

Leadership

SA'S #1
AWARD
WINNING
BUSINESS
MAGAZINE

INTERVIEWS • INSIGHTS • INTELLIGENCE

Janine Myburgh
Forging a stronger voice for women

Elsa Perez
Celebrating a life of dance

Basani Maluleke
Taking banking to the next level

Equality at work
Do women make better leaders?

Minister Edna Molewa

Putting 'The Place of Gold' on the map
The Gauteng Department of Infrastructure Development

Enhancing South Africa's biodiversity economy

ISBN 0251-9988
9 770251 998807 00395



2019 PLANET RESTORATION PROGRAMMES

In March 2019, eCALA Life eco-village launches six new Planet Programmes:

#WATER #FOOD #WASTE #ENERGY #FORESTATION #HABITATION

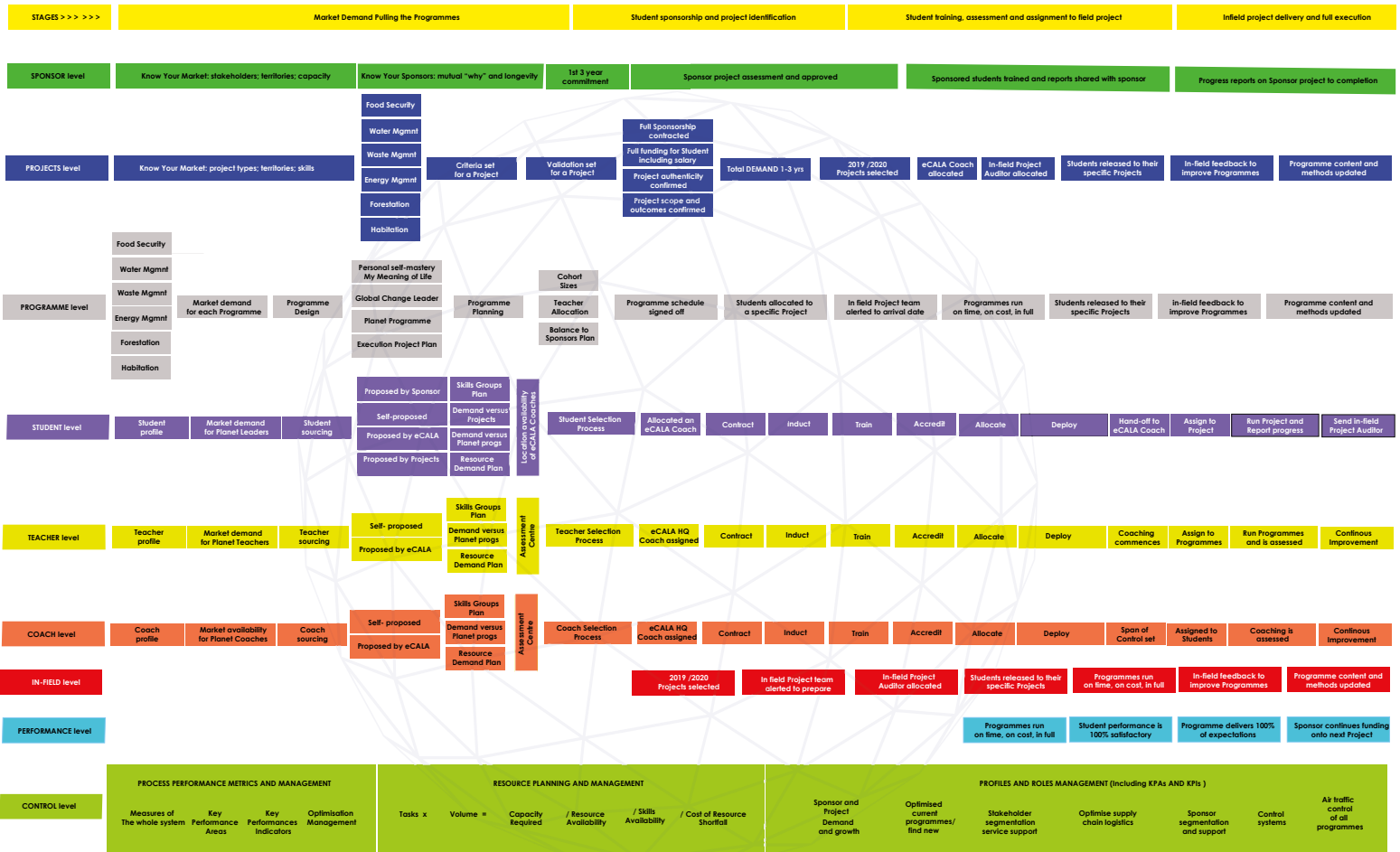
Using our 20+ years of world class leadership development we will develop and send out brilliant Change Leaders capable of leading technical teams to restore the planet.

IT'S THE TIME OF THE PLANET WARRIOR

By the creators of IPMS Global www.ipmsglobal.com



eCALA Planet complete VALUE CHAIN aimed at OPTIMISING THROUGHPUT of competent, confident eCALA Planet Warriors



www.ecalalife.com ask@ecalalife.com

THE VALUE CHAIN IS COMPLETE

Funders, Sponsors, Projects, Programmes, Students, Teachers & Coaches

#WATER #FOOD #WASTE #ENERGY #FORESTATION #HABITATION

We begin by inviting brilliant Performance Coaches to join our team in 2019
Your mission, should you wish to accept it, is to support our Planet Warriors
who are in-field delivering incredibly tough and demanding change programmes.

As an eCALA Coach you will be trained by the best trainers at our Greek island centre on
Patmos. Six weeks later you will return home and remotely support 12 Planet Warriors
who will be either on common projects in teams or remotely on their own.

CAN YOU COACH A PLANET WARRIOR?

