance that enhanced our experience dramatically. We also learnt some lessons the hard way (the only way), which will hopefully enhance future experiences and will enhance our ability to be a plus one in all of the team situations we experience at work and at play.

1. Be vulnerable. Ask for help

We acquired a 'Superman Cape of Awesomeness' and carried it with us at all times; really. This was a very critical piece of team equipment because it provided clear visual evidence that a teammate was struggling. Primarily, the cape means "Help!". Putting the cape on forces your

teammates to slow down to support the wearer with pushing one's bike instead of riding it, with games, stories, jokes, Regmakers and fizz pops (and in extreme cases, even Jägermeister) while taking care not to go streaking ahead so as to ensure that the wearer does not become increasingly glum, demotivated and, ultimately, despairing as his/her teammates frolic off over the horizon. Once a teammate begins to feel like the weakest link, there is a downward spiral of despair. This must be avoided at all costs. The cloak also has superpowers, which seep into you while wearing it. Seriaaas.

At about 180km into the longest ride, we began an approximate 53-km climb into Wuppertal. Upon the 20th time that I went through the process of (optimistically) thinking



"I'm really certain this must be the top of the hill/climb/mountain/universe", only to come around a corner and see the road and my team disappearing into the clouds, I was obliged to request "Ground Control to Major Tom" from the playlist (code for "it's a disaster") and the 'Superman Cape of Awesomeness'. The sad fact is that on a bike, the cape seems to swivel around to the front and recalibrate to become a bit of not so much awesomeness. Although the bib is not as impressive as the cape, it's handy for mopping up snot, tears and dribble.

2. Develop identity and rituals and bring a sense of humour as compulsory equipment

Do not underestimate the importance of creating an identity for your team. A seemingly idiotic

rhyme, which we created on day one became an extremely important bonding exercise, started other teams without fail and created hours of hilarity and joy. Our team mantra/poem/battle cry/rap created equal amounts of happiness, whether we turned in a stellar performance or oafishly forgot our own nicknames or lines.

As Chris Hadfield puts it, the key question to ask when you're part of a team is: "How can I help get us to where we need to go?" It's beautifully simple, he says, "Put the team before yourself, and you're more likely to win."

Hadfield insists that you don't need to be a superhero to be a valuable (plus one) member of a team—empathy and a sense of humour are more important. He also suggests that searching for ways to lighten the mood is never a waste of time because it encourages what he describes as an "expeditionary spirit"—everyone pulling together in extraordinary circumstances to collectively accomplish a shared goal.

Conversely, he points out that while sharing common gripes can create a bond between teammates, excessive whining is corrosive and the antithesis of expeditionary behaviour.

3. Articulate and practice gratitude

The first full night out is always difficult and the endless hours between 2am and dawn felt like the original dark night of the soul. First light is at a leisurely 6.45am, with sunrise a great deal later.

Adventure racing makes you appreciate the sunrise. I will never take it for granted ever again.

Thank you, thank you, thank you for the unspeakable relief and blessing of light. First light on the *Knersvlakte on the first morning after the first night was something particularly special—it revealed, between the endless paving of rock and stones, the most exquisite plump baby succulent plants with fabulously brave little bursts of perky petals emerging from some of them.

They had clearly become over-excited by the recent unseasonal rain and had mistaken autumn for spring in that ditsy flower child sort of way—they made us insanely happy. At every sunrise, we would express our gratitude for daylight, for safety and (relative success) in the last 24 hours and for each other.

*Google declares the Knersvlakte to be a region of hilly terrain covered with quartz gravel in Namaqualand in the north-west corner of the Western Cape Province of South Africa. The name, literally "gnashing plain" in Afrikaans, is thought to be derived from the crunching of wagon wheels as they moved over the hard quartz stones. The Knersvlakte is a Succulent Karoo and dominated by leaf succulents belonging to the Aizoaceae and Crassulaceae, with a variety of shrubs spread amongst them. The climate of the region is semi-arid with long dry summers and rainfall occurring during the winter months.



