

Leadership

SA'S #1
AWARD
WINNING
BUSINESS
MAGAZINE

INTERVIEWS • INSIGHTS • INTELLIGENCE

Mike
Vacy-Lyle
Observations for
entrepreneurs

Bruce
Glazer
Setting the
low-carb trend

Intelligent
Enterprise
Top tech predictions

Nomaindia
Mfeketo
A beacon of hope for the homeless

Sizwe Nxasana
Solving SA's literacy challenges



Cape Town International Airport continuously growing to enhance our future



CAPE TOWN INTERNATIONAL AIRPORT

AIRPORTS COMPANY SOUTH AFRICA



As the gateway to an attractive destination such as Cape Town, Cape Town International Airport (CTIA) has an important role to play in the region. We have seen strong growth on both the domestic and international front, with the 10-million passenger mark being surpassed in 2016, the Airport's growth trajectory remains strong.

Air Access Initiative

Although the City has always been marred by seasonality, the gap between the low and high season is closing. Initiatives such as the Air Access, which is a Wesgro-led collaboration between CTIA, the three tiers of Government, Tourism and the private sector has been key to the growth success. Since the Air Access initiative started some two years ago we've seen 10 new routes and 11 route expansions, adding some 750 000 additional one-way seats in and out of the City. Equally, the pipeline remains strong with some 4 new routes and 3 expanded routes under discussion for next year. This collaborative approach that's being adopted across varying industries, is what makes Cape Town such an award-winning City.

Expansion Projects Coming Soon

With a growing airport comes growing pains, the growth has placed quite a bit of pressure on our infrastructure and processes. Airports by nature undergo construction phases quite often to accommodate for the growth. In the very near future, construction will commence again at CTIA. There are three major projects that will be coming on stream. The first being the realigned runway – the runway will be displaced at the Northern end by 220 metres to the East and rotated at an angle of 11.5 degrees. The other projects are at the Domestic Arrivals – this will reconfigure the arrivals area, provide an express exit as well as an additional carousel with more room in between carousels. Another project is the Terminal 2 project, this means that the expansion of the departure baggage hall, the addition of two additional carousels and the reconfiguration of the customs and international arrivals area.

Socio-Economic Growth

Airports are catalysts for socio-economic growth. Cape Town International Airport has organically been growing into an Aerotropolis – a concept which



sees an airport at the core of extensive economic activity. Together with our regional partners we are actively driving this opportunity to see Cape Town and the Western Cape continue to grow and to leverage off the advantages that comes from a well-run airport.

Together with the City of Cape Town, Western Cape Economic Development Partnership we intend on developing the South-East Metro, making it more economically viable and ensuring that people in these communities have got work opportunities close to home. This space is ideal for organisations which requires easy airport access. The idea is to create a mixed-use area on Symphony Way where the ownership of land is split amongst the City of Cape Town, Cape Town International Airport and Provincial Government. The project will include an industrial and residential area known as the Symphony Way Corridor.



The other project is the Swartklip land, a 500-hectare space that was previously owned by Denel. With the realignment of the runway, the noise impact will be lessened as the flight path will be over Swartklip. This implies that less communities will be directly affected by noise. To ensure that the land is used effectively, the buildings on the property will be used by an educational institution for industrial courses. The land however, lends itself to more than that – it has the potential to be an area where people can work, live, learn and play. This land is situated in the middle of Khayelitsha and Mitchells Plain and the intention of the Swartklip development is to bridge the gap of the apartheid legacy.

Helping our communities grow

As a business, we have never been more aware of our responsibility to make a meaningful socio-economic contribution into the lives of the people of Cape Town. We take the role of managing airports very seriously, but we are also committed to making a positive and lasting impact on the lives of our neighbours. We see the Airport's growth as the catalyst to doing just that. As a growing airport it is our responsibility to ensure that our surrounding communities grow with us. We are excited about what the future holds for the airport and the City.



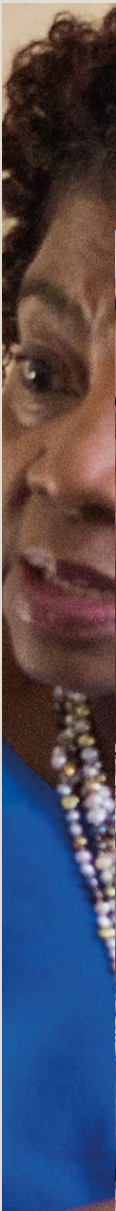
Contact us: Tel: 021 937 1200

Twitter: @capetownint • Facebook: Cape Town International Airport

Email: customer-care@airports.co.za • Website: www.airports.co.za

Leadership

12



30



34



38



Contents

- 12 **NOMAINDIA MFEKETO, THE MINISTER OF HUMAN SETTLEMENTS**
A BEACON OF HOPE FOR THE HOMELESS
- 20 **ECONOMIC CRIME**
SPIRALLING OUT OF CONTROL
- 24 **INTELLIGENT ENTERPRISE**
TOP TECH PREDICTIONS
- 28 **SMART CITIES**
FUTURE-PROOFING AFRICA'S CITIES
- 30 **SETTING THE LOW-CARB TREND**
LOW-CARB DIETS ARE HERE TO STAY
- 34 **HIGHER EDUCATION INSTITUTIONS**
A DEEP CHANGE IS VITAL FOR THEIR EFFECTIVENESS AND SURVIVAL
- 36 **ENTREPRENEURSHIP**
OBSERVATIONS FOR ENTREPRENEURS TO CONSIDER
- 38 **MARRIOTT INTERNATIONAL**
INSIDE THE BEST INTERNATIONAL HOTEL GROUP
- 42 **YOU SAID IT**
- 60 **THOUGHT LEADERS**
- 66 **LEADERSHIP IN SPORT**
FAIR PLAY AND THE SPIRIT OF SPORT
- 70 **THE AUDI RS 3**
A DYNAMIC EXPRESSION OF SPEED



COVER & COVER FEATURE SPONSORED BY THE DEPARTMENT OF HUMAN SETTLEMENTS

Nomaindia Mfeketo, the new Minister of Human Settlements, has a long, distinguished political career and under her leadership, the department seeks to successfully address the challenges within the sector. (Cover photo: Brent Meder)

No article or any part of any article may be reproduced without the prior written permission of the publishers. The information provided and opinions expressed in this publication are provided in good faith but do not necessarily represent the opinions of this publication, the publisher or the editor. Neither this magazine, the publisher or the editor can be held legally liable in any way for damages of any kind whatsoever arising directly or indirectly from any facts or information provided or omitted in these pages or from any statements made or withheld by this publication.



SA's top award-winning business magazine

PICA AWARDS

A record 13 PICA Awards, including Business Magazine of the Year, Best Publication Professional Services, Business Magazine Editor of the Year, Business Magazine Design of the Year and Best Front Cover

INTERNATIONAL TABBIE AWARDS

A record 17 International Tabbie Awards, including Best Single Issue of the Year, Best Feature Article, Best Opening Spread and Best Front Cover

MONDI PREMIER AWARDS

A record 14 Mondy Premier Awards

Maslow

CIRCLE LEADERSHIP MAGAZINE/3205E

THE GRAND SCHEME OF THINKS



Sun
The Maslow

Situated in the heart of Sandton, The Maslow is Sun International's 281-room specialist business hotel. Packed with state-of-the-art technology, giving you a glimpse into the future of the corporate world. The Maslow offers everything from business to leisure with the tempting Lacuna Urban Bistro to the productive Wayfarer business lounge, Wi-Fi and a rejuvenating spa.

Whether you're looking for an intimate meeting place for 4 or a grand affair for 420, The Maslow can accommodate it all with 11 tech-savvy meeting rooms and a world-class conference centre.

THE MASLOW HOTEL

Corner Grayston Drive & Rivonia Road, Sandton, 2146
Central Reservations: +27 11 780 7770 Telephone: +27 10 226 4600
maslow@suninternational.com suninternational.com/maslow

Voted Hotel
of the Year
2017 by
Thinc Africa

Sun International

Leadership

Contributors

Thabo Owen Mokwena

Thabo Owen Mokwena serves as Chairman of the Leago Group and is a specialist in Economic Development, Finance and Strategy. Mokwena holds various degrees and qualifications from the University of Cape Town and Durban Westville, London School of Economics and Oxford University.



Mike Vacy-Lyle

Vacy-Lyle, CEO of FNB Business, studied at the University of KwaZulu-Natal and completed his training to be a Chartered Accountant at an auditing firm in Durban. He believes in an entrepreneurial culture and having a can-do attitude in everything we do. Mike's vision for FNB Business is to double their profit in the next three years.

Sizwe Nxasana

Nxasana is the co-founder of Future Nation Schools and was previously the Chief Executive Officer of FirstRand Limited. Sizwe served as the Chief Executive Officer of Telkom SA Limited from 1998 to 2005. He served as the National President of Absa Group Limited from 1991 to 1994.



Trevor White

White serves as a partner at PwC and has 27 years of professional experience, of which 19 are in forensic investigations. He specialises in large, complex multinational projects that involve the evaluation of financial irregularities, fraud and corruption.

Professor Alwyn Louw

Louw applies decades of academic experience to leading an innovative, dynamic curriculum that gives MSA students an authentic and highly relevant skill set. He served as Deputy Vice-Chancellor and Acting Vice-Chancellor of the Vaal University of Technology and in senior leadership roles at Technikon SA, UNISA and at Vista University.



Professor Owen Skae

Skae has been an Associate Professor and Director of Rhodes Business School since 2010, which has 'Leadership for Sustainability' as its essence. His areas of interest are Business Analysis, Ethics, Finance, Governance, Leadership and Strategic Management. He is often called upon to provide analysis and commentary on governance matters.

Gift Lubele

Lubele is a young South African entrepreneur who is currently studying towards a BA (Hons) Business Management degree at the African Leadership University in Mauritius. Gift is passionate about youth entrepreneurial innovation in Africa; he is also a business speaker, corporate MC and blogger. www.giftlubele.com



Monique Jacobs

Monique graduated from the University of Cape Town with a BSocSc degree. She regards herself as a writer and grammar nazi—a creative by design and a versatile wordsmith who frolics in the playground of ideas on a daily basis. Her goal is to, one day, see her award-winning screenplays with emotive, fantastical undertones grace the silver screen.

Ralph Staniforth

Staniforth serves as the Digital Contents Manager at Cape Media Corporation as well as the company's sports writer. This includes managing the content for 17 websites along with their respective social media pages.



Mark Barrenechea

Barrenechea joined OpenText as President and Chief Executive Officer in 2012. As CEO of Canada's largest software company, he oversees the strategic direction and upholds the company's position at the forefront of the industry.



PUBLISHER

THABO OWEN MOKWENA

EDITOR

GREGORY SIMPSON

gregory.simpson@capemedia.co.za

SUB-EDITOR

MONIQUE JACOBS

ART DIRECTOR

BRENT MEDER

ASSISTANT ART DIRECTOR

RUGSHAANA ABRAHAMS

PHOTOGRAPHY

GETTY/GALLO IMAGES, THINKSTOCK

ADVERTISING SALES

CAPE MEDIA

DIVISIONAL MANAGER

MADELEINE JANSEN madeleine@leadershiponline.co.za

CAPE TOWN ADVERTISING TEAM - 021 681 7000

TERRENCE DAMSTER, SAM ADAMS, JAMES STONE, KURT WUCHERPENNIG

THEUNIS VAN ZYL, DOMINIC JUMO, LORNA MNGXUNYA, DAVID TOWNSEND,

FUNEKA NTSUME, JESSE THEBUS, ATTNELL MATA, CASSIA PASSETTI

DISTRIBUTION MANAGER

EDWARD MACDONALD

CIRCULATION

LEE-ANN LAWRENCE

CLIENT LIAISON OFFICERS

LIZEL OLIVIER & NATASHA KEYSTER

ACCOUNTANT

CHEVONNE ISMAIL

ACCOUNTS DEPARTMENT

BRIGITTE EBERBACH

DEBTORS DEPARTMENT

NADEEMA ABDULLAH

PRINTING & REPRODUCTION

FA PRINT

PUBLISHERS

NEW AFRICA PUBLICATIONS MAGAZINES LTD

SUBSCRIPTIONS

LEE-ANNE LAWRENCE

lee-ann@capemedia.co.za

RSA: R343 (per annum)



CAPE MEDIA CORPORATION

MANAGING DIRECTOR

ROBERT ARENDSE

FINANCIAL DIRECTOR

ANDREW BRADING

SALES DIRECTOR

DAVID ITZKIN

Cape Media House, 28 Main Road, Rondebosch, Cape Town 7700

SUITE 82, PRIVATE BAG X1005, CLAREMONT, 7735, CAPE TOWN

Tel: 021- 681 7000 Fax: 021- 685 4448

<http://www.capemedia.co.za>

The Internet of Things is here.

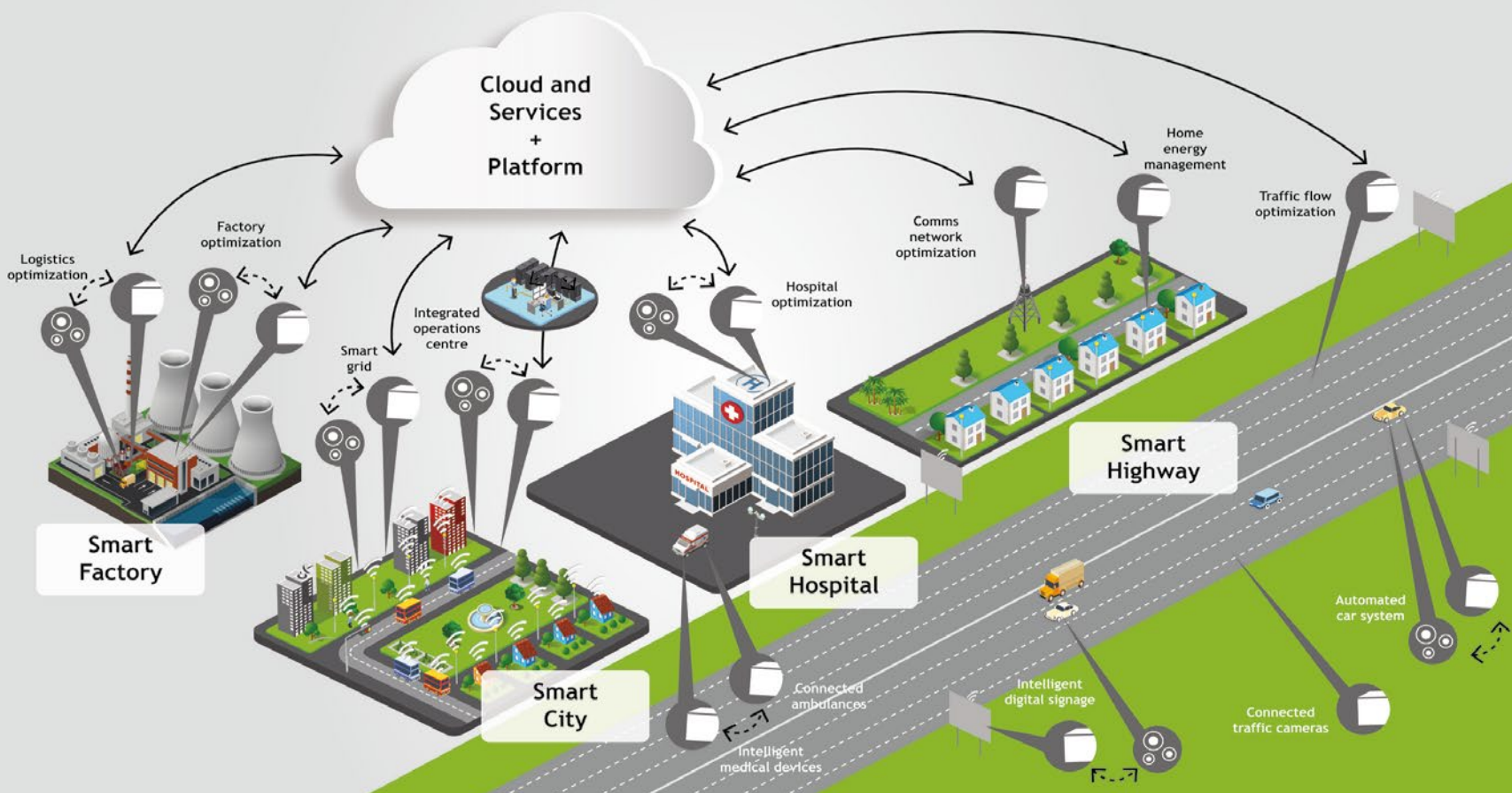
SquidNet is the SIGFOX network operator for South Africa. It provides an ecosystem for IoT innovation and for developing and delivering IoT solutions that are enabled through:

- the deployment of long-range networks that are purpose-built for IoT
- access to low-cost and highly secure connectivity
- access to low-cost, low-power devices and modules.

SIGFOX is a global IoT network deployed in 36 countries across the Americas, Europe, Asia, and Australia.

The SquidNet network roll-out started in January 2017 and now covers close to 65% of South Africa's population. National coverage will extend to 85% of the population by the end of this year.

For more information or to sign up as a SquidNet partner, visit www.squidnet.com



Leadership

The green energy revolution

The Renewable Energy Programme has empowered South Africans to own, on average, 48% of the equity in all of the Independent Power Producers (IPPs) projects. About 25% of the project equity is owned by foreign investors acting as a catalyst by providing investment and skills transfer to the establishment of the new green economy.

South Africans own the majority share equity in the Bid Window 3.5 and four projects i.e. 57.8% (R11.90-billion). Of the 57.8% South African shareholding, on average, 64.2% (i.e. R7.64-billion) is held by black shareholders, while the remaining shareholding is mostly owned by the Public Investment Corporation (PIC), the Central Energy Fund (CEF) and other institutional investors.

It is anticipated that black participation will continue to increase, not just at an ownership level but through direct and active involvement in the construction and operations of these plants. The Renewable Energy Programme is embracing local community development as well as socio-economic and enterprise development. In the Eastern Cape, some of these projects will contribute to the communities around the Nelson Mandela Bay Metropolitan Municipality, the Sarah Baartman District and the Amatole area in the Eastern Cape, to mention some. Local community shareholding in the 27 projects amounts to 7.1% (R1.6-billion). The local community shareholders for the 27 projects will receive R5.9-billion net dividends over the 20-year lifetime of the projects. This will have a substantial positive impact on the living standards of the communities.

In addition, the IPPs will enable local communities to further benefit directly from the investments attracted to the areas through the R9.8-billion to be spent on socio-economic development initiatives and R3.4-billion to enterprise development over the 20-year lifetime of the project agreements. The majority of the money will be spent in these local communities around the projects and will involve women-owned small businesses. It will also ensure youth participation and development.

In the coming months, we will be deploying all our resources, coupled with the strength of our partnership with the private sector, all interested and affected stakeholders and our country partners on the African continent, to mobilise and optimise our endowment of energy resources as a key catalyst to economic growth.

If energy is seen as central to economic growth, it can be the catalyst to build investor confidence and attract investment in the country and on the continent. This, however, needs the private sector for creative partnerships where trust forms the core of such a relationship. Together, we could build a prosperous country with an economy growing at its full potential.




Foreword



JEFF RADEBE
New Minister of Energy on the
Independent Power Producer
Programmes

Become more competitive by lowering costs through energy, water, materials usage and waste management.

Sign up for a free a Resource Efficient and Cleaner Production assessment, implemented through the National Cleaner Production Centre, South Africa's projects.

 <p>INDUSTRIAL WATER EFFICIENCY PROJECT</p>	<p>WATER SAVED</p> <p>375 000kL Water saved by RECP assessments R3.6 mil Financial savings</p>
 <p>INDUSTRIAL ENERGY EFFICIENCY PROJECT</p>	<p>ENERGY SAVINGS</p> <p>2 900Gwh energy saved 7.6 million tonnes of CO2 emissions were mitigated R1.7 billion energy costs saved</p>
 <p>INDUSTRIAL SYMBIOSIS PROGRAMME</p>	<p>WASTE DIVERTED</p> <p>6 400 tonnes waste diverted by participating industry 9 000 tonnes virgin resource reduction</p>

The NCPC-SA is the industrial resource efficiency and cleaner production programme of the dti, hosted by the CSIR.

Pretoria +27 12 841 3772
Cape Town +27 21 658 2776
Durban +27 31 242 2441

Email ncpc@csir.co.za www.ncpc.co.za



Leadership

The search for beacons of hope continues...

Leadership magazine's cover feature continuously strives to identify, attract and profile leaders who inspire and bring hope to our society. At most, we are fortunate to strike gold and find those leaders who give meaning to our objectives and propel our publication to blaze and set high standards for the market. A feature page with the crème del a crème of the nation's most talented leaders attracts not only readership, circulation and good business for our publication but most of all, it inspires many upcoming leaders and sets the necessary standards to emulate.

We do believe our nation deserves to be exposed to the best of the best in society, this will help our younger generation find their role models. We borrow a leaf from Niccolo Machiavelli: "Men nearly always follow the tracks made by others and proceed in their affairs by imitation, even though they cannot entirely keep to the track of others, or emulate the prowess of their models. So a prudent man must always follow in the footsteps of great men and imitate those who have been outstanding. If his own prowess fails to compare with theirs it has an air of greatness about it."

Our lodestar is inspirational leadership. We deem it important and necessary to contribute our part to society by featuring and profiling good leaders. We do so because of a firm belief that good leaders deserve a platform to be profiled, packaged and promoted, primarily because of their good deeds and because they are an invaluable asset to our society. I hold a strong view, which I consistently advocate on various platforms that as a society, we need to develop and nurture future leaders who are capable of navigating our country to occupy its rightful place in the global village, they ought to possess the ability to transform, innovate and propel us into the future.