Contact us if it is you! - ask@ecalalife.com

Leadership

Contents

12

26

20

50

- 12 **THE BIODIVERSITY ECONOMY**
A CORNERSTONE OF GROWTH AND EQUALITY
- 20 **BASANI MALULEKE,**
AFRICAN BANK'S NEW CEO
BREAKING DOWN THE BANKING BARRIER
- 26 **JANINE MYBURGH**
FORGING A STRONGER VOICE FOR WOMEN
- 30 **TURNING OUR WORLD AROUND**
HAVING WOMEN IN THE LEAD
- 34 **FIONA AYERST, UNDERWATER**
PHOTOGRAPHER
SPREADING AWARENESS
ABOUT OUR OCEANS
- 40 **ELSA PEREZ**
CELEBRATING A LIFE OF DANCE
- 46 **LEADER ESSENTIALS**
ALL THE IMPORTANT LITTLE THINGS ADD UP
- 50 **LAUGHING ALL THE WAY TO THE BANK**
LAUGHTER IS ESSENTIAL FOR
BUSINESS SUCCESS
- 54 **SOUTH AFRICAN JUNIOR MINERS**
STILL STRUGGLING AGAINST THE SYSTEM
- 56 **KARIN DU TOIT**
LEADING THE CHARGE FOR WOMEN
IN FINANCIAL SERVICES
- 58 **KATE OTTEN**
ACHIEVING ARCHITECTURAL BALANCE
- 62 **KNYSNA**
IS IT BACK IN FULL BLOOM?
- 66 **YOU SAID IT**
- 140 **VW THROWS DOWN THE GAUNTLET**
THE NEW ARTEON, TIGUAN
ALLSPACE AND POLO
- 142 **THOUGHT LEADERS**
- 150 **CASTER SEMENYA**
AFRICA'S GOLDEN GIRL

THE COVER AND COVER FEATURE SPONSORED BY THE DEPARTMENT OF ENVIRONMENTAL AFFAIRS



Since assuming her role as the Minister of Environmental Affairs, Bomo Edna Molewa has worked to advance the green economy through an integrated biodiversity strategy.

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 Mondi Premier Awards



TAKE CONTROL
OF YOUR INVESTMENT JOURNEY

Join us at Leaderex 2018



As a sponsor of Leaderex 2018, we invite you to join us at this year's event. Take a step towards making your future a reality. This is your opportunity to engage with industry experts and advisors who can guide you on your investment journey.

Date: Tuesday, 4 September 2018

Times: 08h00 to 17h00

Venue: Level 5, Pavilion,
Sandton Convention Centre

Registration invite code: JSE

JSE. Driven for your growth.

011 520 7000 | info@jse.co.za

www.jse.co.za/leaderex



Johannesburg
Stock Exchange

Ts & Cs Apply

JOIN OUR MASTERCLASSES

08:45 - 09:30 Investment Challenge

09:45 - 10:45 Careers in the stock exchange ecosystem

11:00 - 11:45 Trading 101

12:00 - 12:45 ETFs 101

13:00 - 13:45 Types of ETF's for your investment appetite

14:00 - 14:45 Forex 101

15:00 - 15:45 Fintech

130
YEARS
est. 1887

Leadership

Contributors

René Carayol

René is a business and leadership speaker, broadcaster, broadsheet columnist and author. His focus is on inspirational leadership, culture and business transformation. René is the CEO of The Inspired Leaders Network (www.inspiredleaders.com)



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.

Dr Layo Seriki

Seriki is the Managing Director of CIELARKO—International Management Consultants. Her work as an Organisational Consultant and Leadership Development Coach concentrates on identifying what is needed to optimise the effectiveness and contentedness of people, especially in the African context.



Professor Pieter Steyn

CraneField's Principal and founder, Prof. Steyn comes from a long line of Industrial Engineers, most notably, Steyn's great-great-grandfather, Douwe Gerbrandtz Steyn, who designed the Castle of Good Hope in 1679. "I think project management will always play a role and is probably one of the oldest professions that exists."

Christelle Colman

Colman serves as the Managing Director of Elite Risk Acceptances (Elite) and has valuable senior-executive level experience. Elite provides bespoke wealth asset insurance and personal risk management solutions for the specific needs of high-net-worth individuals.



Regine le Roux

Le Roux is a Corporate Reputation Specialist and completed her Communication Management Honours degree Cum Laude at the University of Pretoria. She is currently a Fellow Member of the Institute of Directors of Southern Africa (IoDSA) and is on the advisory committee for the Western Cape Branch. She founded Reputation Matters in 2005.

Mwangi Githahu

Githahu has been a Journalist since 1989, with a tireless work ethic and attention to detail. He is a Freelance Writer and Editor who works for a number of prestigious publications in South Africa and Kenya, and is based in Cape Town.



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.

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.



Ralph Staniforth

Staniforth is the Editor of Service magazine and he serves as the Sports Writer as well as the Digital Contents Manager at Cape Media Corporation. This includes managing the content for 17 websites along with their respective social media pages.

Ndivhuho Raphulu

Raphulu serves as the Director of the National Cleaner Production Centre South Africa (NCPC-SA). He oversees the NCPC-SA's efforts to promote the implementation of Resource Efficient and Cleaner Production (RECP) methodologies to assist industry to lower costs through reduced energy, water and materials usage and waste management.



Shannon Manuel

Shannon is a Journalism graduate from UCT and the Editor of Black Business Quarterly magazine. A lover of animals and nature, she is a self-described 'earth child'. Her heart lies in Spain, and her ultimate dream is to relocate to Barcelona, become an Author and spend her life travelling through Europe.



PUBLISHER

THABO OWEN MOKWENA

EDITOR

GREGORY SIMPSON

gregory.simpson@capemedia.co.za

SUB-EDITOR

MONIQUE JACOBS

ART DIRECTOR

BRENT MEDER

DESIGNER

JESSE JASON

PHOTOGRAPHY

GETTY/GALLO IMAGES, ISTOCK

ADVERTISING SALES

CAPE MEDIA

DIVISIONAL MANAGER

MADELEINE JANSEN madeleine@leadershiponline.co.za

CAPE TOWN ADVERTISING TEAM - 021 681 7000

TERRENCE DAMSTER, SAM ADAMS, CHARMAINE MEYER, JAMES STONE
KURT WUCHERPFENNIG, THEUNIS VAN ZYL, DOMINIC JUMO
LORNA MNGXUNYA, DAVID TOWNSEND, FUNEKA NTSUME
JESSE THEBUS, CASSIA PASSETTI, MAXWELL MAIKOKERA

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 ARENDESE

FINANCIAL DIRECTOR

ANDREW BRADING

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>



**With
10 DIFFERENT
products categories
MINISO is designed
to **ENHANCE**
Your LIFE!**



MINISO Stores in South Africa: Gauteng: Bloed Street | Centurion Mall | Cresta Mall | Eastrand Mall | Forest Hill | Jubilee Mall | Menlyn Mall | Norwood Mall | Westgate Mall Kwazulu-Natal: Galleria Mall
Western Cape: Cape Gate Mall

Follow Us: www.minisolife.co.za Twitter (@miniso_za) Instagram (@minisoza) Facebook (@minisosouthafrica)

Leadership

The gaze into the future portends a society at harmony

As we enter the month of August, we pause and ponder the journey traversed by women across the globe towards equality, prosperity and harmony. Celebrating women in South Africa must present an opportunity to correct the wrongs and demonstrate practical improvements concerning women's upliftment.