Photo: Jacques Marais



Photo: Jacques Marais

Expecting things to be extremely challenging, anticipating problems and mentally preparing yourself for what you will do when they happen is a very valuable exercise

4. Actively focus on taking care of someone other than yourself

It is surprisingly helpful to practice thinking about someone other than yourself in situations where you are inclined to entertain any self-pity (there are many opportunities for this in long adventure races). I decided I would occupy myself with ensuring that my team were properly nourished and later, through necessity, by ensuring that I focused on keeping Peter's blisters under control. This gave me a focus beyond myself, which was as good for me as it was for my team. It also has a knock-on effect because when I am looking after a teammate, they are more inclined to look after me/each other than to focus on themselves. This is linked to the next point.

5. Learn to put the team's needs before your own (but not to the exclusion of your own—if you get to a point of collapse, it's no good for the team)

6. Manage expectations

Managing expectations is extremely important for mental health and wellbeing. Although optimism is an excellent quality in everyday life, it is to be shunned when adventure racing. If you are inclined to optimism, recalibrate, recalibrate, recalibrate. Do not think "I am sure we will be in by sunset".

Think, instead, "We may be in before midnight if we are very very lucky". Distances communicated by event organisers are, of course, not the actual distances. They are the shortest possible distance between points. Manage expectations by adding at least 40%. Accept that there are no free kms and that massive climbs are not

succeeded by massive descents or, in fact, any descents at all (if they are, they are hampered by sand and/or mud).

Expecting things to be extremely challenging, anticipating problems and mentally preparing yourself for what you will do when they happen is a very valuable exercise.

7. Never underestimate any challenge and conversely (do not overestimate your own ability/strength/fabulousness)

I underestimated Expedition Africa. I was really quite blasé in the build-up to it. I never imagined we would be chasing cut-off times. It was substantially more difficult than what I imagined and the unexpected conditions ramped the hardship up a lot. I rank EA 2018 as the second most difficult thing I have ever done—first place goes to my 413-km non-stop Munga trail run attempt in 2017.

In fact, in some ways, it was more difficult than the Munga because, over the years, I have established exactly how to manage myself when I am tired/hungry/freezing/grumpy.

I know what to do and when to do it to get back on track.

But when you are operating in a team, it doesn't matter that you are tired/hungry/freezing/grumpy. You need to negotiate sleeping/eating/kitting up and it needs to happen when it suits the team. My greatest suffering was the cold. I was desperate to not sleep because (for me) sleeping out meant getting dangerously cold.

On the spectrum, I suffered more from cold and my teammates suffered more from sleep deprivation.▲

Kim van Kets, best-selling Author and leading extreme adventurer.

About adventure racing

- Adventure racing is a multi-discipline endurance sport where competitors compete in teams, navigating from control point to control point in a number of disciplines.
- Disciplines include mountain biking, trekking, kayaking and orienteering.
- Teams are expected to navigate using a map and landmarks.
- Teams must be able to operate in harsh remote environments in all weather conditions.
- Teams travel throughout the night. They can decide if, when and where to rest.
- The first team to complete the whole course, with all the control points visited, will be declared the winner.
- Teams are required to complete the entire distance together (always within hearing and visual distance of each other), helping and assisting each other.
- Teamwork and team dynamics are essential. A detailed understanding of your teammates and of your own capabilities is essential. (From the Expedition Africa website).



Impumelelo Agribusiness Solutions

Founded in 2014 by Dr Mduduzi Ngcobo, Impumelelo Agribusiness is a privately black-owned company. Dr Ngcobo brings over 15 years of experience and advanced in-depth knowledge of the entire supply chain. He has held a number of high-profile positions throughout his career, including serving on the Management Board of the South African Post-harvest Innovation (PHI) programme. Additionally, he has published a number of peer reviewed articles in international journals.

The aim of the company is to provide agribusiness solutions to the agricultural sector within South Africa and the Southern African Development Community (SADC) region.