We describe our beacons of hope as people doing extraordinary things, driving change and leading innovation. They make bold choices and take calculated risks, while demonstrating resilience. They blaze the path for others to follow. Of course, their vision and timing must be right, and the scale of impact must be massive. Our beacons of hope ought to have undiminished credentials.

South Africa must nurture, cultivate and unleash inspirational leaders who are our beacons of hope...

Publisher's Note



THABO OWEN MOKWENA
Publisher



25TH
ANNIVERSARY

AOW

AFRICA OIL WEEK

Africa Oil Week 2018 is the meeting place for Africa's upstream oil and gas markets. The event brings together senior leaders of governments, national oil companies, investors, corporate players, independents and financiers from across Africa and beyond – giving them a place to network, discuss and share knowledge.



**Join us to celebrate our
25th Anniversary in November.**

5-9 November 2018

Cape Town International Convention Centre
Cape Town, South Africa

info.africa@ite-events.com

www.africa-oilweek.com



Leadership

Time for a meaningful change

Welcome to another edition of South Africa's favourite business monthly, as we settle into the Ramaphosa era, with the changing of the guard in many ministries giving business the hope of a better relationship with the government and economic development, which was strained under the previous regime.

Our new President, by bringing in some of the all-star Ministers from the past like Pravin Gordhan, Nhlanhla Nene, Jeff Radebe and Naledi Pandor into key positions, has certainly created a fresh buzz in the air, especially in the renewable energy sector, which has been in stalemate over the non-signing of the next round of the renewable energy programme.

Thankfully, the new Energy Minister, Jeff Radebe is pushing the process along once again, albeit with some resistance from the mining trade unions. I think it is shortsighted and anti-environmental to try to stop the roll-out of more renewable energy (RE). I understand that the unions are trying to save jobs in the coal sector, which would be affected if more RE appears on the grid.

But that would be the only reason. In the long term, this is inevitable and the unions should rather adapt and promote the re-skilling of miners to do work in the flourishing renewable energy sector. So, instead of losing thousands of jobs, rather re-direct some of the talent into new, emerging industries.

Anybody who has driven through Gauteng recently will know that the smog from coal-fired power stations is one of the main pollutants of the air, with a negative effect on the climate, food security and people's health.

What I find telling is when I went to watch the Proteas play the Aussies at Newlands Cricket Ground, one of the advertisers was from Australia. And the electronic billboard at the side of the field said something like, 'Coal is our future in Australia'—which was presumably sponsored by the Australian mining authority. One thinks that Australia is an advanced country, but in terms of outlook, they are often in the dark ages.

They are also grappling with environmental issues and a fine balancing act between big business and Mother Nature. And their Home Affairs Minister, Peter Dutton, offering South African farmers a fast-track visa is below the belt, trying to pinch vital skills in a time when we need to hold onto the talent, while developing an inclusive culture and economy.

This ties in with the whole land issue, which has arguably been used as a political tool ahead of the next general election. But it does raise important points that need to be discussed and debated, as South Africa's land legacy is fraught with some people taking more than they are entitled to, which is the catalyst for discontentment, according to Thuli Madonsela..

This is the time for true nation-building and a meaningful change for the men and women on the street, and not for a PR campaign.

Editor's Note



A handwritten signature in black ink, appearing to read 'Greg Simpson'.

GREG SIMPSON
Editor

THE RED CARNATION HOTEL COLLECTION



The Oyster Box
Voted No 1. 'Top Hotel in South Africa'
in TripAdvisor Travellers' Choice Awards 2017



THE RED CARNATION HOTEL COLLECTION

Red Carnation Hotels are a collection of family-run, award-winning boutique hotels in South Africa, the UK, Ireland, Switzerland and the USA. Each hotel is a landmark of history and tradition, with a peerless reputation for exquisite fine dining, leading spas and sumptuous surroundings. We are renowned for delivering warm, thoughtful and highly personalised service.



THE OYSTER BOX - Umhlanga
THE TWELVE APOSTLES HOTEL AND SPA - Cape Town
BUSHMANS KLOOF WILDERNESS RESERVE - Western Cape

www.RedCarnation.com

Nomaindia Mfeketo is a beacon of hope for the homeless

The newly-appointed Minister of Human Settlements, Nomaindia Mfeketo has taken ownership of her role and has hit the ground running. Under her leadership, the department seeks not only to build houses but to work closely with the various stakeholders and key players that are housing South Africans in general, as well as deal swiftly with the matter of land expropriation.



Photo: Brent Meier

The Minister is determined to marshal and foster collaboration and partnerships with the people of South Africa, especially the homeless, the private sector and civil society, in the delivery of human settlements. “For me, these partnerships must yield the scaling-up delivery and ensure that we contribute to economic development and growth by creating jobs,” she says.

The Minister emphasises the fundamentals of the Department of Human Settlements as breaking away from the Apartheid spatial planning. She asserts that “we must realise our long-fought vision of building non-racial human settlements located in the strategic centres of the economic activities, we can’t continue building black townships located far from the economic cities”. She adds that “continuing with the Apartheid spatial planning is an insult to our people”.

According to the strategic planning of the Department of Human Settlements, “In the coming year, our focus will be to ensure that the goal of achieving the spatially and socio-economically integrated settlements, communities and neighbourhoods is realised. This will be realised through the accelerated implementation of catalytic projects, which are vehicles for spatial restructuring.”

2018, the new dawn

The year of 2018 will last forever in the memories of many South Africans. In a matter of months, the political landscape of our beautiful country was changed drastically, after years of political parties being at each other’s throats over corruption, numerous votes of no confidence and Parliament committees caught up in various parliamentary enquiries. The political period preceding 2018 could best be described in words of Chinua Achebe: “Things fall apart, the centre cannot longer hold anymore.”

However, with the decisions taken at the ANC conference to elect a new leader and the subsequent decision to restructure the executive committee, we seem to have found some peace, or a ‘new dawn’ as many have dubbed it.

This new dawn has ushered in a newly-appointed President, Cyril Ramaphosa. This is a man who has a rich history in politics as well as business but more importantly, he has become the shining beacon of hope for many South Africans. His appointment was celebrated across political parties within the country and lauded overseas.

Many hail President Cyril Ramaphosa as the “perfect appointment” and “just what South Africa needs going forward”, according to Mfeketo.

Her faith, trust and admiration for Ramaphosa is evident immediately. But the faith isn’t blind. Many of us who are not in permanent contact with politics or our political history might forget, or not even know, that Ramaphosa is held in



1999. One city, many cultures. Desmond Tutu, Nomaindia Mfeketo, the Mayor of Cape Town, Nelson Mandela and Njabulo Ndebele.

very high esteem, not only by colleagues and friends, but by many who find themselves on opposite sides at the voting booths.

One of Ramaphosa's new appointments is Minister Nomaindia Mfeketo, who has been given the responsibility of human settlements. The confidence of the President in NomaIndia Mfeketo is self-evident in the magnitude and significance of the portfolio she is entrusted with. Mfeketo remarks that "human settlements was at the core of civic and liberation struggles". She adds that "it breaks my heart every time I see homeless people with no form of shelter, it always pains me to see how our people have resorted to living in backyards. The living conditions in informal settlements are something we cannot be proud of as a nation".

Politically, Mfeketo has a distinguished career, having previously served as the Deputy Minister of International Relations and Corporation, the Deputy Speaker of the National Assembly, as well as having served as the Mayor of the City of Cape Town. But Mfeketo has not only thrived politically. Prior to her political career, she was heavily involved in NGOs. Mfeketo remarks that "it is in the NGOs sector where I have thrived doing developmental work for our people. The NGOs back then shaped us as activists who are serving the people and it created a platform to counter the Apartheid government and provide a service to our people.

Mfeketo is delighted to be part of the new dawn under the leadership of President Cyril Ramaphosa. She asserts that "our country, despite what many critics might say, is still very young in terms of being a democratic country. There is no doubt that many issues within the country still need resolving, perhaps they should have been resolved already. Mistakes have been made along the way, and the government will often be the first to admit this. However, while critique is rife within our society, solutions seldom follow".

The making of our Minister of hope

Mfeketo joined the liberation struggle in her early twenties and she remarks that back then, she never thought she would be able to see and taste the fruits of liberation.

This was due to the inhumanity of the Apartheid system and the terrifying levels of killings and imprisonment of the liberation activists. For a long time, it didn't seem like it would happen in her lifetime.



"We fought so that we can be part of the present and future, we wanted to be equal"

Photo: Brent Meder



1983. Nomaindia Mfeketo participating at the Nairobi Women's Conference.

There were no accolades in those days, “we fought so that we can be part of the present and future, we wanted to be equal,” states Mfeketo.

Unlike many others who were part of the struggle, Mfeketo didn't immediately start a career in politics—in fact, she was very involved with NGOs, which, according to her, equipped her very well for her life in politics.

From 1981 to 1991, she worked for an NGO by the name of Zakhe, the word meaning, ‘build yourself’, before spending a year with Social Change Assistance Trust (SCAT). She then spent a further two years with the Development Action Group (DAG), a public housing project.

During her 10 years with Zakhe, she worked with communities, educating young adults, who would otherwise be jobless, teaching them how to start cooperatives in order for them to better their lives. While part of the motive was for them to be able to make money for themselves, another part was teaching them the democratic process of taking decisions as a collective.

Mfeketo says that this was a “very exciting time in my life because I could see people becoming carpenters and learning a lot of skills that many of them still use today”. Joining DAG was another “highlight” for her. It is here where one starts to see Mfeketo's current

position as the Minister of Human Settlements as the perfect fit.

“My passion for housing is second to none, but it is not just the housing, or getting people into housing, but rather the planning behind getting the right people into the right housing,” she enthuses.

At DAG, they engaged the then government to assert people's rights to build their own houses. DAG championed that people be allowed to build their own houses and with much emphasis and focus on “well-located land and to plan your housing development so that it becomes a proper community, not just a bus stop”.

From there, Mfeketo's political career kicked off at a local government level, where she led negotiations to have the smaller municipalities amalgamate into what is now known as the City of Cape Town.

In 1998, Mfeketo was elected as the Mayor of Cape Town, the fourth woman and the first black woman to achieve this feat. During her time within the City of Cape Town, both as Mayor and as the Chair of the Executive Committee, Mfeketo had to face many challenges, challenges that are not as prevalent today. As a very young democracy back then, racial tensions were still at a high—many people

couldn't or wouldn't accept the changes taking place, and seeing a black woman as a leader was something well out of the ordinary.

“But”, she claims, “during the negotiations, we built strong ties with people across colour lines and it was my duty to create unity within the Executive Committee whilst transforming what was happening.”

It was a tough and challenging time, however, Mfeketo chose the route of not using aggression to win people over but rather, she tried to understand where they are coming from before putting her own version forward, as “you then have the possibility of building”.

She continues, “We built long-lasting relationships with people we would never have thought we would—we might not all be friends but to this day, we look after each other.”

This background has sufficiently prepared Mfeketo to play more strategic roles at the national level. Her ascension into the position of the Deputy Speaker of Parliament came as a natural fit. Again, in this portfolio, she had to play the important role of bringing unity and cohesion among various public elected representatives—a role that required emotional intelligence, political maturity and being people-friendly. Mfeketo endeavoured to serve

Parliament and the Constitution of the country in a dignified manner.

Her days at DAG and with the City of Cape Town, including her overall time spent in local government, has surely laid the basis for Mfeketo to hit the ground running and deliver human settlements in a manner and approach that is people-centred.

Empowering women

South Africa and Africa as a whole have performed reasonably well in the government sphere with regards to women's empowerment. Using Mfeketo's latest position as an example, since the department's inception in 1994, there has only been one male Minister, Tokyo Sexwale. The rest have all been female.

According to Mfeketo, this makes sense because "women are generally considered the

home builders and have a better understanding of how the household works".

But as a whole, it is still very much a male-dominated industry.

As a department, they are not just looking at building houses but regulating different sectors that are housing South Africans in general. It is important to make the industry gender sensitive because it has a wide range of benefits, none more so than the fact that ideas and the delivery of these ideas will understand the bulk of the population, opposed to just a portion of it.

Mandate

Whilst only 29 days (at the time of writing) into her new portfolio, Mfeketo will face very different challenges but going by her history, she is up for it. As an entity, the mandate of the

Department of Human Settlements is to ensure that every South African citizen has "access to housing" according to the Constitution and the Bill of Rights—this is perhaps the single biggest problem we face as a country.

The housing situation is beyond poor. While many live comfortably, others have a day-to-day struggle to get basic needs such as water, electricity and working, clean toilets. But Mfeketo goes further to state that, "despite having policy change and being a democratic society for 25 years, we still somehow remain stuck with the idea that the poor must remain on the periphery, far away from transport and other things of necessity".

But as a matter of fact, in some of the most successful countries around the globe, it is the other way around. Those who can afford to stay in more isolated places because they have



Nomaindia Mfeketo as the Mayor of Cape Town, Sakha Kapa: building houses and engaging with the community

the resources, stay there, while the poor who require public services such as transport, stay close to these infrastructures.

While this remains the core mandate of the department, the Department of Human Settlements was only created in 1994 due to the obvious need for it, but as a young department, it also continues to evolve as our society improves and different issues arise.

Mfeketo explains that “upgrading squatter settlements and getting more RDP houses to people is still very much on the agenda,” but there is now also a great focus placed on social housing.

“We also build social housing where people can rent according to their affordability and there is also a portion of rent to buy social housing, with government subsidies covering the rest—at every opportunity, we try to uplift

the standards of the people, even in the RDP houses, we are hoping for some development so that one day, they can have a title deed and register their house as an asset,” says Mfeketo.

Land expropriation

Land expropriation is the talk of South Africa at the moment. The media is abuzz, the social media mafia has been out in full force since the vote in Parliament and it seems to head up most discussions around the table in many households, but does anyone really know how it is going to be done and how it will affect South Africans?

Calls of us being the next Zimbabwe are not only premature, but simply ridiculous. The seriousness of the matter ensures that it deserves proper discussion and deliberation, but what we don't need is unnecessary panic. The scare

tactics spewed by some in our society, from both sides of the fence, are the root cause of this panic. This has led to some international media coverage, most notably from Australia, whose Minister of Home Affairs has called for easier access to visas for South African farmers.

Regardless of what our individual thoughts on the land expropriation without compensation is or means, the majority of people would agree that something needs to be done. Social media and website comment sections are full of debates on who stole what land, who was here first etc.

While it is dangerous to discuss percentages of land ownership, as it seems to vary from one stat to the next, Mfeketo is emphatic that “the fact remains that we live in a terribly unequal society, a society where some of the population live with relative ease, while others cannot feed



Conferring the freedom of the city to the Archbishop Desmond Tutu. Pictured from left to right: Andrew Boraine, City Manager, Nomaindia Mfeketo, the Mayor of Cape Town, the late Arthur Jacobs, Deputy Mayor, and Archbishop Desmond Tutu.

themselves seven days a week, let alone three meals a day”.

Mfeketo is strong in her view that it must happen, but says, “The ANC will never allow what we only recently mended (Apartheid), to happen again” in response to the clear dispute of a section of people who believe this is leaning towards reverse Apartheid.

She continues, “This process we are in now is 25 years old, it is a process of building an equal society and we have to find ways to make this vision a reality”.

“In South Africa, we’ve had 25 years of what we call freedom, but if you don’t have economic freedom, it becomes very difficult—my question is, until when are we going to give people free houses, until when are we going to give people grants?

“Now, for me personally, I just cannot accept a situation where 25 years after our liberation, even a person born after 1994, you can’t say that child is born free because of the situation they are born into.

“However, one cannot reach these objectives of an equal society by dividing the nation,” she explains.

South Africa has reached a delicate point, a point that needs to be handled carefully and maturely. Unfortunately, this is not something that has been done thus far, as, for large amounts of people, it has turned into a black vs. white scenario rather than the creation of an equal society. This is due mainly to populists who hog the headlines.

“The first step for me, with regards to land expropriation without compensation, will be to look at the land that is readily available, but not being used—let’s look at the public land. “Let’s look at the land that is owned by municipalities, by SOEs and other public departments that have land but are not using it properly.

“With those modalities that are being planned, we are able to say, together as South Africans, what is it that we are talking about, and how can we implement it to suit all of us?” says Mfeketo.

There is no one within the ANC who supports the Zimbabwe-style land grabs. That being said, there are political entities who do believe in going that way, or in a similar manner.

Mfeketo is quite clear that this entire process needs to build the country and its citizens, not just a certain group of people. Then, she states, other than the public land, when it comes to



The State of the Nation Address 2012. Deputy President Kgalema Motlanthe and Deputy Speaker, Nomaindia Mfeketo.



City of Cape Town Exco with Desmond Tutu, who was granted the freedom of the city

privately-owned land, there are many within the country who own large pieces of land and they don’t necessarily make use of the land, they just want to keep it for resale value. But when it comes to the people of this country, land is needed and we all have to make concessions.

“In short, what I am saying is that we will follow the Constitution, our Bill of Rights and the Freedom Charter as we go through this process of land expropriation,” explains Mfeketo.

Unfortunately, as mentioned earlier, there are those who have promoted land grabs or at the very least, insinuated it, which has led some people to attempt to grab unoccupied land recently, most notably in Gugulethu, a township in Cape Town. “The irony of that,” states

Mfeketo, “is that it is not even well-located land for their housing.

But now, when this decision was taken, young kids of 20 to 23 years of age went out to have a look at every piece of land and put a stick where they would like to claim land because somehow, they were told they could grab land.”

In conclusion, Mfeketo says, “There is an urgent need for the state to develop a programme informing the public about land issues. “What is very clear on the land issue is that proper communication is required, rather than the rhetoric that we constantly hear about on the news and social media.” ▲

Thabo Owen Mokwena & Ralph Staniforth

Economic crime spirals out of control

South African (SA) organisations continue to report the highest instances of economic crime in the world, with economic crime reaching its highest level over the past decade

South African organisations that have experienced economic crime is now at a staggering 77%, followed in second place by Kenya (75%) and thirdly, France (71%). With half of the top 10 countries that reported economic crime coming from Africa, the situation at home is more than dire.

These are some of the key findings from PwC's biennial Global Economic Crime Survey, 2018. The survey examines over 7 200 respondents from 123 countries, of which 282 were from South Africa.

Economic crime continues to disrupt business—this is the second year that South Africa has the highest level in the world. The global results were equally dismal—at 49%—revealing the highest level of reported fraud and economic crime since this thought leadership publication was launched in 2001. This year also saw an unprecedented growth in the global trend, with a 36% period-on-period increase since 2016. It is also alarming to note that 6% of executives in South Africa (Africa 5% and Global 7%) simply did not know whether their respective organisations were being affected by economic crime or not.

While the overall rate of economic crime was indeed the highest for South Africa, the period-on-period rate of increase for South Africa and Africa as a whole was below that of our American, Asian and European counterparts. From a regional perspective, the biggest increase in experiences of economic crime occurred in Latin America, where there was a 25% increase since 2016 to 53% in respondents who indicated that they had experienced economic crime. The US was a close second with a 17% increase over 2016 to 54% of respondents.

Did you know?

- One of the earliest profiled banking computer crime occurred during a course of three years beginning in 1970 in the USA. The chief teller at the Park Avenue branch of New York's Union Dime Savings Bank embezzled over \$1.5 million from hundreds of accounts.
- Between 1995 and 1998 the Newscorp satellite pay to view encrypted SKY-TV service was hacked several times during an ongoing technological arms race between a pan-European hacking group and Newscorp. The original motivation of the hackers was to watch Star Trek re-runs in Germany; which was something which Newscorp did not have the copyright to allow according to Wiki.
- A report (sponsored by McAfee) estimates that the annual damage to the global economy is at \$445 billion; however, a Microsoft report shows that such survey-based estimates are "hopelessly flawed" and exaggerate the true losses by orders of magnitude. Approximately \$1.5 billion was lost in 2012 to online credit and debit card fraud in the US. In 2016, a study by Juniper Research estimated that the costs of cybercrime could be as high as 2.1 trillion by 2019.

Types of economic crime

Asset misappropriation continues to remain the most prevalent form of economic crime reported by 45% of respondents globally and 49% of South African respondents. While the instances of reported cybercrime showed a small decrease in the South African context (29% in 2018 versus 32% in 2016), it retained its second place in the global rankings (31%), albeit at a lower rate of occurrence than 2016. Additionally, more than a quarter of South African organisations (26%) believe that cybercrime will be the most disruptive economic crime to affect their organisations over the next 24 months.

One of the new categories of economic crime was that of "fraud committed by the consumer". This particular crime, which highlights the propensity of the 'man in the street' to be a perpetrator of economic crime, makes one look at whom the victims of economic crime are with new eyes. This type of crime ranks in second place in the South African (with 42% of respondents having experienced this crime) and third place globally.

This is indicative that the entire supply chain in South Africa is fraught with criminality. When combined with the high instances of bribery and corruption reported (affecting more than one-third of organisations at 34%), the resultant erosion in value from our country's gross domestic product (GDP) is alarming.

Costs of economic crime

South African companies continue to invest significantly in fighting the challenges that fraud and economic crime introduce into the business dynamic. According to our survey results, 44% (Africa 41%) of organisations have increased

their spend on combating fraud since 2016 and 46% plan to increase their spend over the next 24 months (Africa 45%).

35% of South African respondents lost more than US\$100 000 (+/- R1.2 million) to what they regarded as the most disruptive economic crime to affect them, with 1% reporting losses of greater than US\$100 million (R1.2-billion). When combined with the costs to address this issue through investigations or other interventions, we are faced with the damning realisation that the actual cost of these crimes is crippling our economy.

On a more positive note, business leaders are taking an active interest in their governance responsibilities and are becoming aware of, or rather want to be made aware of, the effects and issues that economic crime and fraud have on their organisations.

The survey findings indicate a shift in thinking whereby organisations are making better use of fraud risk management (18%—more than twice the instances noted in 2016) and data analytics to detect criminal activity.