This year, we pay tribute to and celebrate the centenary of Albertina Sisulu. Ma Sisulu was a leader of distinction, a personification of humanity. What moved me was, in 1989, when she led a delegation to meet the Western Powers, among others, the British Prime Minister, Margaret Thatcher, and American President George Bush Snr—she was more than equal to the task and carried herself in a way befitting the stateswoman that she was. The legacy of Ma Sisulu is enshrined in the democracy we enjoy today.

South Africa is gifted with a limitless reservoir of capable women leaders. This leadership must triumph and be celebrated in all sectors of our society. Equality and empowerment must find a direct translation in the political economy and access to economic resources through ownership and control.

The investment in education, technology, science and other important sectors must be alive to the reality of empowering women and young girls. The current generation of young women and girls must be given their rightful opportunity to participate in the important sectors that will shape the future societies.

At a public lecture held in Malaysia in 2016, the UN Under-Secretary-General and UN Women Executive Director, Phumzile Mlambo-Ngcuka, lit the torch of hope when she remarked, "It should be possible for a child who is born 10 years from now to ask us, 'Is it true that women were so severely discriminated against?' By that time, inequality will be more of an exception than the rule, and the next generation will live in a world that is free from this form of discrimination. It is in our hands to achieve that. We are the first generation to have the possibility to make this a reality." This was a profound articulation, which gives us a crystal ball into the future.

The gaze into the future is filled with hope and the reality of a prosperous and women-empowered society. In the midst of capable women leadership, the light is indeed shining upon the world for a better, prosperous and equal society, void of any gender discrimination.

Publisher's Note



THABO OWEN MOKWENA
Publisher



BEYOND THE OBVIOUS

AN AFRICAN PERSPECTIVE

TRUE OPPORTUNITY LIES IN THE ABILITY TO SEE WHAT OTHERS MAY OVERLOOK

If you're looking for alternative investment opportunities on the African continent, you need a skilled team that digs deeper, going beyond the obvious to find the right deals that can generate higher returns. It's this non-obvious approach, combined with the right experience and depth of expertise that makes us the largest alternative investment manager in Africa.

www.oldmutualalternatives.com



Old Mutual Alternative Investments (Pty) Ltd is a licensed financial services provider, FSP No 45255, approved by the Registrar of Financial Services Providers (www.fsb.co.za) to provide advisory and/or intermediary services in terms of the Financial Advisory and Intermediary Services Act 37, 2002. Old Mutual Alternative Investments (Pty) Ltd is a wholly owned subsidiary of Old Mutual Investment Group Holdings (Pty) Limited and is a member of the Old Mutual Investment Group. Contractual rights and obligations of investors are set out in the relevant investor agreements and or mandates. Unlisted investments have short term to long term liquidity risks and there are no guarantees on the investment capital nor on performance. Market fluctuations and changes in exchange rates as well as taxation may have an effect on the value, price, or income of investments and capital contributions. Since financial markets fluctuate, an investor may not recover the full amount invested. Past performance is not necessarily a guide to future investment performance.

Leadership

Mentoring is essential for the next generation of female scientists

Mentoring the next generation of scientists in Africa should start from primary school, continue at university and extend into the workplace. We must encourage the majority of female African students to choose a career in science so that they contribute to the economic and social development of the continent.

Considering that Africa is still a developing continent, there is ample opportunity for careers in science that can contribute to scientific advancement as well as the continent's socio-economic development.

Mentoring and role modelling should not be seen as two independent roles, even though they are different forms of mentorship. Certainly, the type of mentorship and support one needs differs depending on the stage of one's career.

Emerging researchers should join a research group that they feel they can contribute to and benefit from. Most research programmes involve working in multidisciplinary teams, which requires one to learn communication, networking and inter-cultural skills.

Networks can play a significant role. Through social platforms, one can remain in contact with some of the top scientists and researchers across the world. Sometimes, these networks can even become useful when applying for grants. Here, again, it is important to look out for academic exchange programmes or fellowships, which can enable one to work with excellent teams at many institutions.

As a Research Director at a South African university, I spend about 60% of my time mentoring. Creating enabling research environments both at an organisational policy level and leadership level is critical in order to achieve one's goals.

A typical policy that contributes to how supervisors or mentors behave towards those they mentor or supervise includes how performance in research groups is measured. The methods used by bureaucrats running institutions have been labelled "bean counting", which has reduced the autonomy of academics.

Balancing act

When I was a full-time academic, I loved the flexibility my role as a mathematician gave me. I worked long hours but made up for those long hours during university breaks. I planned conference trips around school holidays so that there was less stress on my work colleagues and family.

My family helped to take care of my children when they were young. My husband has always been supportive. Of course, I have struggled emotionally and sometimes had to make difficult choices.

But I have been exposed to a vast network of colleagues globally who continue to keep my research candle burning. I still find great fulfilment contributing to knowledge in my subject area and supporting younger faculty members to achieve their goals.

The issue of balancing a career and family needs came under the microscope at an East African Research and Innovation Management Association 2015 conference in Uganda. Delegates agreed that organisations must have flexible gender-sensitive policies, including promotion criterion that takes into account gender issues without compromising on quality.

Foreword



SIBUSISO MOYO,
Director: Research and
Postgraduate Support, Durban
University of Technology, and an
author of the Women in Science,
Technology, Engineering and
Innovation in Africa series by the
South African National Chapter
of the Organisation for Women in
Science for the Developing World



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.

Leadership

Women make the world go around

Welcome to another edition of South Africa's favourite business-to-business monthly, as we celebrate the tireless work and dedication shown by women, who often have to traverse a fine balancing act between achieving business success versus the many hours needed to raise a family successfully.

As a father of three, raising children is arguably the most difficult job in the world. It is also unpaid work with many challenges that can put a tremendous amount of pressure on the most stable marriage or relationship.

Often, women who have leadership ambitions will put off having children or have them later as they are perceived by male colleagues in the workplace to be bad for business because it requires time off work.

Corporate society needs to look further than just the bottom line and understand that women can lead and also take time off to nurture the next generation, and secure our survival. Without childbirth, there would be no next generation. Some forward-thinking companies take this into account and provide a baby room/creche at work, so you can bring your child to work—a revolutionary idea.