The combined team has over 30 years' experience in sectors, which include the following:

- Agricultural food safety
- Quality and phytosanitary inspection services
- Quality management systems (QMS)
- Agricultural policy framework
- Agricultural production systems
- Post-harvest science technologies
- Agribusiness processes

Impumelelo Agribusiness Solutions' vision is to be the leading partner in assisting the government in implementing all its programmes successfully and

efficiently. Due to Impumelelo Agribusiness Solutions having a well-experienced team of professionals, which include crop scientists, horticulturists, animal scientists, forestry scientists, agricultural economists, food inspectors and civil engineers, these various skill sets enable Impumelelo to come up with and successfully implement pragmatic solutions that are measurable and on time. In this way, they are able to assist the government to meaningfully achieve the targets which they have set.

With all the knowledge and expertise within their inspection services and QMS, Impumelelo will be able to offer the government assistance in gaining quality control of all agricultural imports. This includes locally produced products, which will protect local consumers and industries.

Each division within Impumelelo Agribusiness Solutions is led by a qualified expert who lives the culture of their organisation, which is underpinned by their values. Their values are innovation, adaptability, commitment, authenticity and service excellence. These values ensure that they are grounded and that every team member is able to meet the set goals.

It is of great importance for Impumelelo to take their stakeholders along on their journey, as their stakeholders are part of who they are. This is to ensure that they are part of the process. Their stakeholders need to be included when they are in the implementation stages of different processes, in order for their inspections to run smoothly.

The company is founded on the basis of extended experience and an in-depth knowledge of the sector and the value chains. They have been able to package



Providing agribusiness solutions to the agricultural sector within South Africa and the Southern African Development Community



their service offerings to bring about solutions to all segments of the value chain. This has allowed them to set themselves apart from their competition within the industry.

Impumelelo Agribusiness Solutions understands the landscape in which they operate and are well-conversant with the challenges that are faced in the sector. Therefore, they bring their values to each and every project they are involved in. Lastly, they allow their work to speak for itself on the basis of its tangible outcomes.

The services they offer include:

Policy development

Which includes; food safety and phytosanitary protocols, the post-harvest handling of agricultural products and inspection services.

Inspection services

Which include; quality inspection services (i.e. grading and quality control), quality management systems, cold chain management systems and cold chain management, including the post-harvest packaging of agricultural products.

Training initiatives

Which include; food safety, the post-harvest handling of agricultural products (i.e. post-harvest quality preservation technologies e.g. cold chain and

temperature management), the market requirement on quality, packaging and labelling policy requirements and orchard management.

Project management

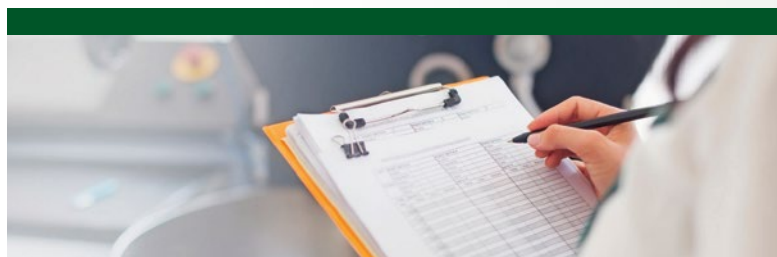
Which includes; project governance, agricultural project proposal evaluation for funding, agricultural projects relating to getting emerging farmers and rural communities into mainstream agricultural trade and monitoring and evaluating the progress on government-funded agricultural initiatives for sustainable livelihoods of emerging farmers and rural communities.

Agribusiness processes

Which include; FBO registrations, food safety requirements, traceability requirements, quality standards, the market requirements, logistical/value chain and freight forwarding.

In December 2016, the Minister of Agriculture, Forestry and Fisheries - in terms of section 2(3) of the Agricultural Product Standard Act, 1990 (Act no. 1'19 of 1990) - designated Impumelelo Agribusiness Solution (Pty) Ltd for the application of sections 3(1) and 44 with respect to the inspection of regulated products, canned processed products, as well as other processed products and canned processed products for which regulations may be promulgated.

Impumelelo Agribusiness Solutions continues to grow within the agricultural sector and hopes that in time, there will be more opportunities for new entrants to get on board and assist in playing a meaningful role within the agricultural value chains of the economy of South Africa.



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