At the same time, it appears that the environments within organisations have become more receptive to trusting internal tip-off processes, as seen by the upsurge in the detection of fraud by means of internal tip-offs (14% compared to 6% in 2016). This is a further feather in the cap of corporate governance in that employees trust that management will do the right thing, and society is becoming an active agent of change for both corporate and public entities alike.

Fighting economic crime

The rules are changing for businesses, with a tolerance for corporate and/personal

misbehaviour vanishing. Not only is public sensitivity about corporate misconduct at an all-time high; in some cases, corporations and leaders are also being held responsible for past behaviour, particularly when the 'unspoken rules' of doing business might have been laxer.

Since our last survey, we have seen some progress in the number of fraud detection measures taken by respondent companies. This is a good thing. Not only can a fraud risk assessment help you identify the unique and specific fraud risks you should be looking for, but also regulators in enforcement actions increasingly favour these assessments.

Still, the survey shows there is a significant room for improvement. Only three in four South African organisations said they had conducted any kind of fraud or economic crime risk assessments.

Accountability of the board

Accountability for fraud and economic crime has moved into the executive suite, with the Gsuite increasingly taking the responsibility, and the fall, when economic crime and fraud occur. We have seen paradigm shifts in the manner and style that businesses are being run. Organisations are beginning to shed their denial complex regarding the many blind spots they have in denying fraud and are learning how to address them.

The survey shows that almost every incident of fraud has been brought to the attention of senior management (95%). The market is no longer tolerating bad behaviour. No matter how much of a stock market darling a company is today, if every aspect of conduct risk has not been managed carefully and soberly, both the company and leadership could lose much of their goodwill faster than they acquired it. In addition, many South Africans have witnessed many a house of cards come tumbling down in recent times.

Recent events have demonstrated that not only has the threat of economic crime continued to intensify; the rules and expectations of all your stakeholders—from regulators and the public to social media and employees—have changed, irrevocably. Today, transparency and adherence to the law are more critical than they have ever been. ▲

*Trevor White, Partner,
PwC Forensic Services*




Asset misappropriation continues to remain the most prevalent form of economic crime reported by 45% of respondents globally and 49% of South African respondents

Intelligent Enterprise: top tech predictions

010
010
010

Hi
Bo



It is an amazing time for technology and to be a citizen of the world. Every company is transforming into a software company and finding ways to disrupt themselves. Software is powering digital transformation and will enable the Intelligent Enterprise—and a new way to work.

Over the next 10 years, there will be five billion connected users on one high-speed, highly reliable network—the Internet. Surpassing humans, one trillion machines will come online and the von Neumann computer architecture will be replaced with Quantum Computing (enter Q2K and the Qubit). Over the next five years, the world will add 10 million more programmers as rules-driven, white-collar work (by actuaries, lawyers, etc.) is replaced by software or machines. We will all need to automate ruthlessly to free up our best talent.

Informing all this automation is artificial intelligence (AI). With extreme automation, extreme connectivity and extreme computing, we will apply algorithms to mine all the data, processes, and behaviour that we store digitally. This will give us greater business insight, real-time decision-making, and better planning to repurpose skills. The mother of AI is autonomy. It is time to embrace AI, place your no-regret bets, mainstream machines and data, and build out key algorithms for your business.

Beyond these “silicon-based” changes, there will be massive “carbon-based” changes—humans. Medical advancements are extending life spans. Big data will uncover a cure for cancer, nanotechnology will change drug delivery and targeted therapy, and three-dimensional (3D) printing will make prosthetics

affordable and liberating. It is not hard to conceive that life expectancy may almost double to 150 years of age.

Through computer-assisted learning and Internet-enabled knowledge, IQs will increase. Is an IQ of 1 000 possible? And who says it needs to be human?

When we consider the changing nature of the workforce, those who manage the workforce, and work itself, it becomes clear that the greatest impact of all in the next decade will be Generation Z entering the workforce.

The 2018 headlines will focus on AI, self-driving cars and drones, cybercurrencies, the Internet of Things (IoT), security, and the cloud and edge devices. Perhaps there will be a huge medical breakthrough that solves hereditary diseases. For me, it is all about the technologies and trends that will shape the future of the Intelligent Enterprise.

AI and the Intelligent Enterprise

AI skills, such as pattern recognition and decision-making, played an important role in the much-talked-about AlphaGo win against expert (human) player, Lee Sedol. The most groundbreaking technique AlphaGo demonstrated, however, was reinforcement learning, which is the tendency to produce an action that is followed by an increase in reward. Algorithms based on reinforcement learning are already available. In 2018, they will be applied to autonomous vehicles on the road and robots on factory floors

Over the next year, interest in AI will grow across every industry. By 2020, the AI market will grow to US\$47 billion. But how will these investments pay off for the enterprise? Equipped with AI and cognitive systems, big data analytics, and machine learning, the insights-driven Intelligent Enterprise will outpace its competition. Better data will mean better algorithms and better algorithms will mean better data, and so on. We will become much more productive as we offload collecting and processing

liability, privacy, and regulatory wrinkles are ironed out, the sky will be the limit—literally.

Cybercurrencies and the blockchain revolution

In 2017, cryptocurrencies burst onto the scene, led by Bitcoin (which has been around since 2009)—and today, there are over 1 100 cryptocurrencies available. Because they disintermediate traditional financial institutions (and remove any fees or friction costs associated

healthcare to the next level, with around-the-clock monitoring, targeted treatment and even automated doses of medication. In smart cities, when everything is connected to the IoT grid, autonomous vehicles will eliminate car crashes caused by human error to save one million lives annually. In the Intelligent Enterprise, the IoT will connect the global supply chain from end-to-end, enabling pervasive visibility, proactive replenishment and predictive maintenance. With the IoT, data-driven decision-making will become standard in all industries and in our daily lives.

“Sometimes, future technology and magic are indistinguishable, and worry is a waste of imagination”

data to AI systems. The Intelligent Enterprise will leverage agile development to build apps in the cloud, automate processes and menial tasks to optimise efficiency and explore data lakes for sophisticated insights and better decision-making.

Autonomous cars, trucks and drones—oh my!

AI-based algorithms that leverage reinforcement learning will “drive” autonomous vehicles, robots and drones. More intelligent robots (like Baxter) are being built to not only think for themselves, but also to sense their surroundings in more accurate ways. Intelligent drones are helping farmers better service and monitor their crops. And all major car manufacturers are test driving autonomous cars.

Driverless cars are expected to be in use all over the world by 2025. In fact, by 2020, Uber plans to have a fleet of self-flying cars as part of its aerial taxi service. Autonomous transport trucks may even hit the road before self-driving cars. When they do, they will radically overhaul both logistics and transportation industries. The use of drones will expand (and impact these industries) to include the delivery of goods like medicines to remote locations, groceries to consumers and component parts to manufacturers. Reductions in fuel consumption, faster delivery times and the number of lives saved will make autonomous vehicles an attractive alternative. When they are culturally accepted, future generations may never have to learn to drive. Once

with financial transactions), these peer-to-peer companies are gaining traction with consumers, retailers, and investors. On 3 March 2017, Bitcoin overtook gold, trading at US\$1 290—showing investors that all that glitters is not gold. Since the beginning of the year, its value has increased by 1000%. A growing number of businesses are recognising cryptocurrencies as legitimate, including 260 000 new retailers in Japan who plan to accept bitcoins as payment.

One of the most significant innovations in cryptocurrency is its use of blockchain technology. Bitcoin’s application of it is revolutionising the industry, but its potential lies far beyond changing the way we exchange and manage wealth. By linking a chain of records, or “blocks,” that can’t be altered, blockchain has the capacity to create more transparent and secure systems. Its applications will be multifaceted—from the way we transact to the way we renew passports, vote, rent a car, pay taxes and even in terms of how we identify ourselves. 2018 will be the year of the blockchain start-up, especially in areas of security and encryption.

The Internet of Everything

The IoT is creating a giant, global network of devices and machines that are connected, communicating and exchanging data. This market will see billions of devices connected by 2020 at a value of US\$14.4-trillion.

While we might not feel the immediate effects of the IoT, its potential impact is huge. Advances in IoT-connected biotechnology will take

Super-intelligent beings (with an IQ of 1 000)

Over time, humans have been getting demonstrably smarter. With computer-assisted learning, programmes like massive open online courses (MOOCs), and Internet-enabled knowledge helping to increase our IQs, we could be smarter than Stephen Hawking or Albert Einstein in mere decades. But is there a cap on our potential intelligence? Not if it doesn’t need to be natural (or even human). Human enhancement technologies (HET) and brain-computer interfacing (BCI) technologies increase the brain’s capacity to store information. Exocortices are external processing systems that allow us to store and access everything we have ever read, learned, and experienced. These technologies, along with computer-assisted learning, will make IQs of 1 000 possible.

As super intelligence becomes part of the human experience, what will be the threshold when our brains can store, index, and search on troves of data faster than Google?

Edge computing and devices

IoT-connected devices are pushing the limits of the cloud, creating a new computing paradigm where the cloud and edge computing meet.

As the “brain” behind the IoT, edge computing moves processing power closer to the source of data. In this new paradigm, not all data is equal. Only device data that is worth keeping is sent to the cloud. This reduces the costs associated with handling and storing growing volumes of IoT-related data. Time-sensitive data can be processed by the device itself, allowing for quicker response times while reducing network latency. This is far more efficient than using the cloud alone where, with its split-second latency, turn-around time can be too slow. As the number

of devices requiring immediate or high-volume data processing continues to increase, edge computing will push the cloud to the sidelines, where it will act as a supporting technology. Together, the cloud and edge computing will offer the benefits of agility and savings, while providing the infrastructure we need to support the ever-expanding IoT universe.

Biotech and longer life expectancy

Using techniques like gene therapy, which modifies immune cells to fight disease (such as HIV, Alzheimer's and cancer), scientists are looking to manipulate our genetic makeup to slow down or even stop the ageing process. As medical technologies advance, doctors will be able to cure (rather than just treat) a growing number of genetic diseases to make living to 150 a reality.

Scientists around the world are working together to build a cell atlas, which involves cataloguing 372-trillion cells in the human body. Each cell will be assigned a molecular signature. Technologies are coming together to make this mapping possible. The atlas will allow researchers to capture and analyse millions of cells to understand and combat disease. Other groundbreaking advances in biotech include brain transplants.

Neural researchers are connecting real-time data from the brain to electrical stimulators on the body to create a "neural bypass" to heal

paralyzed limbs. Plans are underway to treat blindness similarly (with a chip in the eye), and even to restore memory in patients with Alzheimer's disease. Over the next decade, the demand for brain implants will increase dramatically.

The next generation of cybersecurity

Cyberspace has emerged as a new battlefield where bits, bytes, and botnets are the weapons of choice. This is creating the Internet of Botnets, which are global networks of compromised devices that hackers can deploy or rent out to criminal organisations. This is particularly unsettling given the fact that there is currently a botnet out there (dubbed the IoT Reaper) that is powerful enough to take down the entire Internet.

Firewalls and other traditional security measures do not cut it anymore. As the battlefield moves into cyberspace, new tools will be needed to address the changing nature of conflict. AI, quantum computing, and quantum cryptography are particularly promising countermeasures against cyberattacks. AI (in the form of machine learning) is being used to monitor networks and any associated devices for anomalies and report deviations in real time. Quantum computing can sift through 150 000+ daily threats in an organisation's network to identify which events are the riskiest. And quantum cryptography can ensure secure

communications. These emerging technologies are redefining cybersecurity as we know it. Moving forward, they will be our best line of defence against sophisticated cyberattacks.

Sometimes, future technology and magic are indistinguishable, and worry is a waste of imagination. Industry by industry, enterprises are becoming more intelligent and more Gen Z.

Digital is connecting workers and consumers through software. In 2018, everything from the cloud, edge points, machines, automation, supply chains, security and customers will become more intelligent. But the greatest impact will be on the workforce. As Baby Boomers retire, Gen X turns its attention to knowledge transfer, and Millennials are the dominant demographic, Gen Z is preparing to enter the workplace.

Gen Z represents the greatest generational shift the workplace has ever seen. They take hyper-connectivity to new levels; their use of technology sets them apart from other generations. As they enter the workforce, they will bring their habits, technology, and culture with them.

In the gig economy, it is about experiences over education, market viability over marketing, and making a difference over making a dollar. The Intelligent Enterprise will be based on their beliefs and expectations. ▲

Mark Barrenechea



“Any sufficiently advanced technology is indistinguishable from magic”

Arthur C. Clarke

Smart cities: future-proofing Africa's cities

To address this question, leading experts have shared their insights on what it will take to design and build smart and sustainable cities fit for Africa's future.

“The World Bank’s latest report on African Cities states that improving conditions for people and businesses in Africa’s cities is the key to growth. The report further highlights that the continent needs more affordable, connected and liveable cities. This is certainly true to meet the immediate demand felt due to rapid populous migration to city centres or urban nodes.

“But governments and city planners across the continent cannot afford to focus on this narrow narrative alone,” says William Johnston, Regional Director, WSP, Structures, Africa.

“To succeed in their planning and development efforts, there needs to be a split strategy and focus. The first focus will naturally be on securing much-needed infrastructure and services to meet the growing demand in the medium-term.

“Concurrent to this, however, significant focus also needs to be placed on future planned upgrades and/or new builds that will be smart,

sustainable and thereby future proof in the long-term.

“Designing and building a future proofed city that is both smart and sustainable covers the entire city infrastructure, where much of sustainable and smart design also relates to doing the basics better and less in silos.

“An integrated and holistic design of basic services must be considered upfront; everything from access to basic services—including water and sanitation, energy/ power, housing and transport—to intelligent systems that use Internet access to leverage technology trends such as cloud computing, mobility, the Internet of Things (IoT), Big Data and automation, to provide smart services and functions for the city and its inhabitants,” continues Johnston.

Mindset change

In this age of digital, a mindset change is rapidly taking place, with growing adoption of solutions to improve connectivity—through the roll-out of large scale fibre or Wi-Fi projects. Based on this, markets are also seeing increased interest in offering services for the smart city that are underpinned by emerging disruptive technologies; to drive improved service delivery

and social change for the betterment of society and to increase sustainability.

Riaan Graham, Sales Director for Ruckus Sub-Saharan Africa, agrees and indicates that the growth of connected devices and their potential impact is resulting in an increased awareness of the benefits that a smart city has to offer.

“There is a significant movement towards embracing this new technology-rich ecosystem. However, this extends to beyond just dropping in technology and hoping for the best. A truly smart city is one that is focused on integrating technology to interconnect different governmental departments to create a single infrastructure that provides better service delivery, improved municipal services, infrastructure enhancements and utilising real-time monitoring systems for the betterment of all citizens, to name just a few things. For me, this interconnectedness should exist seamlessly across at least the top six components to designing a smart city, including; smart energy, smart transport, smart data, smart infrastructure, smart mobility and smart IoT,” he says.

Additionally, given how quickly IoT application has grown over the past few years, Graham believes that the adoption of IoT-lead initiatives

There is no denying that Africa is experiencing unprecedented growth and rapid urbanisation. But have all of these developments been well-thought out and planned to see cities come to ground that are smart and sustainable—and will these cities be habitable far into the future?

will be a starting point for a number of African countries and regions towards smart city initiatives. “Part of this IoT drive is the connectivity that surrounds it. While mobile infrastructure in Africa is being continuously upgraded, Wi-Fi networks are being rolled out throughout the continent. There is already a growing reliance on this kind of connectivity, as it is aiding in the evolution of smart cities—where more services are being offered digitally than before.”

There is no denying that technology continues to have a transformative impact on how we live and work today. However, it must be noted that establishing a smart city takes a lot more than an intelligent city network, reliable connectivity or clever applications.

Cybersecurity

Kaspersky Lab warns that there is a tremendous need for more awareness on the issue of cybersecurity in smart cities. Cities continue to get smarter and constantly incorporate new technologies into their infrastructure, but they cannot ignore the importance of cyber security.

Riaan Badenhorst, General Manager, Kaspersky Lab Africa, says, “As the technology and networks become increasingly integrated,

there is also the potential that this will expose more vulnerabilities in co-dependent systems that cybercriminals may look to target. In fact, in exploring security issues in smart city transport infrastructure, our research has proven that data gathered and processed by road sensors, as an example, can be dramatically compromised.

“Transport infrastructure in a modern megapolis represents a very complicated system, containing different sorts of traffic and road sensors, cameras, and even smart traffic light systems. All the information gathered by these devices is delivered and analysed in real-time by the special city authorities. If the data is compromised it can cause millions in losses to the city.

“As a result, multi-layered security for smart cities, that includes security of critical infrastructures, different types of terminals, mobile security and security for data centres needs to be considered—and in the planning phase. When it comes to city safety, it is essential to have profound testing before rolling out any critical infrastructure. For example, our experts can conduct penetration tests, give advice and provide data feeds on the most recent threats.

Cyberattacks can, therefore, be planned for in the same way city plans for earthquakes and floods—with a reliable, thorough system of prediction, prevention and response”, says Badenhorst.

“The world around us is changing—and quickly. While digital and smarter technology is certainly becoming embedded in all aspects of the built environment, building a smart city is a complex and ambitious undertaking that requires a multi-disciplinary approach. Succeeding will take a broad set of stakeholders who are open-minded and forward-thinking enough to break the mould of the tried and tested and have the courage to make good design and investment decisions.

“And, starting with an integrated and holistically designed outlook of basic services—and integrating digital technology at this first level—offers keen avenues to address challenges and opportunities of urbanisation in the face of climate change, thereby making these environments innovatively smarter, more ergonomic, efficient and sustainable; as the cities for Africa’s future,” concludes Johnston. ▲

Caitlin Hawken

Setting the low-carb trend

While many food trends these days are often fads—here one season and gone the next—if the last two decades are anything to go by, low-carb diets are here to stay



From the Atkins diet, which peaked in late 2003, to Banting, made popular in recent years by Professor Tim Noakes and, lately, the Ketogenic diet (or Keto for short), all indicate that innovation in the low-carb eating arena has become increasingly popular worldwide—with South African companies at the forefront.

One such company leading innovation in the low-carb space is the Dew Crisp Group, which recently launched its “pasta from veg” product range, in partnership with Woolworths. Bruce Glazer, co-founder, shareholder and joint CEO, says, “The low-carb food space in South Africa remains ripe for innovation and, as such, the opportunity for Dew Crisp to partner with the technology owner of this exciting product in developing and commercialising a number of vegetable-based products, was welcomed.”

The company is a long-time leading supplier of value-added, food-safe produce to the retail and foodservice markets in South Africa and prides itself on innovation, housing a product development team that continuously researches new product varieties, packaging and processing methods, as well as cold chain technologies.

For example, they introduced the bagged lettuce (pillow pack) concept to South Africa roughly 25 years ago after Glazer visited a United Kingdom operation that allowed him four hours’ access to view their operations. “From there, I brought the concept back to South Africa and Dew Crisp adapted it to our local conditions. The bagged salad concept has grown and flourished over the past 25 years,” says Glazer.

Glazer concludes that the launch of this new product cements their position as a frontrunner in innovation within the agri-foods industry. “We are proud to be an industry leader in innovation, having successfully introduced and developed many new, exciting and highly innovative ‘firsts’ into the South African market,” he adds.

To find out more, Gregory Simpson headed down to their farm in the breadbasket of the Western Cape, Philippi, which continues to produce despite the drought, thanks to rich underground water sources.

Please could you tell me about your operations here in Philippi?

This is the Cape, where we do most of our farming and production, and we grow, pack and

we sell through the wholesale market. We’ve got a wholesale market here on the farm and we sell to the public—so, the hawker trade and a lot of people who then supply to restaurants.

Are you servicing the various levels of society from the hawker all the way through to the upper-end supermarket and restaurants?

Absolutely, and we grow a wide range of products as well to service all the strata of customers. We will grow everything from kale, Swiss chard, cabbage, onions, carrots to baby spinach, fancy leaf and baby leaf crisp head lettuce, spring onions, etc.

Kale seems to be in demand these days?

Yes, it’s one of those health foods—super foods—and we grow it. So far, the demand has been okay, it hasn’t been fantastic but yes, there’s definitely a sector of the market that buys kale products from us.

Are our eating trends similar to those overseas?

Definitely, we follow the European trends, it’s not even a question. In fact, we travel to Europe often to find trends and then bring the seed varieties home. On the farm, we’ve got an ongoing research and development programme for trialling different seeds. So, we are constantly looking at various seed production, seeds, growing variety, seeing how they work in the summer and winter periods because, throughout the year, you’ve got to be able

How many hectares have you got here?

We farm about 140-odd hectares at any one time.

Philippi as the breadbasket of Cape Town, is it shrinking or are you able to maintain the size as you get pressure from housing developers?

There’s a lot of pressure at the moment to develop part of Philippi, which would be very sad if that happens because it’s such a unique growing area. You cannot replace this, it’s got climate, it’s got soil, it’s got water and there’s no other place in and around the Cape area like it. If this place had to go, Cape Town would have massive problems in terms of food security and all the people who are employed—there’s a huge number of people who are employed in this area. It would be an absolute tragedy.

Does the City of Cape Town know how important this area is?

I suppose they do and they were trying to preserve it as a heritage site. And it should be preserved as a heritage site but in politics, you never know how things turn out.

Skills development is vital in any industry, what are you doing to raise the bar?

All the time, it’s ongoing training, you cannot stop with that. Up in Johannesburg, we wrote the standards for all hydroponic production, we lodged with the SETAs and we’ve much in those

“Farming is, without a doubt, the backbone of any economy, thus, the more that the government can do for the farming and the farming sector, the better”

to change varieties, you can’t stick with one variety for 12 months of the year. We are often approached by seed companies first because we like to innovate. So, we will trial them and out of every 20, if you get one, it’s great.