Sadly, many women have to go back to work far too early, after just two weeks, leaving the child with a nanny or, even worse, at a creche. Such a young baby needs their mother and one could argue that emotional trauma is caused when a child and mother are separated too early.

You are now finding in countries like Denmark—with a below-average birth rate—that their government is encouraging families to have more children by providing state funding for the parents. They also offer lengthy maternity and paternity leave, giving parents the quality time needed to nurture their offspring.

This initiative is largely driven by their negative birth rate and declining population, but I'm yet to hear of a country with decent weather having this problem. It would appear that cold weather is not conducive to romance.

In South Africa, we have the opposite problem of a population explosion, which has put a tremendous strain on our schooling system, job market and healthcare services, for example. And as our cities grow beyond a sustainable level, take Cape Town, for example, with the recent drought, a need for de-urbanisation is vital.

In the modern, technologically advanced world we live in; more jobs can be performed remotely or from home due to the connectivity that the Internet provides. Instead of trying to squeeze people into overcrowded cities with limited resources, would it not be better to incentivise living in our vast rural areas?

So as we celebrate Women's Month, I'd like to acknowledge the tireless work done by the women of Leadership magazine. From the Sub-Editor, Monique Jacobs, and the Client Liaison Officer, Lizel Olivier, to Lee-Ann Lawrence in distribution, Project Manager, Madeleine Jansen, and her all-star sales team, which includes Funeka Zandani, Lorna Mngxunya, Charmaine Meyer and Cassia Passetti.

Editor's Note



GREG SIMPSON
Editor



transport

Department:
Transport
REPUBLIC OF SOUTH AFRICA

100 Nelson Mandela
Centenary
2018
Be the Legacy



Providing aviation training and safety expertise in Africa and beyond

We are increasing our reach into Africa to ensure even safer African skies!



As a provider of comprehensive Air Traffic Management solutions, our Aviation Training Academy (ATA) has been a **Worldwide Top Regional Training Partner** for several years running and is an **IATA 2018 Premier Circle Member**. Our successful partnerships with Civil Aviation Authorities around the globe ensures that ATNS continues to grow and make great strides in ensuring the safety of our skies.

We are committed to **world-best practices** and aim to give each client the skills and knowledge to **successfully** take on the challenges faced by providers of Air Traffic Control and technical services.

Classroom or distance learning, we have the facilities, expertise and personnel to provide you with **world-class aviation education** – from Air Traffic Control to Engineering.

For more information call us on +27 11 570 0400.

ATNS IS AN ENTITY OF THE NATIONAL DEPARTMENT OF TRANSPORT

Tel: 0860 286 726 | Web: www.atns.com | Email: marketing@atns.co.za



About ATNS

Air Traffic and Navigation Services SOC Limited (ATNS) provides air traffic, navigation, training and associated services within South Africa. ATNS is also responsible for Air Traffic Control throughout the African Indian Ocean (AFI) region, comprising approximately 10% of the world's airspace. ATNS operates from nine ACSA and 12 other aerodromes. As a globally competitive employer of choice, ATNS is committed to diversity and has achieved ranking within the top 10 companies in South Africa with regard to female representation at executive levels.





The biodiversity economy: a cornerstone of growth and equality

Biodiversity is an economic sector in South Africa that can be tapped into to contribute to radical socio-economic transformation in South Africa, says the Minister of Environmental Affairs, Bomo Edna Molewa



The biodiversity economy is based on South Africa's rich biological diversity that constitutes 7% of the world's plant and mammal species and comprises of three focus areas, namely bioprospecting, wildlife and ecotourism.

These three subsectors all entail activities that are supportive of sustainable utilisation, community beneficiation, economic development and transformation. The sector is also well-poised to operate in the far flung rural and peri-urban areas as genetic resources naturally occur there. Biodiversity economy is poised to immensely contribute to rural development and ,thus, mainstreaming marginal communities, women and youth to meaningfully contribute to the growth of the economy of the country. In addition, the entry requirements for the sectors are relatively low and community participation is easily facilitated through existing community governance structures.

Since assuming her role as Minister of Environmental Affairs, Molewa has worked to advance the integrated strategic management of rhinoceros through a variety of conservation-minded efforts approved by the President's Cabinet.

Among these efforts are translocation programmes, anti-poaching initiatives, the sale of rhinoceros to private properties, law enforcement collaboration at all levels and to conform to CITES Regulations on detecting trafficked flora and fauna.

Her input is evident from the growth shown by the South African biodiversity economy in recent years. This increasingly important economic sector, which focuses on the development and transformation of the wildlife, bio-trade and eco-tourism industries, is a key contributor to job creation.

“When Nelson Mandela was released from prison in 1990, it symbolised the many steps the country was yet to take in its quest to move to a new era of sustainable development. Mandela's release further symbolised the emergence of a paradigm , as a nation and a people, there is recognition that development should benefit all South Africans, whilst not depriving future generations the access to the same resources and natural assets,” says Minister Molewa.

Understanding biodiversity

To many people, ‘biodiversity’ is a misunderstood concept. In simple terms, biodiversity is all the plants and animals that we have, as

well as their interactions and the differences between them. These interactions, which also include human beings, provide us with a number of essential natural services that we call ecosystem services.

These services include food production, material for shelter, clean air and water, medicines, as well as places for healing and enjoyment. Moreover, the ecosystem services that are derived from biodiversity are considered alongside its potential to yield economic benefits, contributing towards improving livelihoods and creating employment. These are the foundation of human well-being and as industries in the hunting sector and bio-trade also indicate, a vital source of many of our livelihoods.

She says, “The biodiversity economy of South Africa encompasses the businesses and economic activities that either directly depend on biodiversity for their core business or that contribute to the conservation of biodiversity through their activities. The biodiversity economy of South Africa is largely anchored on three pillars, namely bioprospecting, wildlife and eco-tourism industries, which all notably contribute to the country's economy.

“Despite South Africa having an incredibly rich diversity of genetic and biological



The 3rd BEI theme was: *Entrepreneurs meets investors, for a thriving and inclusive biodiversity economy*. The Indaba brought together several and diverse stakeholders in the biodiversity economy



The Minister of Environmental Affairs, Mrs Edna Molewa, and the Minister of Small Business Development, Ms Lindiwe Zulu at the official opening of the 3rd Biodiversity Economy Indaba (BEI) at the International Convention Centre on 08 March 2018 in East London

resources, the biodiversity economy has not reached its full potential, as it remains largely unrecognised, underdeveloped and untransformed. The sustainable use of the country's genetic and biological resources has the potential to support many local economies and livelihoods in the country, providing business and job creation opportunities for individuals and communities."