What’s your most popular veggie at the moment?

Crisp lettuce, onions—we grow a lot of onions, about 2 500 tonnes of onions every year—baby spinach is very popular, fancy leaf. We do it all.

terms. We continue to do a lot of training. It’s very important; you’ve got to understand the basic principles of agriculture, what it takes for plants to grow and cultural practices that are needed to bring a plant to harvest.

Technology must change the way you do your business as well?

Technology is changing every single day, non-stop, and to keep abreast of it requires huge capital. But we have to find a balance between



Photo: Gregory Simpson

Bruce Glazer, CEO of Dew Crisp (middle) with his business partners

total automation and jobs, and you have to walk that fine line. We err more on the side of providing jobs to people than moving to fully automated.

When you talk about hydroponics, is that slowly becoming popular?

We would look at it if it made economic sense, yes. For us, agri-processing is what we're about, thus, we would look at any product that made sense from an agri-processing point of view. We like to look at the entire value chain, which is what we invested in. We invested in the farm, all the way to the delivery to the final customer—we call it from farm to fork. Naturally, we don't own the retail chain space but we invested in right up to the where we deliver to our customer.

You've taken out the middleman?

The only middleman we interact with is the customer who comes and buys from our wholesale market and we love that, we encourage that. We can't do it all, therefore, we've reached out to many of the companies that distribute to restaurants, catering etc., to come and buy directly from us.

How do you keep up with demand?

Due to the fact that there's a six-month lag, we've got to be able to understand what the market is going to need in six months.

We've got to grow it because in manufacturing, in our processing plants, you don't have stock you can simply draw off the shelf.

We've got to grow our stock and to be able to do that, we've got to understand the market demands. Because we've been in this business for 34 years, we've gained good experience, we have a good feel for the market trends and we always monitor our growing programmes from week to week.

Therefore, we're able to start adjusting from week to week if we see that the market is pulling more of the one product and less of the other. Even though it takes a bit of time, we're adjusting all the time.

What's the 'highest maintenance' crop to grow?

Leaf is extremely difficult to grow because it's very sensitive to stress, whether its weather, water—the leaf category is very, very difficult, it's a sensitive crop.

The farms here are quite open, is theft a problem?

Yes, it is a problem, very much so, but we try to manage that as best as possible.

The ground still seems very moist here, to what degree has the drought affected you?

Well, fortunately, we had a bit of rain, but we're situated on the Cape Aquifer, so it's low, even though the quality of the water is not the best—you can't just drink that water.

It's very high in saline but the methodology of farming and the adaptation of being able to use the saline water is really what is quite unique.

Organic is a big buzzword—are you doing that? Many of these companies say they're organic but how do you actually prove that something is organic?

Yes, organic. We talk about responsible farming; responsible farming in that we are audited for EuroGAP, farming for the future and so forth—there's a very strict ruling around what and how to farm. I would say that our product is as close to organic as you can get but to be organically certified, it's like a Michelin star rating.

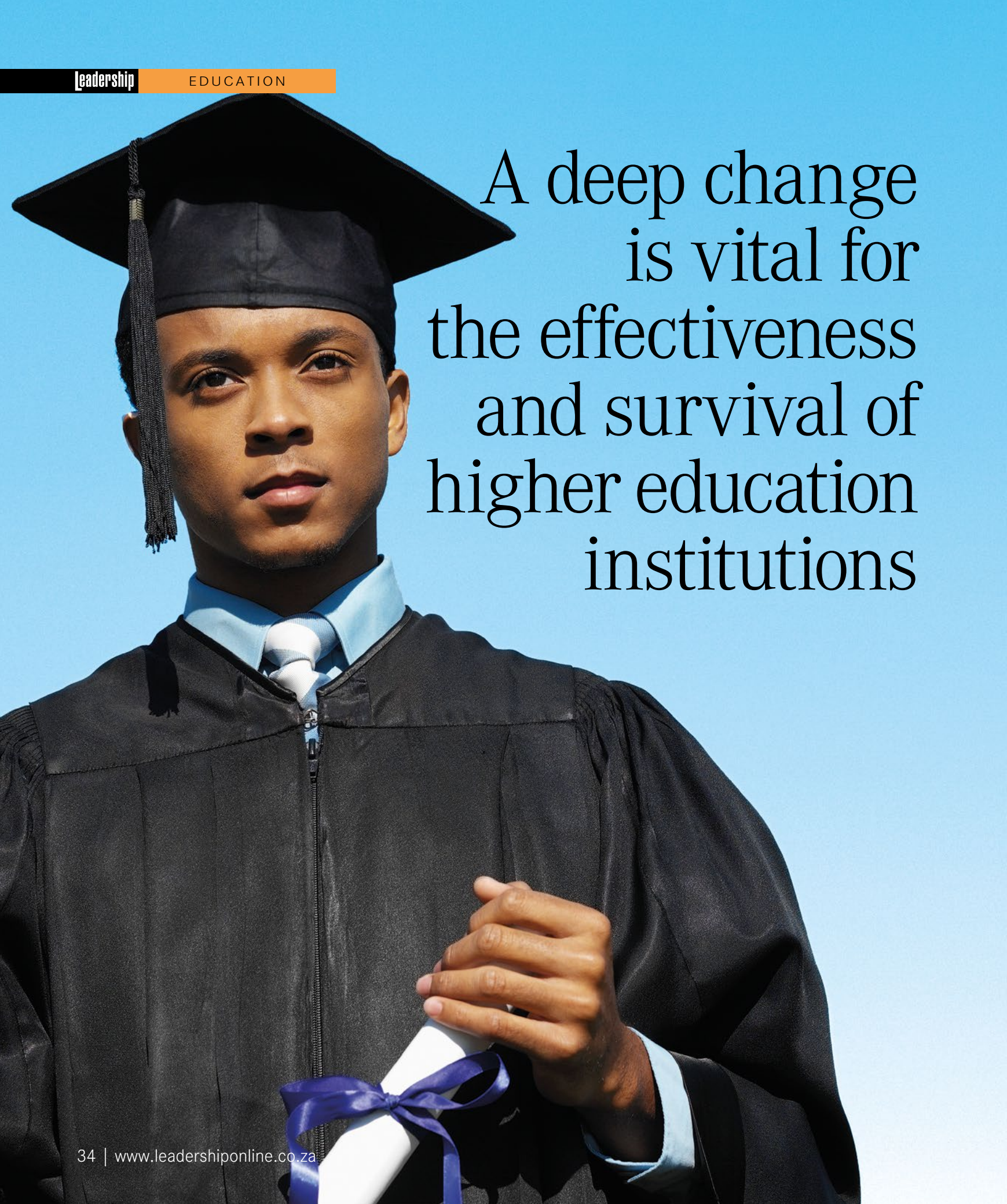
Your relationship with the government, are they supportive?

We're not like many of the European countries, there are no subsidies in South African farming at all, which is pure market supply and demand. The government has come to the party from time to time when some of the areas have been really affected, drought-wise, I'm sure the government could do a lot more. Farming is, without a doubt, the backbone of any economy; it's such an important part of the economy, thus, the more that the government can do for the farming and the farming sector, the better. What's happening at the moment with all these farm murders—it's just too terrible for words.

Is the 'land expropriation without compensation' talk also making matters difficult?

Yes, that is also very unsettling and it's difficult to make long-term plans. ▲

Gregory Simpson



A deep change
is vital for
the effectiveness
and survival of
higher education
institutions

Without a radical change to approach, universities will not be in a position to facilitate the appropriate and effective learning experience that their students need in order to survive and thrive

In order to be relevant and effective within the evolved systems and altered social context brought about by the flux of the Fourth Industrial Revolution, the university of the future will have to give far greater consideration to the role it has to play in this new world. It will also have to give due cognisance to the context within which its students need to apply the knowledge and skills it imparts to them. This requires a much deeper interpretation of the diverse profile of those students and a very clear understanding of their aspirations once they have graduated. The ability of universities to define and understand future challenges will without a doubt be the reason for failure to adapt.

Ultimately, higher education institutions now have to go back to the drawing board in terms of their approach to what they do and how they do it. In most cases, this demands a willingness by universities and colleges to completely transform not just the type of learning they facilitate, but also the way in which they impart that learning and, in fact, the entire environment in which teaching and learning take place.

For most universities, this transformation can only begin to take place if it is driven by a much clearer perspective on where they want—and need—to fit into the global higher education and social landscape. It will also require a greater focus by every higher institution on the core activities it needs to perform within its particular areas of specialisation, and be mindful of ‘new to the world’ requirements and needs in order to deliver on the responsibilities that this more focused approach places on it.

The main challenge that will face the majority of universities that recognise the need to undergo such a transformation will be that doing so will demand a fundamental change to their business model and culture, as well as the comprehensive redefinition of their value proposition and role in the educational value chain. It seems that the all-inclusive mission will not service the challenges.

Of course, this type of cultural transformation and strategic repositioning is never easily achieved. It’s a well-documented fact that organisations and their stakeholders fear change and have a tendency to resist it—especially if the future is unknown. Universities are no different.

The university transformation from the bureaucratic behemoths that most of them have become more specialised, agile and contextually relevant learning facilitators will undoubtedly be difficult, even painful. After all, even an environment created on a foundation of rigid policies, offering a measure of protection and a sense of security to those who operate within it, will eventually become uncomfortable if it does not transform to align with the current day and age.

Generative learning focussing on the strategic transformational change that changes the status quo in shaping the future is certain to create discomfort, insecurity and even fear amongst those who have come to accept policy, tradition and academic autonomy as the norm. This does not imply a normless environment, but a reconsidering of the definition of an enabling environment for learning, rather than democratic absolutism and traditional practice.

It isn’t just university staff who will struggle with the changes that must take place. The accepted and traditional ‘definitions’ of what a university is and does mean it’s likely that even students will feel the need to resist the changes that higher education institutions must make in order to remain relevant and effective. That’s because most of those students will just have passed through equally traditional primary and secondary education systems, which may not have fully grasped the urgent need to undergo a similar transformation to prepare their learners to function effectively in what is now a vastly different world than the one in which their curricula were originally developed.

Given all these challenges that universities will face in their efforts to build a future-focused innovative culture, many will choose to try to maintain the status quo. But by deliberately choosing not to question their relevance,

redefine their roles and restructure their approach to learning, those universities will effectively be condemning their students to a future in which they find it very difficult to achieve their career aspirations and near impossible to be the effective leaders and champions of positive change.

To avoid this disappointing scenario, in an effort to overcome the taken-for-granted aspects, it is now absolutely essential that all higher education institutions ask themselves a number of difficult questions, such as:

- Is our curriculum truly preparing our students to thrive in a changed and changing world?
- Do we understand the social context within which we operate, and are we committed to being truly effective in our role within that context?
- Do we understand the readiness and aspirations of our students?
- Is innovation at the core of what we do and how we do it? Do we have an appropriate business model to declare the type of learning environment and experience intended?
- To what extent do our employees within and specific to our institution have the ability to create and facilitate real change?
- Are we willing to transform, or do we fear change to the extent that we choose comfort over effectiveness?

Unless we as institutions of higher learning are prepared to ask ourselves these questions, answer them honestly and use them as a catalyst to begin the process of sustainably transforming ourselves, we are doomed to a future of increasing irrelevance in the world and are guilty of setting up students for failure.

Given the privilege and responsibility we have as universities to mould the future leaders who will shape our world for the better, failing to do whatever it takes to be able to fully leverage that opportunity would be nothing short of a travesty. ▲

Professor Alwyn Louw; President: Monash South Africa & Associate Professor HB Klopper

Observations for entrepreneurs to consider

There are no rules to entrepreneurship. People often wax lyrical about following certain formulae for success, and globally, millions of books are sold on the promise of riches.

Sure, we can all learn from others and it is true that successful entrepreneurs are open to learning, but there is no magic formula here.

Having said that, I thought I would share some behaviours we at FNB Business have observed in successful entrepreneurs.

There is no such thing as a part-time entrepreneur

Being an entrepreneur is a 24/7 endeavour. You cannot run a business part-time if you want proper success. It is very rare that someone has a large day job as an employee of one company and at the same time, runs a rapidly growing entrepreneurial business. Unfortunately, when it comes to entrepreneurship, you cannot hedge your bets—you need to be all in.

Be a big thinker, but set goals

In our experience, successful entrepreneurs understand the importance of their business in the context of the environment/community in which they operate—they have vision. But most importantly, they understand that this vision needs to be executed—ideas must be turned into practical action and measured, and these measures must be more than just financial.

You need a business plan, and yes it must be written down, with financial projections and measurable goals.

This is where most entrepreneurs fall short. Remember that if you are launching a business, unless it is completely based on new technology or a novel way of doing something, you are merely displacing better-established businesses. In other words, you will always need

differentiation—you must be able to articulate this, defend it and justify why this works.

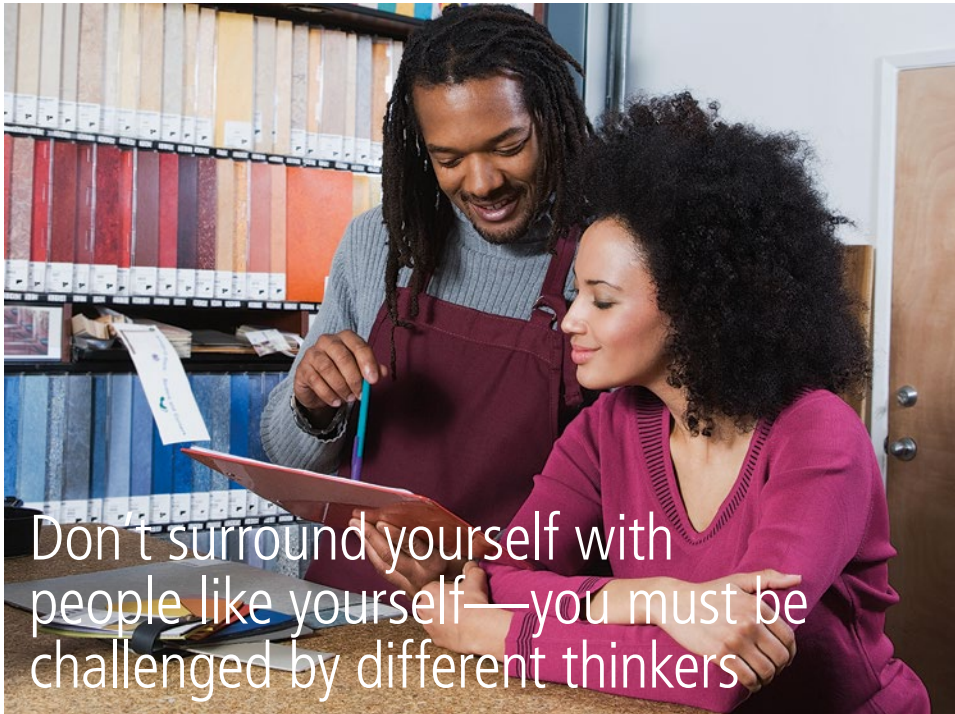
A business plan also means sizing the opportunity and converting it into a realistic revenue and profit. You need to ask yourself whether this opportunity is realistically going to generate enough profit based on the capital and effort you are putting into the business. Secondly, work out

how much money you need to make your idea reach scale and identify where you will get the money for funding from.

You must have realistic expectations of debt vs. equity funding. You also need to understand the difference between the two funding avenues. The simple explanation here is that debt means you borrow money to be paid back,



You must attract and retain the best talent



Don't surround yourself with people like yourself—you must be challenged by different thinkers

potentially with interest. On the other hand, equity means raising money by selling a proportion of your enterprise.

Commercial banks do not fund early-stage start-ups. This is outside their mandates as this funding represents equity risk in most cases and commercial banks have senior debt mandates. There are many other sources of funding out there, such as the FNB's Vumela Enterprise Development Fund, which has raised around R400 million in funding. As an entrepreneur, it is essential to do your homework on the funding landscape.

Properly understand your route to market

Key questions in this regard could include: Is this an app-based solution? How do customers want to interact with my business? Can I differentiate myself through a channel? What is the most cost-effective and customer-friendly way for me to offer this product or service?

Write down your merchandising plan, including pricing; route to market; how you are going to promote sales (the value offering) and where you are going to sell the product, essentially focusing on the key 4Ps of marketing, namely: product, price, promotion and place. If your business is app-based, you can't effectively launch it via print media—get professional

advice on a marketing plan. It will be money well spent.

Be aware of the impact of the digital age on your business

The growth of most organisations is constrained by its physical assets—plant and equipment; its footprint; or size of the workforce. Growing these physical assets requires significant capital and time, and could limit organisations to linear growth. Digital business models are investing in external networks, rather than having to source, acquire and manage all physical assets. These “networked companies” build relationships with people who are willing (for a share of the upside) to contribute to company value.

Businesses like Facebook, Airbnb and Uber quickly realised that it is easier to build relationships than it is to build assets—and cheaper. And these networks are able to scale at an incredible speed. It is the combination of networks and technology that really leads to exponential growth.

Get good advice

This will cost some money but it will be money well spent. Successful entrepreneurs tend to be open-minded and curious—they have an interest in learning from others and bettering themselves.

Make sure you receive the best advice when drawing up purchase and sale agreements; employment contracts; lease agreements; supply agreements etc. Spending some money on this upfront will help you save hugely in the future. I cannot tell you how many times we hear, “If only we had prepared properly for this”.

Invest in the A-team

Your business plan will fail without the proper execution and this depends on you getting a motivated and skilled team that buys into the plan. You must attract and retain the best talent. Pay for results and let your team participate in the businesses success. Remember, it can be really difficult to rid your business of non-performers, so take your time when selecting your team—conduct proper interviews and assessments, and be part of the recruitment of all key staff.

Value diversity! Don't surround yourself with people like yourself—you must be challenged by different thinkers. This will lead to better decision-making.

Create a differentiated culture

Creating a great work environment is priceless, and doesn't need to cost a huge amount. A unique culture can be achieved by having regular team meetings; giving honest feedback on how the business is performing; celebrating goals achieved; and regularly discussing the vision of the business.

Run a small business like it is a big business

This is my last observation and probably the most important. Make sure you have proper governance (ethical conduct matters) in place, including a tightly monitored budget; monthly management accounts that allowing you to track your business case; regular team and management meetings; up-to-date tax affairs and other key regulatory returns. At the same time, have bold plans and keep challenging yourself and your team.

Good luck! I believe writing things down and checking your thinking is a great discipline—find the time to reflect on these points. I have a world of respect for all entrepreneurs—after all, you are the future of this amazing country of ours. ▲

Mike Vacy-Lyle, CEO FNB Business

Inside the best International Hotel Group

Entrenching its position in Sub-Saharan Africa as a leading hospitality provider in the region, Marriott International bagged two major hotel category awards at the Business Traveller Africa Awards late last year

Voted as the Best Business Hotel Group and The Best International Hotel Group in South Africa, the hospitality giant has been recognised for its strong footprint, quality and consistency of service and range of business facilities provided across its portfolio.

The Business Traveller Africa Awards is a further endorsement of the extensive industry recognition enjoyed by Protea Hotels by Marriott, which has previously won the World Travel Award for the Best Hotel Group in Africa, the Sunday Times Markinor Top Hotel Brand Award and the Sunday Times Generation Next Award for the Coolest Hotel Brand.

Volker Heiden, VP of Protea Hotels by Marriott, Marriott International, Middle East and Africa said, "We are thrilled by this recognition, which underpins the goals we have set for ourselves. Our strong presence in South Africa is demonstrated through the popular Protea Hotels by Marriott brand. We have focused on providing consistency in what we offer, both in services as well as in the facilities, together with value for money and we are truly glad that our guests have recognised and appreciated this. In the light of the stiff competition, the value of our loyalty programme and our diverse portfolio of brands gives us a competitive edge."



Marriott Hotel Melrose Arch in Johannesburg

Marriott International also operates Marriott Hotels, Sheraton and Westin in South Africa.

And to find out more about this mega brand on the move, Gregory Simpson caught up with the knowledgeable Volker, who started out working at the Hilton Park Lane in London as a Restaurant Cashier before moving to Mexico as an Internal Audit and Operations Analyst in a hotel, en route to an upper management

position at Marriott in Miami, Florida before relocating to Cape Town.

You were in Miami a year ago, what's the hospitality scene like in America compared to South Africa?

In America, you have a lot more branded products than in the rest of the world, but the rest of the world is catching up very fast. It's a lot



Volker Heiden, VP of Protea Hotels by Marriott, Marriott International, Middle East and Africa

easier to develop hotels in the US, typically you have fewer individual owners, you have more institutional investors and they usually look for brands. In the Marriott world, there is so much demand for our brands right now that we don't actually look at new ownership. We roll out a new brand, we go to our existing owners and they carve up the territory within the US to represent our brands—it's quite amazing, we're in a very good position. As an example, when Marriott acquired the AC brand a number of

years ago, the initial thought was only to have AC in Europe and then we tested it in the US and, because it's a European brand and quite stylish and new, it became the fastest-growing brand in the US for the last couple of years.

Marriott has been acquiring a number of brands over the past few years and I understand the portfolio is currently at about 30 different brands all over the world. These brands range from 3 star to 5

star properties. How do you decide which star rating you will apply to each hotel?

Marriott focuses on an approach to categorisation that speaks to guest needs, rather than a pure concentration on star grading. We talk about luxury, upper-upscale, upscale and then mid-scale and budget. Our 30 brands are segmented in that way. I know that, in some countries, star ratings are important but we try to move away from it because it really depends on the location. In some countries, for a star rating, you need to have a pool, or you need to have a gym, you need to have this and that—and this makes the rating possibly inconsistent when one has a presence in multiple countries and regions. Some hotels will cater to the corporate or business traveller and others to a leisure traveller. By default the amenities in these hotels will vary but it does not mean that the quality or standard necessarily changes.

What would be the difference between a corporate style hotel and a more family-friendly tourist type of hotel?

The physical hotel would not differ that much. Obviously, if you build a new hotel, we would look at how much meeting space you would need, so that's one criterion, but other than that, our hotel service might slightly be different in terms of how we deal with larger check-ins (if you have more tour groups). Typically, hotels are empty during the day because everybody is out touring the sites. The government or corporate customers tend to stay in-house sometimes to conduct their meetings and, of course, they then use the meeting space. Other than that, from a physical product point of view, I don't see a big difference. A leisure hotel would have a little bit more focus on a pool and a gym area, but today corporate guests are also looking for hotels that make them feel at ease during their travels so areas like gyms, spas and public spaces are just as important to them. Our hotels take this into consideration.

Apart from the regular amenities, how has the design of the hotels evolved over the years from an environmentally-friendly and energy-efficient standpoint? Is this something that Marriott is focusing on?

It's come a long way. It's very interesting how things have evolved, for example, in terms of technology, people are becoming less reliant

on the TV offering and moving towards more online services like Netflix and Showmax. This explains our focus on continuously upgrading our WiFi service for guests.

Now, over the last couple of years, a lot has moved to mobile, to our apps, which have come up very fast. Everything is moving to the mobile phone, including how we communicate with customers in terms of chats—ordering room service, pre-arrival check-in and check-out and so forth. And we’re testing something in the US where you can open your room with your mobile phone instead of using a key.

With regard to energy, as we go through new territory, we have installed the latest technology in terms of boilers, air-conditioning—typically, the lifespan of this equipment is about 20 years. So, as the hotel ages, we work with our ownership group to update those systems as well to make them more energy efficient. Of course, there’s a water crisis here in Cape Town—water is the highest priced commodity and we have installed a lot of technology in order to save water.

I’m sure it has not been easy running hotels during the Cape Town water crisis. How do you manage your guest’s expectations and the balancing act of



African Pride Melrose Arch Hotel

getting them to save water whilst still getting the message out to customers that there is water in your Cape Town hotels and you are open for business?

As you can imagine, after the water crises became global news, we started to communicate

directly with customers. We receive a lot of emails and requests, “Do you have water?”, and our answer is, “Yes, there is water”. We have implemented a number of measures in order to save water in our hotels. Cape Town is open for business. There is a small degree of impact, for example, we closed our pools, which most customers appreciate, so it does affect the customers somehow, but not significantly. Our guests have actually been very understanding and co-operative about all of the measures that we have put in place which has enabled all of our properties to reach their water usage reduction targets.

Do the fortunes of the Protea Group in South Africa present promising times and a great boom in Cape Town’s tourist industry?

Marriott acquired Protea in 2014 and, first of all, Marriott was not represented in Africa other than a couple of countries in Northern Africa. So, that really gave us a good footprint on the African continent. The chain is positioned in the mid-scale segment, which would probably translate into a star-rating of between three and four stars. Yes, we’re not only looking at the key tourism destinations like Cape Town or Victoria Falls, for example, we are also well represented in secondary markets. A good example would be Bloemfontein where we have a number of products; we get a lot of government business



The Great Room at the Kigali Marriott Hotel

as well in terms of groups and transients. In Johannesburg, of course, we have a lot of corporate business. Here, in Cape Town, it's more tour series and leisure but also corporate segments.

Do you feel the impact of the cruise ships docking at the harbour here?

Yes, especially Cape Town, which has become quite a predominant cruise destination. Given the remoteness, of course, of Cape Town, it will never compete with the Miami or Mediterranean cruise but it has a niche and hotels do benefit from pre-imposed cruises where people extend their stay in certain locations. But also, cruise lines are generally in competition with the hotel industry, especially in the Caribbean and in the Mediterranean, where people go on cruises instead of staying in resorts. We need to make our resorts attractive and focus on delivering a different kind of experience that cruise lines can't deliver.

Skills development is vital for your business growth, how do you maintain the high standards within the chain?

Marriott is known for training. Just to give you an insight: we have a training platform, which is called My Learning and it's online training. We have about 4 000 different training classes on there.

We also have a lot of classroom training—we do a lot in terms of developing talent from within, depending on the level. There is a lot of skills training for housekeeping and service staff, but there is also a lot of online training where we develop people for management positions, such as general managers, regional managers and so forth.

The tourism industry in South Africa is robust. We've gone through some lean years politically but yet the tourists still come?

Yes, even the last season or the current season have seen record numbers of arrivals. I believe South Africa is a very attractive destination as long as people feel safe—that's a little bit of an issue in South Africa, especially in Johannesburg, there are some issues. But overall, it's a very attractive destination. Between Cape Town, some of the national parks, you have the Garden Route—I don't see that changing, on the contrary, it's going to grow. Airport authorities are working on implementing more non-stop

flights to Cape Town. From my perspective, it will be fantastic to get a non-stop flight back to the US from Cape Town, which will really be what's needed. Cathay Pacific announced a non-stop flight to Hong Kong from Cape Town, starting in October, and globally, the big transit travellers are Chinese and Indians, and South Africa won't be any different. These are the emerging markets for travel.

Are you seeing more transformation in the hotel industry in South Africa within management positions?

Absolutely, yes. First of all, there's a big push because of legislation, but we are also really trying to identify talent. We also sponsor hotel schools—specific students every year—so they go to school and then do an internship at our hotels. We try to identify potentials and then offer them jobs upon finishing school.

There is a lot of talk about the impact that Millennials are having on the travel industry. Do you find that Millennials travel and operate differently?

To a certain extent, yes. Marriott is doing a lot of research in terms of Millennials. The biggest difference is how they look at loyalty. Marriott has the largest loyalty programme in the hotel industry, and we have about 110 million members—that is, combined members of the SPG and the Marriott Awards programme.

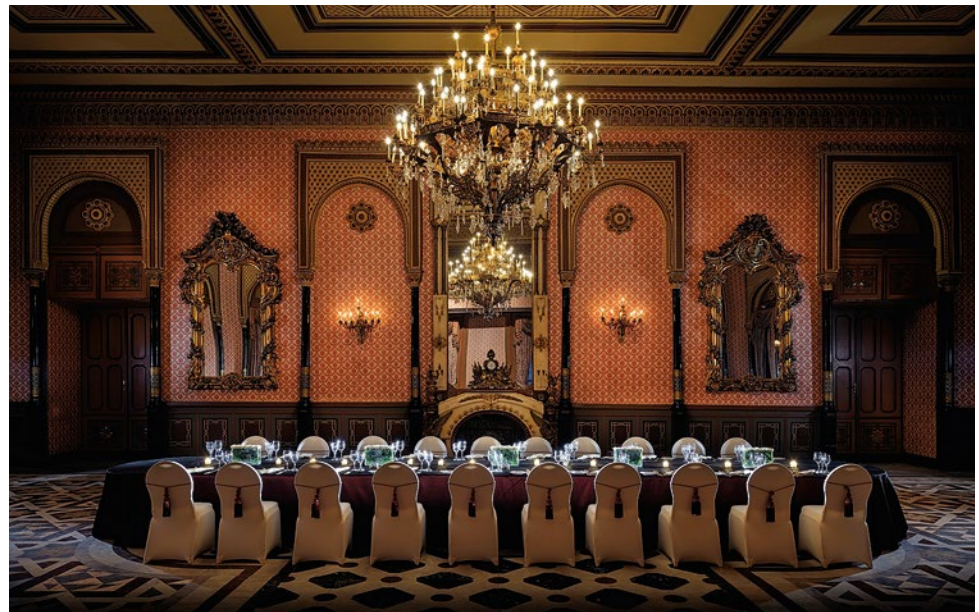
The company conducted research on how Millennials look at rewards. In the old days, travellers would save their points for one or two years and then spend a week with their family in a resort. Millennials look at instant rewards, so we're looking at how points can be used to buy coffee or get an upgrade instantly versus having to save up—that's a big change in our system.

Finally, has Airbnb impacted on your business?

Certainly, it has had some impact. The pure numbers of Airbnb offerings in some of the markets, especially in Cape Town, is a prime example. But the needs of travellers today are evolving, and hotels and Airbnb cater to different needs, which means that there is place for both offerings.

There are many people who prefer the hotel environment because they have a good idea of what to expect when they book into a hotel. The loyalty programmes offered by large hotel groups like Marriott are a big drawcard for people to choose hotels, and hotels are often more appropriate for the business traveller, with their business centres and services suitable to the business traveller. The availability of room service in the hotel environment is another attraction of hotels. ▲

Gregory Simpson



Cairo Marriott Hotel

ERROL MUSK calls his son, Elon a spoilt child who needs to grow up after an interview with Rolling Stone, in which Elon described his father as “evil” and “a terrible human being”.

“Elon needs to grow up. He needs to get over himself. I’m not going to hit back. I’m going to wait until he comes to his senses. He’s having a tantrum, like a spoilt child. He can’t have what he wants and now I am apparently an evil monster.”

MARTINA NAVRATILOVA, a tennis great, accused the BBC of a “shocking” pay gap, which saw her fellow Wimbledon pundit, John McEnroe being paid at least 10 times more than her:

“Unless John McEnroe's doing a whole bunch of stuff outside of Wimbledon he's getting at least 10 times as much money. It's shocking, it's still the good old boys' network. The bottom line is that male voices are valued more than women's voices.”

MMUSI MAIMANE, DA leader, is adamant that his party has a better plan regarding land reform:

“The DA will make it cheaper for first-time homeowners to purchase by means of lowering transfer fees. People should be given the option to be given land or be compensated if they do not want it.”

Adrian de Kock, Netwerk24 Journalist, was attacked at Parliament by Floyd Shivambu, Economic Freedom Fighters (EFF) Deputy President,:

“He went for my camera and then tried to break my camera. And then obviously I said to him you can't, you have to stop—I'm going to lay assault charges—and then he started going for my throat...”

“
**You
said
it!**
”

HELEN ZILLE, the Controversial Western Cape Premier, has once again stirred up anger on Twitter:

“It is good that the families of the Life Esidimeni victims have received a measure of justice and compensation. I would like an answer to this question: What did they do, before these tragic deaths, to raise the alarm about their loved ones starving + living in profound neglect?”

JUNET MOHAMED, a lawmaker for Odinga's ODM party and its Director of Elections said, in light of Kenya's ruling Jubilee party saying it had paid for “branding” in the 2017 presidential election from SCL, an affiliate of Cambridge Analytica, which is at the centre of an election manipulation scandal involving Facebook, that:

“The same propaganda that they used in Trump's election is what has been used in Kenya. Cambridge Analytica is now becoming an international propagandist.”

CYRIL RAMAPHOSA said he is, at times, impressed by the conduct of mayors from the main opposition party. Ramaphosa said Johannesburg Mayor, Herman Mashaba had stated that the City Council would expropriate buildings in a bid to expand affordable accommodation in the inner city of Johannesburg:

“This begins to tell you that the resolution that was adopted here [parliament] is actually a correct resolution, and it is critical that we make this an inclusive process in which all South Africans are actively involved in finding just and equitable lasting solutions.”

Chris Sutton, former Chelsea Striker, says Manchester United Manager, Jose Mourinho is “looking outdated” and his personality has changed:

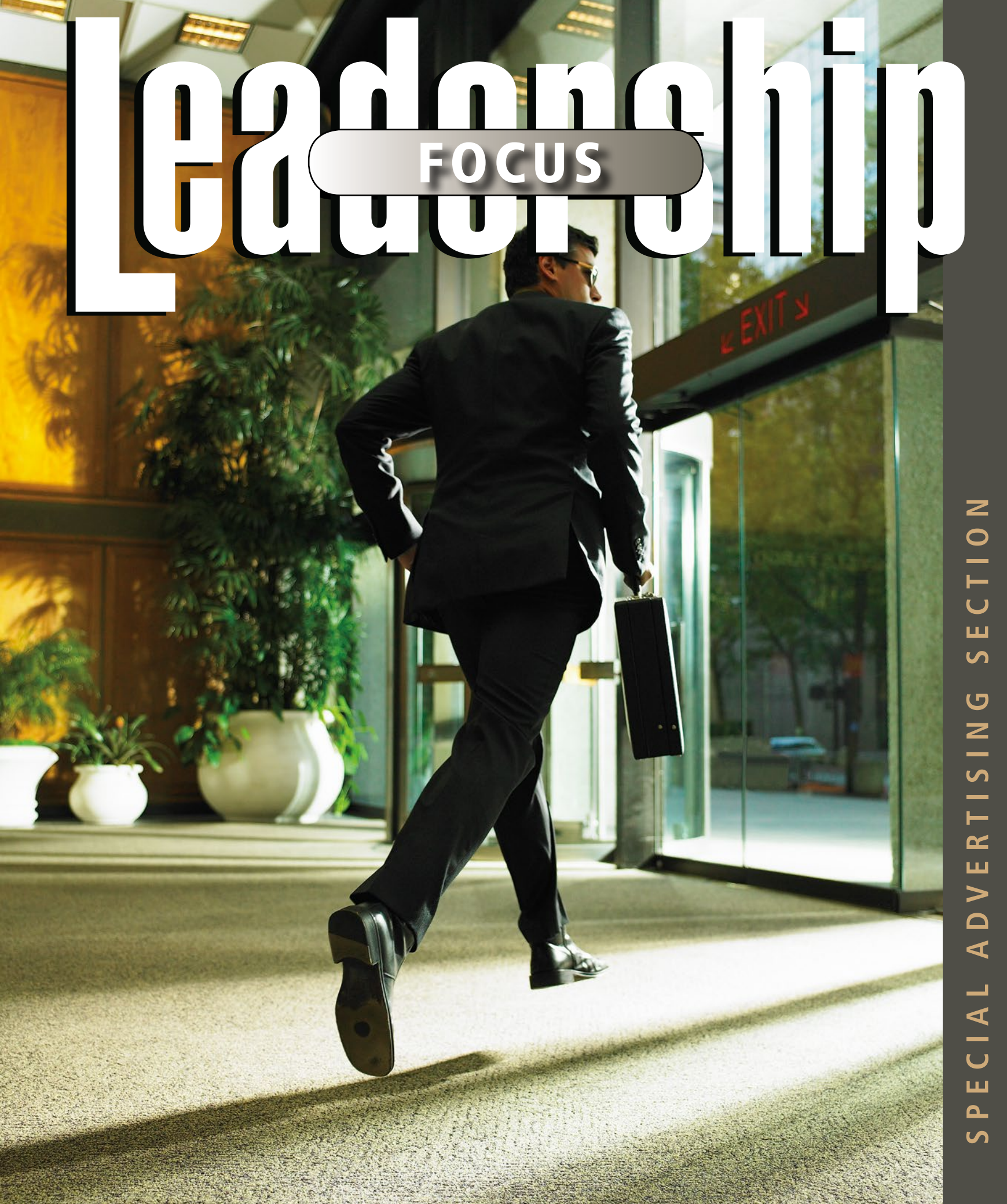
“Mourinho is a changed personality from the charismatic one that first came over in 2004. He is picking silly, personal squabbles. Is it disastrous for Manchester United at the moment? No. But is this what Mourinho's remit was, to come in and finish behind City and not push for major trophies?”

DAVID LAPPARTIENT, UCI President, says the International Cycling Union (UCI) unveiled a beefed-up set of measures and an arsenal of methods to detect so-called mechanical doping:

“We will, of course, be using x-rays, thermal cameras and detectors and physical dismantling (of bikes). But there are other technologies that can be used. We shall set to work in the world of research in order to create a method whereby television images will reveal sudden surges of power and detect anomalies right away.”

Leadership

FOCUS



SPECIAL ADVERTISING SECTION

Leadership

FOCUS



48

Contents

48 HEALTH PROFESSIONS COUNCIL OF SOUTH AFRICA (HPCSA)

50 STRAUSS & CO

52 JOE PUBLIC UNITED

54 DARK FIBRE AFRICA (DEA)

56 GCIP-SA

52



54



50

African Utility Week

AFRICA'S LEADING POWER, ENERGY AND WATER TRADE EXPO AND CONFERENCE

7500 VISITORS FROM 90+COUNTRIES



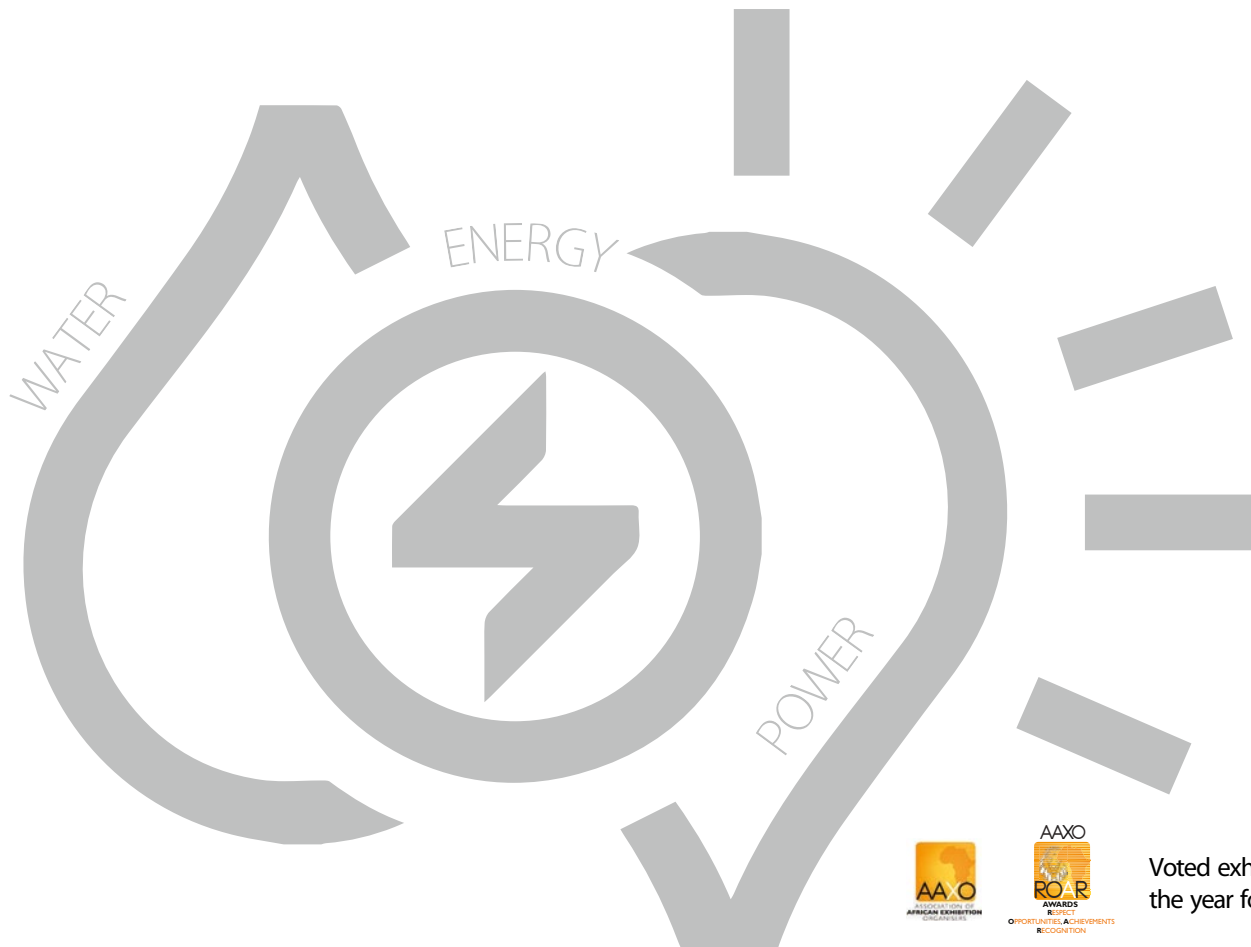
6 TECHNICAL WORKSHOPS

CPD ACCREDITED

350+ EXHIBITORS



21+ HOURS OF NETWORKING



Voted exhibition of the year for 2017

15 – 17 May 2018
Cape Town, South Africa

REGISTER FOR YOUR FREE PASS

www.african-utility-week.com

Host utility



Host city





5th National Batho Pele Excellence Awards 2016/17

TOGETHER WE MOVE SOUTH AFRICA FORWARD



Excellence in the public service rewarded - Deputy Minister Pilane-Majake

The annual National Batho Pele Excellence Awards took place on 02 March 2018 at Birchwood Hotel in Boksburg to honor public servants that performed exceptionally during the 2017 financial year.

The awards cement the values of improving service delivery, professionalising the public service space to achieve the ideal public service as envisaged in the National Development Plan (NDP).

They also provide the public service with an opportunity to learn and share best practices from fellow public servants who are performing better and in some cases are more innovative.

The objectives are more on avoiding public servants reinventing the wheel by learning from best practices, rewarding excellence and gauging citizen satisfaction.

The Awards represent a concerted effort by the Ministry for the Public Service and Administration (MPSA) to intensify the creation of a strong and capable state and reward the creative achievements and contributions of public service institutions towards a more effective and responsive government.

Rewarding excellent service delivery and recognising the contribution by public servants across Government, adds to the drive towards service delivery improvement.

Speaking at the awards ceremony, Public Service and Administration Deputy Minister, Dr Chana Pilane-Majake, said it is befitting that the conceptualization and implementation of the awards strengthen mechanisms to professionalize the public service.

She congratulated the finalists in all categories including those who did not win saying they are winners in their own right by virtue of making it to the final stages.

"In your own way, you have demonstrated that you are part of the public service which, through executing your responsibilities diligently and commitment to the Batho Pele Value Statement of- We Belong, We Care, We Serve," she said.