The transformation of natural assets

South Africa has come a long way with regard to addressing the triple challenges of unemployment, poverty and inequality. The government continues to work together with stakeholders to implement innovative approaches that can easily be adopted and translated into local economic development opportunities.

The transformation of the biodiversity sector, in particular, is a necessity in a changing world. This is more so in the context of South Africa, where policies of the past were exclusionary,

thus, depriving the majority of citizens of the opportunity to actively participate in sectors of the economy. It can't be justified that the custodians of the genetic resources and, equally, the holders of the traditional knowledge are treated as non-equals in the beneficiation of their resources.

In response to this anomaly, the government has developed and implemented the National Biodiversity Economy Strategy, which promotes a new generation of partnerships between communities, industry and the public sector.

Minister Molewa continues, "As a strategic tool to address the challenges and achieve the anticipated sustainable advancement of the wildlife and bioprospecting/bio-trade industries, the Department of Environmental Affairs has developed the Biodiversity Economy Strategy (BES).

This is a 14-year strategy for the wildlife and bioprospecting sector that will guide the sustainable growth and provide a basis for

addressing the constraints to the growth of both sectors.

"The vision of the BES is to optimise the total economic benefits of the wildlife and bioprospecting industries through its sustainable use, in line with the vision of the Department of Environmental Affairs. The BES was developed with the purpose of providing a 14-year national coordination, leadership and guidance to the development and growth of the biodiversity economy.

"This is being done to realise the access to and fair and equitable sharing of benefits arising from the use of biological resources. In order to ensure a coherent approach to the implementation of this strategy, detailed plans at a three-feet level were developed through the Operation Phakisa Model, organised in the form of the Biodiversity Economy Lab."

This was an intense process, which focused on identifying quantifiable targets centred on transformation, sustainability and economic

growth, as well as the associated initiatives meant to deliver big, fast results for the bioprospecting, wildlife and coastal and marine tourism subsectors.

Among the outcomes of the Biodiversity Economy Lab held in 2016 were 15 key initiatives identified in the wildlife sector, which aimed at delivering a thriving and inclusive wildlife economy for the benefit of all South Africans. This included the identification and prioritisation of land for transformation, operationalisation of biodiversity economy nodes, capacity building for community structures and unlocking the economic potential of protected areas.

Input into the GDP

“The aspiration for Operations Phakisa: Biodiversity Economy is to create an additional 100 000 new jobs in an inclusive, sustainable and responsive wildlife economy, growing at 10% p.a until at least 2030. Furthermore, it was estimated the bioprospecting industry would create a sustainable, inclusive and commercially viable sector adding 10 000 new jobs from the current 6 200 jobs and contributing R1.7-billion to GDP at 10% p.a by 2030. Vast opportunities were identified in the ecotourism space where protected areas could be unlocked to create job opportunities for local communities and small and medium enterprises.

“This commitment spelt out in the National Biodiversity Economy Strategy (NBES), was confirmed by delegates to the recent Biodiversity Economy Indaba in East London.

“Wildlife ranching or game farming in South Africa encompasses more than 9 000 wildlife ranches, mostly privately owned and managed. Besides contributing to the growth in GDP and creating job opportunities, this sector remains largely untransformed,” she adds.

Bioprospecting and bio-trade activities have supported local livelihoods through the sustainable utilisation of indigenous biological resources as informed by the associated local traditional knowledge. Since then, there has been a steady growth of the bioprospecting industry in the country, driven by the increase in the demand for indigenous plants by various industries.

The Aloe ferox harvesting project

The Tyhefu community, under the Tyhefu Traditional Council in the Peddie area of the

Eastern Cape Province of South Africa, harvests sap from Aloe ferox plants from an area of approximately 50 000 hectares. The Aloe ferox harvesting project involves predominantly women and youth from the community.

“The contribution of the utilisation of Aloe ferox to the livelihoods of the community of Tyhefu extends far beyond the people who are actively involved in the aloe harvesting. The project has been critical in sustaining local livelihoods for a rural community, which has lived in a high unemployment area,” remarks the minister proudly.

“This is an important community development project with significant potential. There has been a marked increase in income levels to a point where people have adequate food, have moved out of extreme poverty and are able to pay for a minimum basket of non-food items, including clothes, housing and school fees for children,” she adds.

The Biodiversity Economy Indaba

The 3rd Biodiversity Economy Indaba provided an apt platform to small, medium and micro enterprises to link up with potential investors. This was part of the department’s contribution to the broader transformation agenda that underpins the resolve for a radical socio-economic transformation.

In 2016, the Department of Environmental Affairs and the Department of Tourism co-hosted a Biodiversity Delivery Lab to develop an implementation plan for the National Biodiversity Economy Strategy adopted in 2015. The Lab’s aspirations were centred on transformation, sector sustainability and economic growth. In the process, the wildlife and biodiversity/bio-trade work streams were able to prioritise issues that would move the respective sectors forward within the next three years.

Collaboration is key

Collaboration is required at a local, regional and international level to respond meaningfully to the challenges posed by market forces. Therefore, there is a need to intensify the investments in research and innovation in order to firm up capabilities for value addition and beneficiation, from plants in the agro-processing sector and improving the quality of local products.

“Through the inclusion of eco-tourism in the development of the biodiversity economy, it is hoped the economic activities in this subsector will expand. This includes hiking the number of people visiting pristine and relatively undisturbed natural areas. This is a sector that is intended as a low-impact and often small-scale alternative to standard commercial



Sustainably harvesting Aloe Ferox ensures that the plants survive and are able to supply more leaves for years to come

mass tourism. This, in turn, contributes to community upliftment.

“The NBES provides the opportunity to develop the rural economy of the country while addressing environmental imperatives of the government and includes the establishment of a National Bios Prospecting Forum to enhance development in the natural ingredients sector, launched during the indaba,” says Minister Molewa.

During the indaba, the government, investors and industry stakeholders from the wildlife, bioprospecting, bio-trade and eco-tourism sectors pledged their commitment to the development and economic growth of a sector of South Africa’s economy that has the potential to become one of the largest contributors to the country’s GDP.

One of the commitments made in the three streams was to ensure that the transformation of the biodiversity sectors happens post-haste.

“Within the wildlife economy, there has been an undertaking to create a conducive environment for a fast-tracked transformation, as well as to address legislative hindrances through the harmonisation of national and provincial legislation, the centralisation of the permitting system and fast-tracking legislative processes in order to allow transformation. Meaningful community participation in this sector of the

economy, alongside the encouragement of partnerships and investment, is key to a successful wildlife industry in South Africa.