The Winners

Best Heads of Provincial Department Category Award

Mr Solly Fourie: Western Cape's Department of Economic Development: Gold

Ms Welleminah Tshablala: Social Development Gauteng: Gold

Best Functioning Provincial Department Year Award

Gauteng Social Development

Best General Worker of the Year Award

Mr PR Mngomezulu, a Tractor Driver for the Mpumalanga Department of Agriculture

Best Senior Management Service (SMS) Employee of the Year Award

Mr Polaki Ephraim Mokatsane Chief Executive Officer at Kleskdorp / Tshepong Hospital Complex in the North West Department of Health

Best Team of the Year Category

KwaZulu-Natal's Edendale Provincial Hospital

Best Frontline Service Delivery Employee of the Year Award

Ms Phumzile Mgojo from the KwaZulu-Natal's Labour Department: Gold

Best Implemented Project of the Year Award

Gauteng Department of Education's Information Communication Technology in Schools

The Best Operational Employee of the Year Category

Ms Thembisa Mgwili of the Department of Transport and Public Safety: Gold



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA



Life Time Achievers

Ms Motshabi Manong from Gauteng Cooperative Governance and Traditional Affairs

Mr NZ Ntuli from Bizimali Secondary School in Kwazulu-Natal

Life Time Achievers

This public servant has displayed a record of accomplishment of excellent service rendition and has displayed knowledge ability and proven effectiveness in executing tasks. He / she is an affirmed good public service leader, of stable demeanor and a well-grounded community person.

Ms Motshabi Manong

Ms Motshabi Manong was born on 15 February 1957 in Orlando West. She went to school in Orlando West and attended her matric but could not finish.

She joined the struggle, was arrested in 1982, and spent two months at Sun City Prison. She joined the Save ALEX Campaign under Rev Buti where she developed an interest in people development. In the 1980s she assisted the taxi industry to expand more routes and together with Rev Buti fought for more houses for people.

She joined the CDW program in the learnership in 2006 and became full

time in 2007 where she continued her passion for people development.

One of her major achievements is helping a young man who could not continue with his studies to get employment at City Poser where he was ultimately offered a bursary. The young man is today a manager at City Power.

She continues to assist residents with social grants, housing in the Alex housing programme and for the destitute families to get decent burials.

She also helps child headed households to access their documentations and recently assisted a child by getting a temporary court order so that she can access disability grant.

She also assisted children to obtain birth certificates in a process that took three years to complete and the children are today receiving foster care grants.

Other children she helped include those she assisted to regain their house after they were swindled out of it and helping to place others in foster care and get education.

Mr NZ Ntuli from Bizimali Secondary School in Kwazulu-Natal

Mr NZ Ntuli (50) was born and raised in rural Eastern Cape. He enrolled

for Secondary Teaching Diploma in the late '80s (Eshowe College of Education) and thereafter acquired a BA Education from Unisa with focus on history, social cultural anthropology and English.

He is Currently Principal of Bizimali secondary school (since 1995).

Some of his awards include, 2007 provincial finalist of Aggrey Klaaste Maths, Science and Technology Educator of the Year Award, MISA Award and the Woolworths Best Teacher of the year.

Mr Ntuli played a leading role in winning an Adoption Certificate for Bizimali Secondary school from the Industrial Development Corporation (2013), as well as to win sponsorships for Bizimali School from Standard Bank and Deloitte Consulting.

In 2005 Mr Ntuli founded the Godide Circuit Mathematics association.

Mr Ntuli is also a Preacher and motivational speaker.

By mentoring development principals and school management teams, Mr Ntuli has been instrumental in the development of various schools in the region. The local feeder schools are now learning centres of high quality.



Public Service and Administration Deputy Minister, Dr Chana Pilane-Majake with Mr PR Mngomezulu who was the overall winner of the National Batho Pele Excellence Awards 2016/17

Compliance and enforcement—the Inspectorate Office

The Health Professions Council of South Africa (HPCSA) is a statutory body established by the Health Professions Act, 56 of 1974 (as amended)

The HPCSA has a responsibility to protect the public and guide the professions by ensuring optimal healthcare for all people through the provision of safe healthcare by practitioners who have been educated to the highest professional standards.

The mandate is to regulate the health professions in the country in aspects pertaining to education, training and registration, professional conduct and ethical behaviour, ensuring continuing professional development (CPD) and fostering compliance with the healthcare standards.



Eric Mphaphuli (Senior Manager: Inspectorate)

In order for the HPCSA to effectively carry out the mandate of fostering compliance in line with the provisions of the Health Professions Act, 1974, in 2015, the HPCSA established the Inspectorate Office. The role of the Inspectorate Office is to ensure that registered practitioners comply with the provisions of the Act, as well as all rules and regulations governing the practitioners. Council had, to some extent, been able to execute this mandate, although not optimally, to ensuring that practitioners comply with all the regulations, ethical rules and in line with the provisions of the Health Professions Act.

Over and above the overarching responsibility of ensuring compliance, the Inspectorate Office is also responsible for the following duties:

- Conducting proactive inspections of premises to ensure compliance;
- Assisting Professional Boards with the inspections on clinical and professional compliance matters;
- Ensuring compliance with penalties imposed by the Professional Conduct Committee; and
- Collecting outstanding fines and attending to criminal matters in respect of unregistered practitioners.

The HPCSA Inspectorate Office works with other law enforcement agencies and other regulatory institutions in the healthcare environment and members of the public to expose and arrest illegal practitioners. It is a collective responsibility to ensure that illegal practitioners are exposed and stopped but most importantly, reported so that they may be prosecuted.

Since its inception, the HPCSA's Inspectorate Office has been involved in a number of cases where people who are neither trained (qualified) nor registered with Council have been practising as healthcare professionals, using falsified



documents such as fake qualifications, fake registration papers and fake registration numbers. Members of the public are, thus, urged to be vigilant of such illegal and bogus doctors and are advised to report such suspicious activities to the HPCSA.

The HPCSA is stern about ensuring that illegal practitioners do not practice and put the lives of the public at risk. "We are warning those practitioners registered with Council to refrain from employing and allowing unregistered practitioners to utilise their practice rooms whilst unregistered with Council. We also warn bogus practitioners to refrain from masquerading as healthcare practitioners as this has dire consequences to the public.

The public is also advised of the dangers of consulting with unlicensed practitioners" says Eric Mphaphuli, Senior Manager: Inspectorate.

Who can report complaints and referrals to the Inspectorate Office:

- Members of the public;
- Employees of Council, Members of Professional Boards and Committees; and
- The Inspectorate Office also accepts anonymous complaints regarding illegal practice by unregistered persons; provided that sufficient details of the allegation are provided.

Where to find the Inspectorate Offices:

National Office in Pretoria: 012 338 3984

Regional Offices:

Gauteng (Pretoria): 012 338 3984: This office also deals with matters for Limpopo, Mpumalanga and North West

Cape Town: 021 830 5921: This office also deals with matters for the Northern Cape

Durban KZN: 031 830 5294

East London: 043 783 9741: This office also deals with matters for Free State

Strauss & Co

Fine Art Auctioneers | Consultants

The art of business, as applied to art



Frank Kilbourn, Executive Chairperson

The view from Frank Kilbourn's corner office on the eleventh floor of Convention Tower on Cape Town's foreshore accords perfectly with the idea of a captain of industry: a sweeping vista of roads, dock, and the ocean leading to the great wide world beyond. This image is nuanced by the pictures hung on every wall of the Bright Group suite—masterpieces from Kilbourn's personal collection that testify to his lifelong passion for art. It is this exceptional combination of business flair and artistic acumen that have landed Frank Kilbourn in the very exciting position of Executive Chairperson for the venerable art auction house, Strauss & Co.

Kilbourn joined Strauss & Co at the end of May 2017 but his relationship with the auction house began long before that. As an avid art collector since his student days, he was a major client since its inception. Ultimately, though, it was a joint project with Stephan Welz himself that led to Kilbourn coming on board.

"About five years ago, my wife, Lizelle and I went to support a fundraising auction by Stephan Welz to renovate and restore Welgemeend, the second-oldest continually occupied homestead in South Africa, dating

back to 1697, on the premises of Hoërskool Jan van Riebeeck—and Stephan suggested that we join forces. We were looking for something for the Bright Foundation to do in the City Bowl, where we live, so we seized the opportunity to work with the Strauss team.

In December 2015, Stephan Welz, "a larger than life character in every way", passed away, leaving a palpable void in the art world—and presented Strauss & Co with a dilemma.

"A lot of the business decisions about where to go and how to do things were really taken by Stephan," Kilbourn explains, "so Strauss wanted someone who understood art but also had some experience in business to fill that leadership vacuum, and they saw me as a good fit. I love art, I like people a lot, which you need to do to be in the auction business, and I love business, so it was a nice opportunity for me to combine three of the likes of my life into one position."

A head for business

To say that Kilbourn "has some experience in business" is a gross understatement. "I do have the advantage of having had several careers," he admits.

"I started off as a lawyer first and learnt a lot through the process, for which I'm eternally grateful, but I wasn't a happy lawyer. I always really wanted to get into the deal-making or the business side. So, after qualifying and practising as a specialist in tax and company law, I took the opportunity to join Standard Corporate and Merchant Bank in Johannesburg.

"There, I got very involved in finance, eventually becoming one of the two Directors heading up the Corporate Finance division. It was very good for me in terms of developing a deal-making mindset, but also because the bank had a fantastic art collection, not to mention the Standard Bank Gallery, allowing me to combine two things that I really enjoyed," he enthuses.

Corporate finance taught Kilbourn a range of skills that have stood him in good stead ever since.

"The two most important ones were problem-solving—combining creativity and skill to find solutions for business challenges and opportunities—and secondly, people management, how to work with highly ambitious and driven people as clients and in your team, and to combine those elements so that you can deliver a high-quality experience to your client in the end. It's not very different from what I'm doing now," he says.

After six years at Standard Bank, Kilbourn was headhunted by SafRen Ltd, a top-five company on the stock exchange and one of South Africa's most broadly internationalised



*JH Pierneef - Farm Jonkershoek with Twin Peaks beyond, Stellenbosch
Sold 5 June 2017, R 20 462 400
WORLD RECORD FOR THE ARTIST*



Alexis Preller - Poseidon
 Estimate R3 000 000 – 5 000 000
 To be sold by Strauss & Co in Johannesburg at the Wanderer's Club on 4 June



Irma Stern - Two Arabs
 Sold 26 Sep 2011, R 21 166 000
 SOUTH AFRICAN RECORD FOR THE ARTIST

at the time. "It was a very nice opportunity for me to become more of a world citizen," comments Kilbourn.

Suddenly, from growing up on a maize farm in the North West Province, Kilbourn found himself as Head of International Operations for Kersaf, a position in which he thrived. "I served on several international boards with really powerful people—very inspirational and difficult people as well—and I could travel and go to art museums in various parts of the world," he says.

After learning from, and learning how to deal with, the people at the top, Kilbourn went on to found the Bright Group of companies in 2002, focusing on private equity and venture capital.

Down to business

Kilbourn's philosophy on leadership is simple and pragmatic. "I like to lead not only by example but by inspiring, setting a goal, getting people to buy in and facilitating co-operation with regard to getting towards that goal. In corporate finance, I had a few rules—only employ people who are smarter than you, who are going

to work as hard or harder than you, and then give them an opportunity to excel. If you employ people who are smart and hardworking and if you bind them into a common goal that they subscribe to, you will reach and exceed the goal. They are inherently self-motivated and you just support and facilitate them getting there," Kilbourn explains.

"I'm a better leader than a manager and leadership is about building the structures and support that enable people to be ultimately successful. For example, I'm very much involved in venture capital where you always back an innovator. The core vision and idea are always inherent to them, and that's what you're supporting. Most of the time, the idea lives in their own minds and it's a question of helping them to build a team around themselves, and put a capital structure around them that will facilitate success," he adds.

These principles can be applied to any business. "In any industry," says Kilbourn, "there are always going to be people who know infinitely more than you do, who eat, live and dream that industry. Therefore, you have to attain

enough insight so that you can talk knowledgeably about the industry, then you can focus on applying more general business principles. Your task is to direct their specialist knowledge to clear business goals and to assist them in achieving them. In the process, every year, everyone gets smarter, learns more about the business and together, you become a better team.

"And I think, with art, it's much the same. I've been a collector for some 30 years, met a lot of artists, dealt with almost all the galleries and auction houses in South Africa, read a great deal and have been to many museums across the world. I've built up a deep base of knowledge; now it's about combining the same skills I've learnt from being involved with all these different businesses with a love of art and the business of dealing in art. In a way, there is a continuity between everything that I've done, which has prepared me for this position," he says.

A new direction

With Kilbourn at the helm, Strauss & Co has already embarked on uncharted territory in

a bid to extend its brand appeal to a younger generation. Its inaugural Contemporary Art auction, held on 17 February in an abandoned cold storage facility at the Cape Town Cruise Terminal, was a stunning success, setting a new course for the venerable art auction house.

"In order for us to continue to be a sustainable business, we need to be a brand that also appeals to younger people," comments Kilbourn. "Strauss is a very strong brand in the age group of forty and older, but we need to keep it fresh and relevant. I wanted to send a signal that we are aware of the fact that we need to broaden our audiences in terms of getting younger people of different demographics and nationalities to take an interest in the auctions.

"To achieve this, you have to present works that are more appealing and representative to them than, for example, a Hugo Naudé. We thought that if we want to build a younger base and expand the range of artists, it made good business sense for us to go into the contemporary space. And the auction was a great success—we really moved the dial. We are fortunate to have a very strong and established existing client base and our aim is to continue serving them extremely well while expanding the appeal of the brand," Kilbourn concludes. ▲



Jane Alexander - Untitled
 Sold 11 Nov 2013 R 5 456 640
 SOUTH AFRICAN RECORD FOR CONTEMPORARY ART

Revolutionising advertising

An award-winning brand and communications agency with exponential growth at the heart of their business

One of the largest 100% independently-owned brand and communications agencies in the country, Joe Public was launched in March 1998 in Cape Town and almost immediately disrupted the market with its revolutionary Take-Away Advertising model.

“We started as Joe Public Take-Away advertising with a highly-differentiated approach that was based on a menu-based pricing system,” says Gareth Leck, Group CEO.

“We created a menu for television, radio and television concepts and productions, categorising our thinking and execution as rare (quicker and cheaper), medium and well-done.

We offered the market big agency thinking at half the speed and, hence, a much more affordable price,” enthuses Pepe Marais, Group Chief Creative Officer.

Leck explains the system was revolutionary, as you could essentially walk into their advertising diner and order a print, radio or TV ad off a menu.

The idea, which was based on demystifying advertising, was a first of its kind, and it did an exceptional job to launch the agency.

Over time, as the demands of their clients grew, they outgrew the model, adapted their offering and began to compete with the bigger, more established players.

Since then, they have grown into a full-service advertising offering, providing a complete range

of communication services with a staff complement of 300.

“Today, we are proud to have some of the most sought-after blue chip brands in our fold, and we are grateful, every day, to be entrusted with steering these brands with our marketing efforts. We have a full-service integrated offering in Johannesburg, specialising in brand strategy and design, media strategy and planning, integrated campaign ideation, above-the-line, digital, below-the-line and public relations,” explains Marais.

In addition, they have a sister agency in Amsterdam, Joe Public Take-Away Advertising—based on their original model—and eight African affiliate agencies throughout the African continent.

Gareth Leck, Group CEO

As Group CEO, Leck’s core focus is on ensuring they deliver exceptional creative output and service to their clients.

“My personal mission is to create an environment that lives and loves creativity in the service of our clients and people, so in this regard, I consciously ensure that I do my best to live our values on a daily basis and do all I can to deliver on our business purpose, as I believe that if the leadership is not living the values and purpose, how can you expect the rest of the team to do so?” he says.

In terms of leadership lessons, “one of the most important lessons I have learned in business is that the bottom line is called the bottom line for a reason. It is merely an end result. What is most important to focus on are the inputs that are required to deliver exceptional output, because by doing this, the bottom line will take care of itself,” he concludes.



Pepe Marais, Group Chief Creative Officer

As Group Chief Creative Officer, Marais’ number one focus is to cultivate a culture of creativity, seeking to align everything he does around his personal and business purpose.

“A strong culture is a purpose, a vision based on that purpose, and the value set you put in place to get from A (purpose) to B (vision). I water this system daily, I advocate very vocally what we stand for. And I am not afraid to prune those who don’t,” he says.

Additionally, creating work that creates “talkability” gives him great joy. “To see the birth of a great idea is like seeing the birth of a child. Then to nurture and grow it to a spectacular end result is incredibly gratifying,” he explains.

An impressive clientele

Joe Public's largest and longest standing clients include Nedbank, SA Breweries, Jet, Chicken Licken, Clover, McCain, Cell C Black and Mercedes-Benz, to name a few.

Marais explains that most of these clients make use of their integrated services where multiple specialist agencies unite around one core strategy and idea.

"I believe that the reputation we have built and are building upon daily is based on our hands-on approach, high levels of care, and the deep belief that great creative thinking and innovation are imperative to business growth. We have a down-to-earth culture with very few egos in our building, we bend over backwards for our clients, but never forwards. We are not afraid to respectfully disagree," he says.

The values towards which the agency strives include creativity, excellence, integrity, respect, leadership and unity.

"What has been the key to our success is having a clearly-defined business purpose. We know why we come to work, how we should behave and what we are striving to achieve. In addition, we have some of the best people in the country at our agency," Leck elaborates.

A focus on growth

Both Leck and Marais strongly emphasise what lies at the core of their business: growth, saying it is where they come from as a business, it is their reason for being and their sole purpose.

"Our core purpose is the exponential growth of our clients, people and country. Our job is, essentially, to maximise our creative talents to assist the growth of our client's business. We believe the only way we are able to deliver on this exponential growth purpose for our clients is by delivering exceptional creative output," Leck says.

He explains that many studies on advertising effectiveness have proven that great creative output is up to 11 times more effective than average creative output. It is for this reason they invest their energy and focus on this goal.

It is through the greatness of their product and the exceptional strategic and creative thinking, which is executed into campaigns, that they resonate with their market.

"The better our work, the more our clients grow and the more money we make in order to invest in the growth of our people," Marais says.

A winning approach

In terms of their competitive advantage within the industry, Marais says it is undoubtedly their purpose-led approach, although he uses the word with caution.

"Although 'purpose' has been a buzz word globally since 2010, and is currently becoming a massive trend, I do not believe that people understand the true power of such an approach," he explains, adding that people aren't always eager to embrace change.

"But in my book, purpose for business—businesses that exist for more than just a profit—will be the ones, which differentiate and thrive in future," he says.

However, he is quick to point out that, first, you need to know how to authentically find and define it, then implement and live it, and he believes it is in this area that Joe Public is at the forefront.

"And in due time, this will become our differentiator," he adds. "I think that is why our clients stay with us, even when we get things wrong. Because they know where we come from—growth."

Leck elaborates, saying that aside from their clearly defined, exponential growth purpose, the fact that they are independently owned also sets them apart.

"The people working in the business own the business, and with this comes extremely high levels of accountability," he says.

Successes over the years

When discussing their achievements, Marais points out that nothing is truer than the words, "It takes 16 years to become an overnight success," saying he feels they are only now beginning to touch on doing really great work for their clients. However, some of our greatest campaigns that created massive market share gains for our clients would be our Tracker campaign (2008 to 2012) and our Clover Milky Way campaign (2010 to 2012).

"Over the past two years, I could not be more proud of the work we are doing for Nedbank

across all their businesses based on the new position See Money Differently and the integrated campaign for Cell C Black, where we created the brand from ground zero. There are some really outstanding pieces in the pipeline for SAB. And then Chicken Licken, where the client trusts us to levels as I have never ever experienced before," he enthuses.

Leck adds that they have been awarded numerous accolades over the years, which include Agency of the Year on multiple occasions and Most Admired Agency of the year, also on multiple occasions.

"We have also won numerous creative awards at local and international award shows over the years. More recently, we are extremely proud of being the most awarded agency for the last two years at the Apex Awards, as the Apex Awards recognise creativity that has delivered business growth for clients. This gives us a great sense of pride and confirmation that we are indeed living our exponential growth purpose for our clients by doing exceptional creative output," he says proudly.

Strategic growth and future plans

Currently, the business' key focus areas are the daily measured improvement of its product across their group, seamless integration and supplying clients with proof that greater creativity gains greater market share.

"If we remain crystal clear on this focus, we would most likely triple our business over the next five years, allowing us to grow our people and contribute more to the growth of our country," Marais says.

Leck adds that moving forward, they would like to ensure the continued growth of their organisation by delivering better, more creative outputs for their clients.

"We see the rise in demand for digital communication and more importance being placed on integrated services. For these reasons, we are very focused on ensuring we are the best in class in these areas.

"Our 2020 vision is to be the number one brand and communications group in South Africa, undeniably famous for the exponential growth of our clients through the greatness of our product," he says. ▲

Meeting the changing needs of clients

Dark Fibre Africa (DFA) is the premier open-access fibre optic company in South Africa, providing its clients with the infrastructure they need to run their businesses. Vino Govender, Acting Chief Strategy Officer, discusses the role of enterprise mobility and the evolution of digital technologies.

Please tell us more about the history of your company in terms of its formation and how you've managed to establish your trusted status over the years?

It all started with a South African High Court ruling in 2007, which allowed value-added network service providers (VANs) the right to implement and operate their own telecommunications network infrastructure. This meant they were no longer compelled to use the network services of the licensed fixed and mobile operators at the time. Almost overnight, these VANs were transformed into electronic communication network service providers.

This ruling made it possible for a wholesale open-access fibre network operator to enter the market and disrupt the existing model where every telco operator and network service provider had to self-provide their own network infrastructure. The open-access provider could aggregate industry demand and reach economies of scale much quicker than individual operators, and could pass on these benefits and savings to network operators and service providers.

This paved the way for DFA to enter the market. As an innovative company that pioneered open-access wholesale dark fibre in the country, we have expanded the reach and density of the network. Our product offering has evolved and now ranges from dark fibre infrastructure services to Metro Ethernet Access services to meet our clients' changing needs.

Our clients require high network availability to service their end-users and from day one, DFA



Vino Govender, Acting Chief Strategy Officer

was built on a principle of not compromising our clients' business. We have preventative maintenance teams that actively, on a daily basis, drive and monitor our routes to ensure that any risks are proactively identified and mitigated. This has resulted in a network uptime of 99.98%, upon which trust has been established with our clients. We have invested in a number of new systems including catalogue-driven order management and customer portals that will provide richer features, services and levels of transparency with our clients.

What are your core services and in which ways are they a value-add/how do they aid and empower your clients?

Service providers are constantly challenged to roll out services faster and increase the reach of their services to their end-users. At the same time, they need to ensure that this is done in a way that optimises their capital outlay, generates a return to their organisation and provides them with the flexibility they need. Our core service is connectivity, which is offered on a wholesale, open access or managed connectivity basis. This enables clients to build up and configure their core and access networks in a flexible and scalable manner.

In addition to this, they can perform these activities at a speed by leveraging the fibre footprint that DFA has built in all of the key metros in South Africa, and which is constantly expanding in reach.

Our services empower our clients to service their customers in a manner that meets their demands but at the same time, creates value and efficiency for them as providers.

Your company is constantly on the cutting-edge of technological innovation in the country—what are some of the innovations you are most excited about and why is it so important, particularly with the advent of the Fourth Industrial Revolution?

The DFA group of companies is much more than an open-access connectivity provider. While we do provide the service-provider and operator market with wholesale open access fibre

connectivity, we also have a significant stake in SADV, which is a wholesale open access FTTH provider and SqwidNet, which is the SIGFOX IoT network operator in South Africa.

The Internet of things (IoT), which powers the Fourth Industrial Revolution, will significantly transform the way the world, industries and society create, deliver and consume services. This will be based on our ability to obtain data in volumes, frequency and cost levels that were not achievable before. We will be able to analyse and utilise the insights of this data to deliver contextual, predictive and proactive services and interventions, which were previously only imaginable.

We are seeing many components, that deliver the Fourth Industrial Revolution, coming together to enable use cases to come to life, be prototyped, developed and deployed at scale across industries to create value. These include cognitive artificial intelligence, data science, machine learning, computing power at scale, IoT network deployment and innovation on the chipset and device sides.

Having said this, resilient high-speed connectivity between these enabling platforms, networks, as well as industry players in the value chain, is non-negotiable. It remains the foundation upon which innovation in this space is built, and that is what we as DFA enable.

How has the increased adoption of new and evolving digital technologies transformed your company as well as your services? And are companies in South Africa embracing Industry 4.0 to the extent that they should?

South African business is stepping up its digital transformation efforts and many are already reaping the benefits of technologies such as data analytics and more recently, IoT, AI, AR and VR. These technologies are bandwidth-hungry and are also delivered from cloud-based platforms.

This has increased the demand for high-speed fibre-based connectivity services that are more flexible and adaptive to client needs. In response to these needs, DFA has invested in systems that will enable the speedier deployment of services, as well as the evolution of our portfolio of offerings that provide more flexible options to clients. As mentioned, we have also invested in bringing the SIGFOX IoT network to South Africa via

our wholly-owned subsidiary, SqwidNet, with 83% population coverage—this is a catalyst for Industry 4.0 innovation and implementation in South Africa.

The arrival of smart devices has made it possible for busy managers to run their businesses from anywhere—please tell us more about enterprise mobility. What is it and what’s driving it? How does it allow for greater flexibility?

Enterprise mobility support increases collaboration between employees, organisations and their clients and increases the value and service levels that an organisation can deliver to its stakeholders. It empowers the organisation’s salesforce to make informed decisions in real-time from almost anywhere. Organisational learning and the access to learning resources is significantly increased through the use of enterprise mobility applications and services.

I think the increased competitive nature of businesses, the demands of clients and the need for organisations to retain talent are the key drivers for the adoption of enterprise mobility-based services. Employees do not have to be deskbound or rely on being at a specific location to conduct business. They can be at a client engagement and through access of mobility applications, be able to query stock availability, delivery dates, pricing offers and then quote and generate an order while the deal is on the table.

What are the risks of enterprise mobility?

Security is a risk but through the proper policies and tools, these can be mitigated. Biometric authentication on mobile devices as well as on the applications, end-point management, mobile VPNs and containerised solutions that separate business from personal applications on the mobile device are just some of the tools that mitigate the security risks associated with enterprise mobility.

Please tell us more about your educational and career journey—what set you on your path and prepared you for your current role?

I started off in the ICT industry as a Demand Forecaster at Telkom. I have since held a number of roles as an Analyst, Business Strategist and Market Strategist in product development and

marketing and sales in a number of companies. These include Nokia Siemens Networks, MTN, Vodacom, Altech, Neotel and BMI-T. Immersing myself in these different roles at different organisations in the value chain developed my critical thinking, problem-solving and strategic thinking skills, which are what I rely on in my current role.

From an education perspective, I completed a BTech Marketing qualification and an MBA, and I am currently completing a Master’s in ICT Policy and Regulation. I also hold the designation of Chartered Marketer from the Marketing Association of South Africa. Exposure to fellow students from other industries as well as sharing and debating from different perspectives has helped shape my views and approach to critical thinking and problem solving.

As the Acting Chief Strategy Officer, what do your duties entail and what are the most fulfilling aspects of your role?

My role focusses on formulating and devising a strategy for the business and markets that we play into in order for us to grow in a sustainable manner and create value for our stakeholders. This encompasses ensuring that our business assets, people, products and services are utilised to resonate with the evolving needs of the clients and markets that we serve. I am also responsible for the innovation, brand and marketing communication functions of the business.

What are the traits of a good, effective leader? And what is your leadership style?

I believe that the traits of a good, effective leader are that he or she is able to inspire their team towards a clear vision that engages them emotionally and with a sense of belief. This means that even if the leader is not present, or when complexities arise, the team is able to navigate through these with a clear sense of purpose that is informed by the leader’s vision.

In order to achieve this, a leader has to be genuine, honest and transparent with his team. He has to engage with them as people, understand their needs, their strengths and weaknesses and know how to leverage these from his team members to guide them towards achieving the best result while instilling in them a sense of accomplishment. ▲

GCIP-SA now part of TIA



GCIP-SA 2017 winner Bandile Dlabantu with runners-up Sara Andreotti and Euodia Naanyane-Bouwer



Euodia Naanyane-Bouwer receiving the Special Category Impact Award from Sansanee Huabsomboon from the Thai National Science and Technology Development Agency at the Cleantech Open Global Forum in Los Angeles

The Global Cleantech Innovation Programme for SMMEs and Start-ups in South Africa (GCIP-SA) was integrated into the Technology Innovation Agency (TIA) on 1 January 2018. This marks an important new chapter in the history of the programme, after four years as a highly successful donor-funded project.

The GCIP-SA is part of a global initiative aimed at promoting clean technology innovation and supporting entrepreneurs in growing their SMMEs and start-ups into viable, investment-ready businesses.

Launched in South Africa in 2014, the programme was jointly implemented by the United Nations Industrial Development Organization (UNIDO) and TIA, with funding by the Global Environment Facility (GEF). The main knowledge partner of the global programme is the USA-based Cleantech Open.

“Successful innovations, innovators and entrepreneurs create industries, jobs and contribute to better living conditions, a sustainable environment and economic growth.” – Barlow Manilal, TIA

Over the past four years, the GCIP-SA has worked with entrepreneurial teams from across the country, with more than 100 cleantech entrepreneurs directly supported through its industry-leading Business Accelerator process.

TIA CEO Barlow Manilal says TIA is delighted to have the programme under its wing. “We look forward to our continued collaboration with UNIDO and the broader GCIP-SA stakeholder base.”

2017 GCIP-SA winner Bandile Dlabantu and runners-up Sara Andreotti and Euodia Naanyane-Bouwer recently joined top GCIP

entrepreneurs from around the world in Los Angeles to participate in the GCIP Global Week and Cleantech Open Global Forum, as part of their prize package. Naanyane-Bouwer received a special category commendation for social impact at the Global Forum, for the reusable, biodegradable Gracious Nubian sanitary pads, while all three entrepreneurs had the opportunity to pitch their innovations to potential partners and investors.

They strongly encourage other cleantech entrepreneurs to apply for the 2018 GCIP-SA competition and business accelerator. “The



Minister Naledi Pandor with Khaled El Mekwad, UNIDO Representative and Head of the Regional Office in SA and TIA CEO Barlow Manilal at the 2017 gala event where the integration of the GCIP-SA into TIA was announced

GCIP experience was the best opportunity I ever had to learn how to bring our product to the market," says Andreotti. This is echoed by Naanyane-Bouwer: "At first very few people saw the potential or impact of our product, but as soon as Gracious Nubian became a GCIP-SA semi-finalist, doors started to open."

Dlabantu concludes: "Through the GCIP-SA, we had the opportunity to meet with entrepreneurs from across the world, to better understand foreign markets and to make connections for new business opportunities in South Africa and abroad."

Enquiries: cleantech@tia.org.za, 012 472 2760



South Africa

APPLY NOW FOR 2018 PROGRAMME

TIA invites entrepreneurs with innovative clean technology solutions to apply online for its 2018 GCIP-SA Competition and Business Accelerator. Applications close at midnight on 2 May 2018.

Categories

- Water efficiency
- Energy efficiency
- Renewable energy
- Waste beneficiation (including e-waste)
- Green buildings
- Green transportation
- Environmental protection (land, sea, air)

What to expect

Assistance to turn smart cleantech innovations into investment-ready businesses through:

- An industry-leading mentoring and training programme
- Ongoing expert mentoring
- Showcasing opportunities (locally and internationally)
- Access to potential investors, partners and customers

The winner will also receive a cash prize and a fully paid trip to the Cleantech Open Global Forum in California.

Rules and eligibility criteria:

<http://southafrica.cleantechopen.org/rules-eligibility/>

Applications: southafrica.cleantechopen.org



The indelible image

Cyclists ride during the 165km fifth stage of the 76th Paris-Nice cycling race between Salon de Provence and Sisteron on 8th March.
Photo: JEFF PACHOUD/AFP/Getty Images



Indigenous language learning and a reading culture are the keys to solving SA's literacy challenges

The recent release of the findings of the Progress in International Reading Literacy Study (PIRLS) understandably sent shockwaves through South Africa's education sector with its revelation that as many as 78% of our country's Grade Four learners are, essentially, illiterate

Of course, much finger-pointing ensued, with many people placing the blame for South Africa's poor showing on many international education indices squarely on the shoulders of the education ministry, teachers and even parents. However, while some of the fault undoubtedly lies with all these education stakeholders, in order to fully understand the troubling study results, you really need to dig a little deeper into them.

If one looks beyond the overall findings at the testing results for the individual languages, it becomes clear that the learners performed much better at reading in English and Afrikaans than in any of the other official South African languages. This was the case even for the learners for whom English and Afrikaans aren't first languages. While the overall scores in these

languages were still not fully of an acceptable standard, they were much closer to the standard than the results for any other languages, such as Venda, Sotho, isiZulu, and isiXhosa.

This discrepancy in the results across languages highlights one of the most significant problems that is hindering South Africa's progress in education, and that is that the vast majority of our learners are not being taught to read and write in the indigenous languages they speak at home. There are two aspects to this challenge. The first is that learning materials in indigenous languages are still very difficult to come by in South Africa. The second is that most indigenous languages that are spoken by learners are not pure versions of those languages.

Many are a combination, or hybrid, of different languages and dialects, which means that when these learners are faced with the pure

version of the language that they supposedly speak—as was the case with these tests—there is a lot that they simply fail to understand.

Adding to the challenges facing these children is the fact that there are still very few aspirant teachers who are including indigenous language learning as part of their pedagogic qualifications. Even for first language speakers of these indigenous languages, there still seems to be a stigma attached to including them as a component of the typical education degree or diploma. This is just one of the many negative legacies of Apartheid, given that indigenous languages were looked down on during that period in South Africa's history and these negative perceptions still have not fully been reversed.

Another Apartheid legacy issue that continues to negatively influence education outcomes is undoubtedly a significant disparity

that still exists in terms of the resourcing of schools. The impact of this under-resourcing, particularly of schools in rural and informal residential areas, is abundantly clear from the study results, as learners from these schools performed significantly worse than their peers from well-resourced education institutions that have sufficient textbooks and offer access to computers and reading material.

Exacerbating the impact of this general under-resourcing of schools in poorer areas is the lack of reading culture that exists in lower-income households. It's not unrealistic to say that parents who are struggling financially tend to read less, if only because the conditions in which they live, coupled with a lack of access to reading materials, make it difficult to do so. Young family members see this behaviour modelled and tend to also read significantly less than their peers from more affluent households where reading is more likely to be modelled.

A very concerning adjunct to this is the large difference in reading abilities between boys and girls evidenced by the research. On average, the reading comprehension abilities of boys in Grade Four are more than 50 points

lower than that of girls in the same age group. This significant lag amongst boys highlights a disturbing societal issue in South Africa. Across almost all cultures in our country, it seems that reading is not deemed to be as important, or even acceptable, for boys as it is for girls. This cultural abnormality isn't unique to young learners; we still find evidence of it amongst people of all ages. One simply has to look at how many male book clubs exist for proof of this fact.

Ultimately, this combination of the under-resourcing of schools, very little focus on indigenous language teaching and learning materials, and a lingering lack of reading culture lies at the heart of South Africa's dishearteningly high illiteracy levels. The good news, of course, is now that this study has afforded us these insights into the causes of poor reading levels at our schools, we are able to formulate an effective strategy to address the challenges. However, in order for such a strategy to be effective, it will require the support of all our country's education stakeholders and a willingness by both the public and private sectors to invest significantly into improving our nation's education outcomes. ▲

SIZWE NXASANA



Sizwe Nxasana;
Co-founder of Future Nation Schools



Africa's most prominent marketplace is online, or is it?

In years gone by the word 'marketplace' referred to an area or place where commercial dealings were conducted. With technology changing our way of living, today, the word means any platform, both online or physical, where a business transaction is done.



The rapid growth of technology in Africa introduces a new digital way of conducting business, a digital marketplace that allows for more growth, opportunities and exposure.

As a young African entrepreneur that runs a digital business, I am firmly convinced that despite the current socio-economic predicaments Africa faces, the online marketplace is growing because the Internet is becoming a necessity among the youth and sub-Saharan Africa currently has 420 million unique mobile subscribers with a 43% penetration rate.

Ask any young person what their favourite thing is when visiting different countries in Africa and one of the best feelings they are likely to mention is walking down marketplaces filled with authentic smells, tastes, and culture. Engaging with the local entrepreneurs who contribute to the informal economy, which, according to the International Labour Organisation (ILO), is estimated to have an average size of 41% of the GDP in sub-Saharan Africa.

The owners of these businesses devotedly sell their products/services, clearly demonstrating their passion and, in most cases, the importance of your support. One of the most vibrant markets that are bustling with life on the African continent is Makola Market, located in Accra, Ghana.

Here, you can find anything that can be sold on the face of the earth, and marketplaces like this are adapting to new technologies daily. In fact, according to the Consultative Group to Assist the Poor's (CGAP) 2015 report on mobile money, 17% of Ghana's 27.3-million citizens have a mobile money account, which has doubled from 2014.

Ghana demonstrated a rapid growth of mobile payments and a potential to become one of the world's most successful mobile money markets. Moreover, 92% of adults in Ghana have the required ID necessary to open an account and 91% of Ghanaians own a mobile phone.

Many African countries such as Kenya, Rwanda, South Africa and Morocco, to name a few, have joined the technological wave and they are riding their way to the Fourth Industrial Revolution. A Nigerian Talk Show Host, Broadcaster and Journalist, Funmi Iyanda said with all its potential and everything it has to offer, Africa should be the hub of the Fourth

Industrial Revolution. This is a very high-powered statement I wholeheartedly agree with, however, there are several obstacles the continent currently faces that disprove our readiness to have a significant amount of customers in an online marketplace. Here are two:

The increasing rate of illiterate people, especially the youth

According to the UNESCO Institute for Statistics' (UIS) recent report, of all the regions, sub-Saharan Africa has the highest rates of educational exclusion. Over one-fifth of children between the ages of about six and 11 are out of school, followed by one-third of youth between the ages of about 12 and 14. Moreover, the UIS data shows that almost 60% of youth between the ages of about 15 and 17 are not in school. An online market requires the individual to be literate and these rates indicate that the introduction of plugged-in markets leaves behind an enormous amount of young people who can't read or write.

The infrastructure deficit

In 2017, the World Bank published an article titled "Why We Need to Close the Infrastructure Gap in Sub-Saharan Africa". This article showed that little progress had been made in the per capita electricity-generating capacity in over two decades. Only 35% of the population in sub-Saharan Africa has access to electricity, with rural access rates less than one-third than that of urban access rates. Now, the question arises, is it really possible to have an online market while the vast majority of the continent still lacks electricity?

The international spotlight is shining on the African continent, broadening the perspectives the world has about the continent. Hence, today, global companies are using African devices made by young upcoming entrepreneurs, movies like Black Panther are showing the world the vibrant fashion styles that exist on the continent and the diverse cultures continue to attract more global citizens to the marketplaces. Thus, showing that Africa's most prominent market will eventually be online, just not at the moment.

So, before you digitise your business because of technological predictions, take a moment to validate your online market. ▲

GIFT LUBELE



Lubele is a young South African entrepreneur who is currently studying towards a BA (Hons) Business Management degree at the African Leadership University in Mauritius. Gift is passionate about youth entrepreneurial innovation in Africa; he is also a business speaker, corporate MC and blogger.

Please, can you take me off Google...

If I had R1 for every time someone asked me to remove them from Google, I would be lazing on a hang mat next to an azure ocean, sipping cocktails on an exotic island today; and if I could magically remove people from a specific website, I would probably own that island by now

Unfortunately, there isn't a quick fix, and the Internet does not forget, ever—unless, you live in Spain, where I have heard they have a law where you can delete an article online. Unfortunately, we can't all move to Spain.

Over the years, reputation management has become synonymous with crisis communication

and it seems the two terms are now used interchangeably. Let's get one thing straight, reputation management is not crisis management.

What is the main difference between crisis management and reputation management?

Crisis communication is a reaction to a situation that has a negative impact on an organisation

and its various stakeholders. It is a reactive management of communication to something that has already happened. Think panic mode.

One of the key differences with reputation management is that it is proactive. By doing regular research to understand your stakeholders (which, incidentally, is a key requirement in chapter five of the King IV Report) and linking their requirements to the



ten key reputation management building blocks needed for building successful businesses, you will be able to identify gaps and be alerted to potential risky scenarios. Very often through this exercise, crises can be abated and worrying scenarios avoided altogether.

What are the things to consider for crisis communication versus reputation management?

Crisis communication's main focus is on protecting the external image of the organisation and on external communication management. Internal communication for employees is also important but the main focus during a crisis is salvaging that external image. Because it is a reactive exercise, there are usually quite a number of stakeholders who will want to know what is happening. The recent listeriosis outbreak, a growing number of fatalities and then the recall on certain food products is a good example of a full-scale health crisis that requires a public awareness campaign. Time is of the essence to get the message out during such a crisis, and keeping stakeholders in the loop, finding solutions to fix the problems and taking steps to prevent similar future scenarios is vital.

With reputation management, you need to make sure that your internal business building blocks are in place first before doing any external communication. Like it or not, whatever is communicated internally will get filtered through to external stakeholders, and you want to make sure that everyone is singing from the same hymn sheet. It is, therefore, important that everyone inside the organisation is fluent or fully informed, sending out the same key messages.

A good starting point is to ask, does everyone in your organisation know what the company's vision and core values are? If you were to ask five different people to describe what your business does in eight words, would they all sound similar? Are policies and governance structures clear and understood by all? Are there sufficient training and mentorship opportunities? Research is highly recommended to better understand your stakeholders and what makes them tick. This will enable you to measure whether your initiatives are successful or not and highlight any gaps. Presenting numbers and figures to your board is also a lot more powerful than trying to convince them to listen to your

gut feeling. Through research, you can also make sure that you timeously communicate the most appropriate message through the best channels of communication and encourage feedback.

With time on your side, reputation management gives you the opportunity to strategise about what you communicate and how, using data-driven research to inform decisions that ultimately strengthen and establish the relationship you have with stakeholders. So, if the paw paw hits the fan, your reputation is already well established and will stand you in good stead, weathering the crisis.

Who should fulfil the reputation management function within the organisation?

Crisis communication is something that automatically falls within the public relations ambit. The head of the organisation should take the lead when it comes to reputation management. However, bear in mind that every department plays a key role in how the organisation is perceived and this can impact its overall reputation. I don't believe that reputation management should only fall within the public relations department, it is a much broader responsibility, with a lot more at stake than external communication management.

Can reputation management prevent a crisis?

It most certainly can. Using the insights that we have gained from the research that we conduct for clients, we've been able to highlight risk areas, which, if left unattended, would have caused major damage to the organisation.

I am convinced that conducting a reputation research study can be a valuable exercise in actively protecting one's business from a crisis. Our research can help an organisation to identify and fix concerns. They could be linked to operating policies, health standards being flouted, corrupt practices, unethical leadership, poor communication or a lack of training opportunities. The key is to take action while you have time, before concerns spiral out of control and reach a crisis status. After all, wouldn't we all like to be quoted in the news for the right reasons, instead of forever appearing on a Google search linked to a highly publicised company crisis? ▲


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.

Fair play and the spirit of sport

A blog by Sports Editor, Theo Garrun was doing the rounds on social media last month, relaying a conversation between a 13-year-old Capetonian schoolboy and his mother after a 1st team water polo player had his jaw broken and several teeth knocked out in a punch-up in the Bishops versus Rondebosch game



This prompted the 13-year-old to tell his mother that he no longer wanted to play water polo, not only because of the excessive levels of aggression but, as he put it, “because everyone was always angry: the coaches, the referees, the parents, the players ...”