“Within the bioprospecting sector, efforts are underway to fast-track the finalisation and operationalisation of the Bio Products Advancement Network South Africa (BioPANZA) by 2019. Amendments to the National Environmental Management: Biodiversity Act and the Bioprospecting and Benefit-Sharing (BABS) Regulations are to be finalised, while the SADC Secretariat is called on to organise a formal regional preparatory meeting towards the COPMOP3 for the Nagoya Protocol in Egypt later this year. A transactional advisory committee will also look into indigenous biological/genetic resource value in order to create appropriate provisions to promote fair and equitable beneficiation within this important sector in the economy,” says Minister Molewa.

Calling all investors

Investors are being encouraged to assist in the expansion of the eco-tourism sector through investment, not only in developing enterprises, but also in the development of skills. Within eco-tourism, there is also a need to capitalise on the integration of land use to develop strong linkages between tourism and other economic sectors.

“The Department of Environmental Affairs is dealing with dynamics that require a clear understanding of the global political economy. There is a need for collaborative efforts at various scales of local, regional and international levels to respond meaningfully to the challenges posed by market forces. Thus, the need to intensify investments in research and innovation in order to firm up capabilities for value addition and beneficiation from plants in the agro-processing sector and improving the quality of local products,” she reflects.

The Biodiversity Economy Lab

Among the outcomes of the Biodiversity Economy Lab were that 15 key initiatives be identified in the wildlife sector that could deliver a thriving and inclusive wildlife economy for the benefit of all South Africans. This included the identification and prioritisation of 10 million hectares for the transformation of the wildlife economy; the establishment, development and support of new wildlife ranching entrants; operationalising 11 biodiversity economy nodes countrywide and formalising the game meat market and creating a network of 110 game meat processing facilities, which are black-owned.

It was also decided that steps would be taken to unlock the potential of protected areas and



Aloe Ferox which is grown sustainably in its natural environment does not require additional irrigation



Leading up to the high level UNWTO meeting, the 21 youngsters representing the seven Trans-frontier Conservation Areas (TFCAs) in Southern Africa, took part in the Boundless Southern Africa Expedition from 18 to 31 August 2013

capacitating organised community structures such as communal property associations (CPAs) and trusts.

A significant amount of work has been done towards achieving the targets set out in the Biodiversity Economy Lab. As a result of this, the wildlife economy has created over 782 jobs and has donated over 768 heads of game as part of the transformation through various wildlife economy projects nationally.

To date, the wildlife economy has secured R138 million in private sector investment. In addition to this, the government (through EPIP funding) has invested a further R66.6-million in the wildlife economy sector.

In addition, and as part of training interventions, the Department of Environmental Affairs has trained 25 community property associations and a total of 587 people have been capacitated in the form of workshops, training and youth programmes.

“With regard to the bioprospecting sector, the five key initiatives identified at the Lab included the promotion of the mass cultivation of 25 plant species and the increase of land under cultivation; the promotion of sustainable harvesting of high-value species; improving the efficiency of the Bioprospecting,

Access and Benefit-Sharing permitting system and amending environmental legislation to align it to the protection of the rights of traditional knowledge holders, and to align it to the Nagoya Protocol on Access and Benefit-Sharing. The Lab had also identified the need to establish a BioPANZA to harness existing initiatives and to address the innovation chasm,” says the minister.

The bioprospecting economy by the numbers

To date, the bioprospecting economy has received US\$4 974 000 million in investment and has further secured an expected total investment of R465 232 822.89 million from the Department of Environmental Affairs. The department has further developed a baseline study on cultivation in the regulated sector and, currently, 294.52 hectares have been cultivated.

“The department is in the process of establishing a Northern Cape bioprospecting research and development (R&D) hub at Die Eiland Experimental Farm that will see the development of an R&D plan, which will propagate Devil’s Claw and related seedlings for sale/supply for community project cultivation as well as offer agro-processing support services and supply material for clinical trials.

“It is hoped that the Biodiversity Economy Indaba would become a one-stop platform for those seeking biodiversity economy business ventures, meeting traditional knowledge (TK) holders and genetic resource stockholders, as well as public sector regulating bodies in order to grow trade and investment in the sector,” she reflects.

Biodiversity has globally been identified as the cornerstone of economic growth and sustainable development. As one of the mega-biological diverse countries, South Africa has posed a challenge to itself to establish mechanisms in which its biodiversity can be sustainably used to contribute towards addressing the vicious circle of the three economic ills facing the country i.e. unemployment, poverty and inequality.

The Khomani San victory

In 2017, the Khomani San community in the Northern Cape received a donation of game from SANParks to mark their entry into the wildlife economy. In 1999, some 40 000 hectares of land was handed back to the San community. It was a victory that allowed the community to resettle on the land within the Transfrontier Park and which, in 2002, saw additional land being reproclaimed as a contract national park.

Following the successful land restitution claim of the Khomani San and the Mier communities, the signing of the !Ae!Hai Kalahari Heritage Park Agreement with the South African National Parks (SANParks) in 2002 marked the beginning of a relationship between the community and SANParks that could serve as an example of cooperative governance to communities in conservation across South Africa.

The agreement saw land restored to the communities that had once roamed or farmed the Kgalagadi Transfrontier Park (KTP). The settlement is in line with the government’s programme to ensure an equitable redress for communities that have launched land claims on national and provincial parks.

A hard line on poaching

The minister went on to talk about the department’s fight against poaching, which is always an issue due to the incredible demand from Asia.

“As you will know, rhino poaching is a national priority crime; and the Department of Environmental Affairs continues to follow a multi-disciplinary approach together with our colleagues in the justice, crime prevention and security cluster departments and agencies, namely, the Departments of Defence, Justice and Constitutional Development, Correctional Services, the Ministry of State Security, the Directorate of Priority Crime Investigation or Hawks and the South African Police Service (SAPS).

“SANParks, the South African Revenue Service (SARS), the Asset Forfeiture Unit and National Prosecuting Authority and all our provincial conservation authorities also continue to provide the necessary support required in this endeavour. We remain committed to providing timely and comprehensive reports on the state of rhino poaching in South Africa,” concludes the minister. ▲

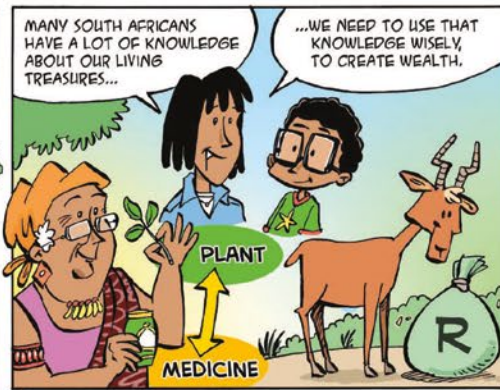
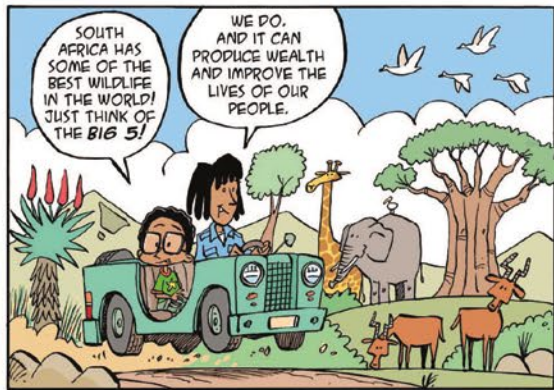
Gregory Simpson



Boundless Southern Africa’s 21 young ambassadors, in August 2013 wowed tourism ministers from the Southern African Development Community (SADC), attending the United Nations World Tourism Organisation (UNWTO) General Assembly

THE BIODIVERSITY ECONOMY

BUILDING BUSINESS FROM BIODIVERSITY



THE BIODIVERSITY ECONOMY INCLUDES THE BIOPROSPECTING ECONOMY AND THE WILDLIFE ECONOMY.

THE BIOPROSPECTING ECONOMY

MANY SOUTH AFRICAN PLANTS AND ANIMALS HAVE USEFUL PROPERTIES.

BIOPROSPECTING IS WHEN SOMEONE RESEARCHES THESE PROPERTIES OR CREATES PRODUCTS FROM THEM TO SELL.

THERE ARE MANY OPPORTUNITIES TO USE OUR UNIQUE BIODIVERSITY TO MAKE A LIVING AND BENEFIT YOUR COMMUNITY.

THE WILDLIFE ECONOMY

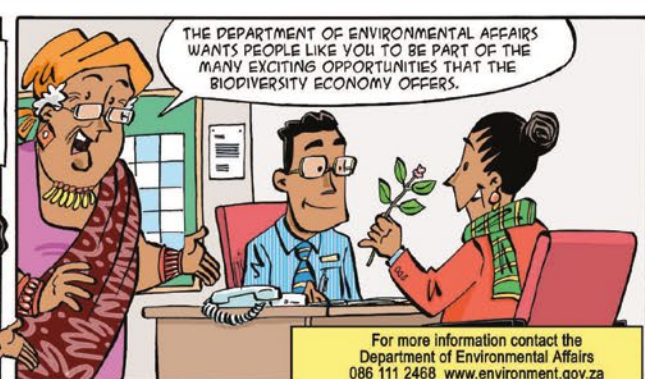
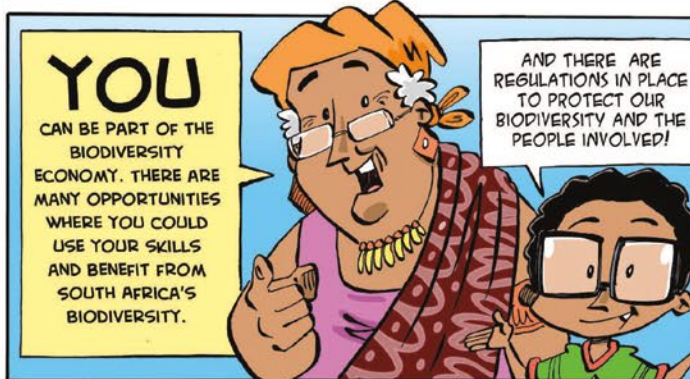
THERE ARE OTHER WAYS TOO THAT OUR AMAZING WILDLIFE CAN BE USED TO BENEFIT SOUTH AFRICANS.

HERE ARE JUST SOME EXAMPLES.

ACTIVITIES THAT PROTECT OUR WILDLIFE

- GAME RANCHING
- HUNTING
- ECOTOURISM
- WILDLIFE PRODUCTS
- ANTI-POACHING
- ENVIRONMENTAL MONITORING

Examples of products: BAOBAB FRUIT POWDER, ALOE FEROX, BUCHU, ALOE BODY CREAM, ROOIBOS TEA, BUCHU OIL, TEA.



Breaking down the banking barrier

If your mental picture of a bank CEO is of a boring, middle-aged, grey-haired man in a suit, prepare to be pleasantly surprised by Basani Maluleke. The first black woman to head a South African bank is neither grey nor boring.

To mark Women's Month in South Africa, Mwangi Githahu interviewed Basani Maluleke, the new CEO of African Bank, about her achievements and the imperative role that women play at all levels of leadership in South Africa.

According to a March 2018 survey carried out by the Africa CEO Forum—an organisation, which focuses on the development of Africa and its companies—women make up only 5% of chief executives of big corporations across the continent.

The survey revealed that there is a low representation of women in the top echelons of African companies, despite finding that businesses that had more women on their boards showed an

operating profit over 20% higher than industry averages.

The survey further found that 18% of businesses on the continent have no women in senior roles and only 29% of those senior roles are held by women.

South Africa is among the countries with less than 25% female participation in ownership, while Angola, Botswana and the Central Africa Republic are the only countries with firms who have 50% female participation in ownership. Meanwhile, a recent British survey showed that women in that country occupy only 32% of the banking jobs with exactly 19% of them holding senior management positions.

These are fairly bleak figures to contend with and so, when in April this year, Basani Maluleke,



aged just 40 at the time, shattered the proverbial glass ceiling by being appointed Chief Executive Officer of African Bank, it was a cause for celebration—not just in South Africa but across the continent and beyond.

Less than a year earlier, in July 2017, she had joined the bank's executive team as Group Executive Head, Operations and was already being tipped for bigger and better things.

As well as famously becoming “the first black woman to lead a South African bank,” Basani Maluleke boasts an extensive résumé.

Born in Soshanguve, a township situated about 45km north of Pretoria, Maluleke grew up in Bedfordview, a wealthy town in western

As well as famously becoming “the first black woman to lead a South African bank,” Basani Maluleke boasts an extensive résumé

Ekurhuleni, sharing an administrative boundary with the City of Johannesburg Metropolitan Municipality. She attended the University of Cape Town where she was awarded a merit-based bursary by KPMG and she obtained her first degree in 1998—an Honours Bachelor of Commerce in Accounting.