Garrun, who was the Deputy Principal of Highlands North Boys’ High School in Johannesburg and a water polo coach for many years knows all about the aggression in school sport and how this progresses and escalates at the provincial, national and international level.

He points to a pervasive problem where physical and emotional displays of excessive aggression between players and management are all too common and even regarded as laudable in sport. Cricket has an apt term for

it—'sledging'—and no aspect of a player's body or psyche is spared.

In a co-authored article in *The Conversation* by Keith Parry, Lecturer in Sport Management, Western Sydney University, and Emma Kavanagh, Lecturer in Sports Psychology and Coaching Sciences, Bournemouth University, they discuss the levels to which sledging escalates, including what is often downplayed as 'banter' but, which in reality, are cruelty and misogynistic insults, such as claims of intimate knowledge of a player's wife, partner or mother.

This happened during the first Test match between South Africa and Australia at Kingsmead in Durban this year. Australian Vice-Captain, David Warner and South Africa's Quinton de Kock had an ugly altercation, allegedly due to De Kock making insulting comments about Warner's wife after a systematic barrage of abuse that had been thrown his way.

Threats of violence are also commonplace. Parry and Kavanagh relate an incident during an Ashes Test match a while back when Australian Captain, Michael Clarke was overheard via on-pitch microphones suggesting that England's James Anderson should "get ready for a broken (expletive) arm". Following the match, Clarke

was fined 20% of his match fee for the sledge but sledging and various forms of abuse continue in every sport.

Parry and Kavanagh rightly question why aggression and abuse are considered taboo in the workplace but celebrated on the sports field to the extent that fellow sportspeople and spectators often idolise the most abusive players.

"It is not acceptable to excuse this behaviour," write Parry and Kavanagh. "Instead, it is time to accept that maltreatment would not be condoned in any other area of society and, therefore, has no place on the sports field."

What are the leadership lessons that we need to learn from this?

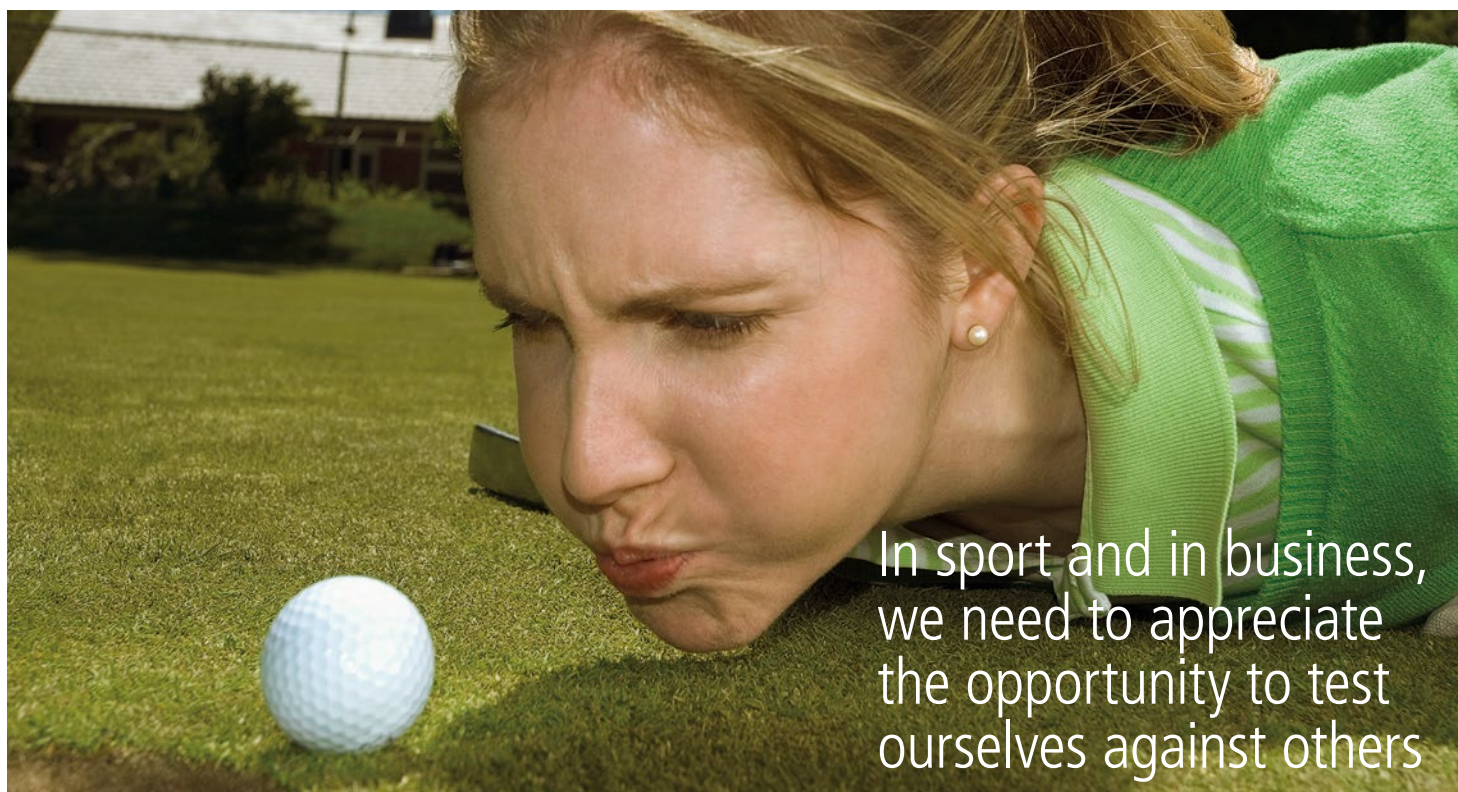
As a very keen sportsperson, I'm responding from the premise that physicality and aggression are absolutely part of sport but the key issue here is the spirit of sport and fair play. There needs to be a strong revival of these qualities that seem to have disappeared from the general sporting code.

How do we restore the spirit of sport and fair play? Perhaps one of the key leadership lessons that should be taught at a school level is that if you don't have an opposing team, you won't have any competition to play against.

Starting from that premise means you have to respect your opposition for giving you the opportunity to better yourself rather than trying to smash them into submission by all and any means. Coaches, schools and parents need to focus less on winning at all costs and, instead, teaching our youngsters how to win. Sometimes, the best lessons about winning come from losing.

In sport and in business, we need to appreciate the opportunity to test ourselves against others. We see this between two of the world's greatest tennis players of all time, Rafael Nadal and Roger Federer, who have been archrivals on the court for years. They treat each other with the greatest respect as worthy opponents and masters of the game. Off the court, they are the greatest of friends.

Federer famously said, "I fear no one, but I respect everyone." This nurtures a positive spirit of competition for all the right reasons; it promotes well-being in sport, it produces positive role models and it boosts national pride. Fair play embraces every aspect of sport, including not using illegal substances to boost performance and not permitting any form of sexual abuse, misogyny or unsportsmanlike behaviour.



In sport and in business, we need to appreciate the opportunity to test ourselves against others

An example of misogynistic behaviour at the highest level of football was in 2015 when Chelsea's former Team Doctor, Dr Eva Carneiro, ran onto the pitch during a Premier League match to treat an injured player last year and heard Chelsea's former Manager, José Mourinho call her a "daughter of a whore" in Portuguese for making the injury call. She took him to court and won. Far too many cases, such as the current high-profile cases of young sportspeople being sexually abused by people in authority in the UK and USA, are not dealt with at the time, and the damage to the young people and to sport itself is unforgivable. Far too much abuse in sport is pushed out of sight instead of being tackled head-on and publicly condemned.

Fair play in sport is the business equivalent of good governance, including ethical behaviour, transparency and accountability. The difference between competition on the sports field and competition in the work environment is that in sport, there can only be one person or one team holding the trophy or gold medal at the end of the tournament or series. In the business environment, there isn't an immediate trophy or medal but there is also a high degree of competitiveness. Business has a long way to go before it can claim a clean slate, but physical or emotional aggression is not regarded as acceptable or laudable and it is ahead of sport in terms of entrenching this.

Sport, like business, needs to be bigger than any individual and at the same time, it is the collective actions of individuals that determine the spirit of sport. We need to witness our top sportspeople being decent or heroic, and this can include small acts of decency or heroism such as our Rugby Sevens Blitzbokke stopping to help a woman change a flat tyre en route to the start of the World Rugby Sevens Series in Vancouver. It can also include celebrating more public acts, such as Sonny Bill Williams spontaneously giving away his Rugby World Cup medal to a young fan; or parents and sports coaches at a school level being encouraging and motivational instead of vicious, angry and critical.

And it doesn't have to be for professional competition either. I have two friends who epitomise all that good sportsmanship stands for. Both were and still are excellent at sport, even in their 50s. Both are also remarkable and significant business people, who do a tremendous amount in their communities.



Physical and emotional displays of excessive aggression between players and management are all too common and even regarded as laudable in sport

The one, when he was in junior school, was about to win a sprint race when he stopped and helped another boy who had tripped and fallen. Unbeknownst to him, that action triggered him being the recipient of a fully-paid bursary by an unknown benefactor who was watching the race. My friend only discovered many, many years later why he was given the bursary.

The other was Captain of a residence rugby side at university. In a match that literally went down to the wire, his team was given a potential match-winning kick in the dying seconds of the game. Simple outcome. The ball goes over the crossbar and they win. Miss and they lose. It was a tremendous kick and as the ball flew high over the one pole, the flags were raised and the points awarded by the referee who adjudged it to be over.

However, from where my friend was standing, watching it anxiously head towards the poles and the possible win they had fought so hard for, it had quite obviously missed. He immediately went to the referee and insisted that he reverse the decision, even though it meant his team had now lost the match. As he said, "How could I live with myself enjoying the post-match celebration knowing full well that we had lost? It was only right I pointed out the error."

Winning is certainly not about shouting at players and insulting them into winning at all costs; this type of victory is short-lived; it doesn't build long-term commitment and, in fact, ill-prepares our young people for life, even putting some young people right off sport.

As Garrun explains in observing the coaches, referees, and spectators at several big water polo tournaments in Johannesburg. "I hardly

saw a smile, a friendly gesture or a kind word from anyone," he writes. "The coaches yell like madmen at their players throughout the games, the parents see nothing wrong in their offspring but spot all the errors and alleged dirty play of the opposition and the referees seem to take it out on their whistles, which, thankfully, don't feature peas anymore or they will all have been blown out of them long ago. It makes for a highly emotional, white-hot atmosphere, and it's a wonder we don't have more punches thrown by the players who are in the middle of it all."

He concludes that if he were 13 again, witnessing all this, he would also want to give up playing.

We cannot ignore this; if we do, we are ignoring abuse. We need to put it on the table and have some difficult, honest discussions about how to reignite the true spirit of sport. If we don't, corporate sponsorships will disappear, talented individuals will stop playing their chosen sport and crowds will diminish. It requires taking the egos out and bringing fair play in.

In his book, *A Fighters Mind*, Sam Sheridan writes, "From my very first real fighting experience in Thailand, I saw that the best fighters were the most humble. But much like jiu-jitsu, you start to see it as a 'chicken-and-egg' problem. Is it that great fighters lose their ego? Or is it that you cannot become great unless you lose your ego? Your ego keeps you out of the zone? Guys who can naturally control big egos do better?" ▲

Professor Owen Skae, Director of Rhodes Business School, @Owenskae

A dynamic expression of speed—the Audi RS 3

With its high-tech suspension, a new ferocious five-cylinder engine with scintillating performance and a sharper look, the new Audi RS 3 Sedan is challenging the BMW M2 at the top of the class in the 'executive boy racer club', and is a real brute to drive



At first, I thought it was a V6, then after a while, I imagined it to be a V8, with the kick-you-in-the-back-of-the-seat power and rumbling engine note. But after finally reading the spec sheet, the RS boasts a sensible 2.5 TFSI engine, which sounds a lot more like the howl you'd get from a high-powered AMG.

At 400hp and nearly 300kw, you are getting a lot of bang for your buck though, and they clearly put a big blower (turbocharger) on to achieve those results from a relatively small engine.

And that's a good thing, considering this is pushing R1 million. It may as well be efficient too when you choose to drive sensibly.

However, getting to the nitty-gritty, 0-100 is done in a millisecond over four seconds, with a top speed of 280km/h—if you ask Audi nicely to take the 250km/h governor off.

Handling is the best in the class, with the much-vaunted Quattro AWD system doing the business, and the chiselled front grill leaves nothing to the imagination—this is a no-nonsense street racer in a tuxedo. But that's fine by me.

The sunroof is another nice touch, and you can sail along at a speed with it open, without making an awful racket, like some cheaper brands. The ground clearance is just right, giving your Formula One-like handling, while still being able to get over a speed hump.

The tyres are racing ultra-low profiles, without a spare wheel, so no gravel roads for this city slicker.

Five-cylinder engines are a great tradition at Audi. In the 1980s, they made a decisive contribution to furthering the success of the brand both in motorsports and on the road. After a break of many years, they made a comeback in 2009 when the 2.5 TFSI was fitted in the Audi

TT RS. In 2011, the first generation of the RS 3 Sportback followed, in 2013 the RS Q3 and in 2015, the second edition of the RS 3 Sportback.

It is the first compact Audi Sedan to bear the RS label as well as being the first to feature a transversely-mounted five-cylinder engine. The pioneer of this design was the Audi A3 Clubsport Quattro concept study from 2014. "The five-cylinder engine is a legendary element of our company's DNA," says Stephan Winkelmann, Managing Director of Audi Sport GmbH. "Now, with 294 kW, it will take up the pole position worldwide—and not only in the RS 3 Sportback but also in the RS 3 Sedan. Both models will offer our customers an attractive entry into the RS world," he adds.

The Audi RS 3 Sportback has enjoyed a successful history in South Africa. The first generation redefined the segment, having been produced in limited numbers for global distribution, Audi South Africa managed to obtain and





deliver 174 of those units in the local market. It was followed by the second generation in 2015 and sold 265 units.

Engine

Since 2010, the 2.5 TFSI has been voted “International Engine of the Year” in its class for seven consecutive years. Now, Audi presents a new version of the successful power unit. The turbo engine, which drives the new RS 3 Sedan and Sportback is the most powerful series-production five-cylinder engine on the world market.

In the NEDC cycle, both models consumed 8.3-litres of fuel per 100km. The 2.5 TFSI has a firing interval of 144 degrees. Because of the 1-2-4-5-3 ignition sequence, the ignition alternates between directly adjacent cylinders and those further apart from one another. This brings with it a very special rhythm. The basic tone is accompanied by characteristic harmonic frequencies. The engine control unit also contributes indirectly to the unmistakable sound.

At a high load, the flaps in the exhaust system open for an even fuller sound. Using Audi drive select, the driver can control the opening and closing of the flaps individually. The standard Audi RS Sports Exhaust system sharpens the characteristic five-cylinder sound further.

The seven-speed S tronic is standard on both RS 3 models. The lower gears of the compact dual-clutch transmission are dynamically short

whilst the seventh gear has a long ratio to reduce fuel consumption. The driver can let the seven-speed S tronic operate automatically or can change gears themselves using the selector lever or the steering wheel paddles.

Variable power distribution: the Quattro drive

The Quattro permanent all-wheel drive combines gripping dynamism with considerable

stability. Its central component is the electronically controlled, hydraulically activated multi-plate clutch, which is mounted at the rear axle for reasons of axle load distribution. The multi-plate clutch uses software that is tailored specifically to the RS 3. It distributes the drive torque extremely quickly to the front and rear axle as required.

Depending on the driving style and coefficient of friction, between 50 and 100% of the available driving force can be sent to the rear axle. An electrically driven pump presses the plates in the clutch together with a maximum oil pressure of 40 bars. As soon as the grip on the road is reduced or the driver adopts a more sporty driving style, the clutch can direct some of the driving force to the rear axle when turning into the corner.

The internally ventilated, perforated steel discs on the front axle are 370 millimetres in diameter. The eight-piston brake callipers with RS logos are painted in black—or optionally in red. As an alternative on the front axle, Audi can supply carbon ceramic brake discs with grey callipers. At the rear axle, there are brake discs with a diameter of 310 millimetres and floating brake callipers.

All in all, not much to fault with this near super car and it gets a memorable 9 out of 10 on the Leadership Car Guide. ▲

Gregory Simpson



African Utility Week

AFRICA'S LEADING POWER, ENERGY AND WATER TRADE EXPO AND CONFERENCE

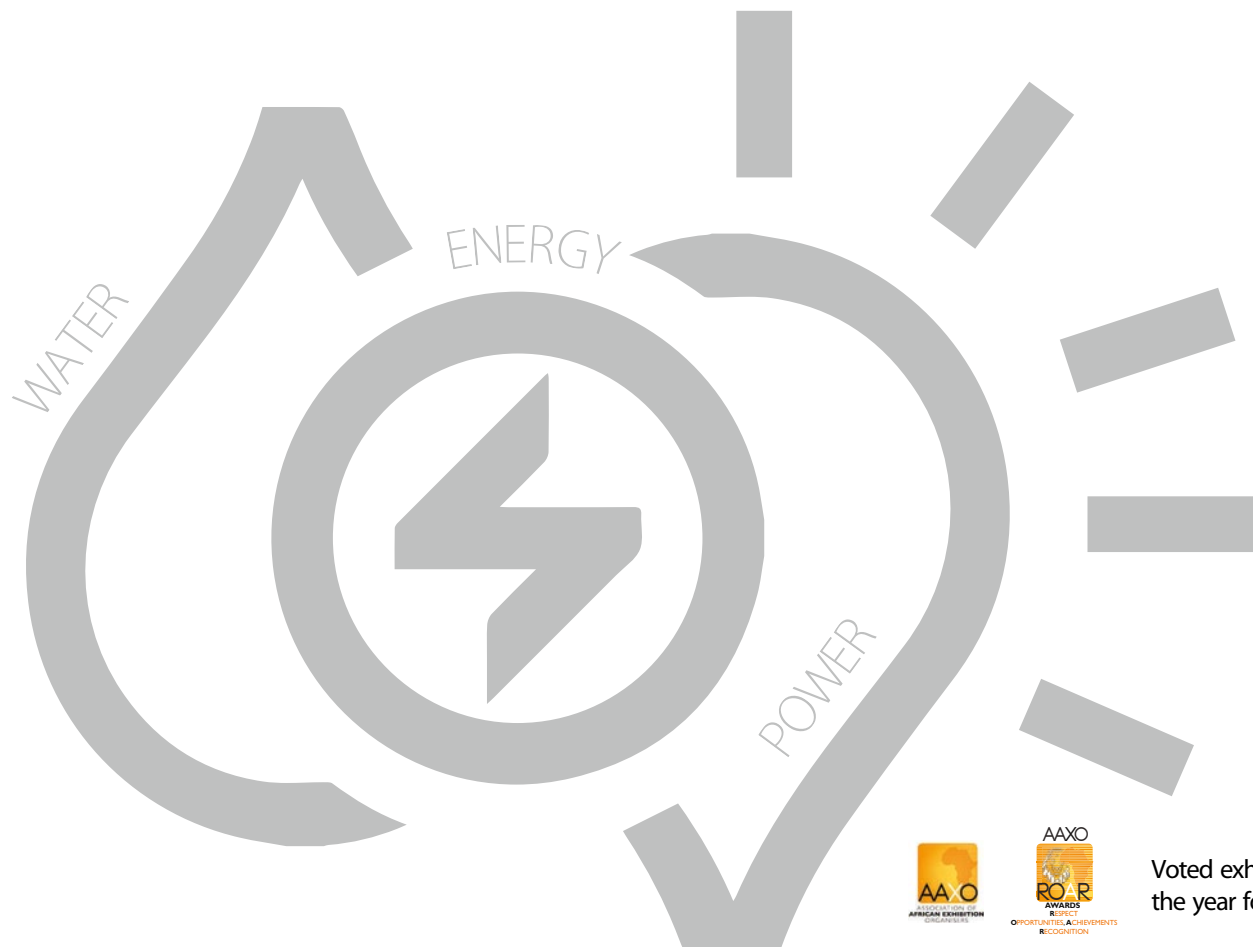
7500 VISITORS FROM 90+ COUNTRIES 

 6 TECHNICAL WORKSHOPS

CPD ACCREDITED

350+ EXHIBITORS 

 21+ HOURS OF NETWORKING



Voted exhibition of the year for 2017

15 – 17 May 2018
Cape Town, South Africa

REGISTER FOR YOUR FREE PASS
www.african-utility-week.com

Host utility



Host city





CRANEFIELD COLLEGE

GET EDUCATED FOR INDUSTRY 4.0

APPLY WHAT YOU LEARN TODAY IN YOUR CAREER TOMORROW

Cranefield's courses are designed to serve organisational leadership, management and governance needs of the Industry 4.0 economy. Learn to achieve value chain performance excellence through programme-managing cross-functional and inter-organisational supply chain and project activities in virtual networks of partners. The mode of delivery is live online technology-enhanced distance learning.

New Enrolments Each Quarter

- ✓ PhD in Commerce and Administration
- ✓ Master's Degree in Programme Management
- ✓ Postgraduate Diploma in Programme Management
- ✓ Advanced Diploma in Project Management
- ✓ Advanced Certificate in Project Management
- ✓ Short Courses
- ✓ Continuing Professional Development (CPD) Short Courses

FOR MORE INFORMATION ABOUT OUR QUALIFICATIONS

Visit: www.cranefield.ac.za | www.cranefieldacademy.com (short courses)

Registered with the Department of Education as a Private Higher Education Institution under the Higher Education Act, 1997, Registration Certificate No. 2000/HE 07/010.