In 2001, Maluleke received her Bachelor of Laws degree, again with Honours, and she also made the Dean's merit list.

Maluleke qualified as an Attorney at Edward Nathan Sonnenbergs and, thereafter, joined the corporate finance team at FirstRand Bank, RMB, where she was a member of the team that pioneered the structuring and implementation of BEE ownership transactions for JSE-listed companies.

Maluleke subsequently joined the FNB division as the Head of Private Clients. She has accumulated over 15 years of financial services experience in the areas of corporate finance, banking and private equity. She has worked for Edward Nathan Friedland, FirstRand's Rand Merchant Bank (RMB) division, where she and her team planned and executed a Sasol Limited transaction worth R25 billion, as well as its FNB division.

Maluleke is an Admitted Attorney of the High Court and she is also a fellow of the African

Leadership Initiative and the Aspen Global Leadership Network.

Before joining African Bank as an Executive in July 2017, Maluleke was an Executive Director at Transcend Capital, a corporate financial business specialising in B-BBEE ownership. As such, Maluleke's legal and business acumen made her adequately qualified for the probable position of African Bank's CEO.

Maluleke spoke a little about her journey to the top, with reference to both the high and low points.

“When it comes to the high points, the first that comes to mind was submitting a proposal to Edward Nathan management on behalf of my

fellow articulated clerks, to allow articulated clerks to have lunch that was paid for by the company and having that proposal accepted,” she said.

Maluleke also listed being shortlisted for the dealmaker of the year in respect of the Sasol BEE transaction as a high point. Maluleke was part of the team that structured and implemented a R25-billion transaction for Sasol Limited, was involved in the unbundling of Kumba Iron Ore from Exxaro Resources, as well as the restructuring of Exxaro Resources—a transaction that amounted to R16 billion.

Her input as a member of a team that successfully negotiated the transfer of farmland worth R800 million to a sugar company earned her the title, ‘RMB Up and Coming Dealmaker of the Year’.

She also spoke of “receiving support from senior people, particularly at RMB and FirstRand, which provided me with exposure to blue-chip clients and complex transactions, which helped me to grow as a dealmaker”.

Other career high points for Maluleke include, “Meeting senior executives across different industries, which allowed me to build a formidable network. Also, being admitted to the Kellogg School of Management to study towards an MBA—this gave me international exposure and accelerated my development as a leader

and finally, becoming a fellow of the African Leadership Initiative and the Aspen Global Leadership Network.”

She graduated from the Kellogg School of Management in the United States, with an MBA in Finance, International Business, Strategy and General Management. While at Kellogg, Maluleke was awarded the Dean's Distinguished Service Award and also exercised her not inconsiderable leadership skills as Head of the Africa Business Club and Co-chair of Africa Business Conference.

Henry Wadsworth Longfellow, the poet, told us that into every life, a little rain must fall, and while Maluleke says there have been many low points in her life, she adds, “I've learned not to focus on these. I prefer to learn the lesson, dust myself off and move on to the next challenge.”

That said, she did feel the need to point out that the lowest point in her career was “the challenge of confronting gender and racial inequality”, which made her feel she was “being declined for jobs that I thought I was qualified for”.

This June, African Bank was ranked as the country's seventh biggest bank out of 18 by the South African Reserve Bank. It has, hitherto, been known mainly as a micro-lender. However, Maluleke has been tasked with the turnaround of the bank into a fully-fledged transactional bank.

“The key to success in dealing with such a monumental task is to surround myself with the right people and create an environment where we can try new things, experiment with new technologies and continually request and use feedback from our staff and customers to foster continual evolution,” she said.

She added, “We now have about 80% of our staff using our transactional product, which is called ‘My World’. We are using feedback from our staff to improve our systems and processes to enable us to launch a compelling product to the market.

“We've also had success with our deposit product—our deposits almost doubled in the six months to March 2018 and are continuing to show good growth. About a third of our business every month is with customers who have never had a previous interaction with African Bank. We see these as the initial proof points that demonstrate our strategy of turning the bank from a monoline bank serving a narrow set of customers, into a business offering



“The key to success in dealing with such a monumental task is to surround myself with the right people”

multiple products to a wide array of customers, is working.”

When it comes to competing with other banks in the same category, Maluleke is of the opinion that the banking landscape is very competitive, with more competitors preparing to enter the market. Furthermore, she said, “The growing fintech space and the growing appetite of non-traditional banks providing banking services make banking an exciting place to be. The intensifying competition will provide customers with more options and greater value while increasing the rate of innovation and change.”

She spoke of the measures African Bank have already put in place in an effort to compete head-on with the other banks saying, “African Bank already competes with the other banks

in personal loans and now with deposits. The launch of ‘My World’ will heighten that competition. We also have a few more initiatives up our sleeves to create value for customers and to attract people who have not historically banked with us.”

Maluleke became the CEO of the bank at age 40. In terms of tips she has for others wanting to join the ranks of young achievers in banking or, indeed, any other sphere of life, her response was, “You can never read enough. You have to invest in continual education. Build strong relationships with people who support you. Never burn bridges. Take risks with your career—look for different opportunities, even those that seem obscure. You never know where these may lead.”

Away from banking, per se, Maluleke is the founder of Get Me to Graduation (GMTG) NPC, a non-profit organisation established to fund the subsistence needs of students in the tertiary education system in South Africa. She founded GMTG in partnership with Nedbank and Fundi. GMTG started operating in April 2016. GMTG funds the subsistence needs of tertiary students and will provide psychosocial support to see them through to graduation. She is responsible for fundraising, donor management, creating strategic partnerships, financial management and growing the organisation.

She is also, a trustee of the Click Foundation, a distributor of an online solution for teaching children to read,

Mentorship is an investment and many people, today, have mentors, both on a professional and personal level. Such mentorship helps the individual to reach certain goals and targets they have set for themselves. For Maluleke, her father, the veteran Lawyer and Judge, George Maluleke, was her first and most important mentor. She said, “He was an extraordinary cheerleader, did not hesitate to get involved when I veered off track and was always available to comfort and console when this was required. He was a fantastic leader and entrepreneur, so I learnt a lot from him about business, leadership and ethics.”

Maluleke added, “I’ve had many mentors. Some opened doors for me to meet people who became instrumental in driving my career growth. Others spent long nights helping me to develop my technical skills. All of them saw something good in me that I did not see in myself.”

In the spirit of giving back, Maluleke, herself, is a mentor to others. She explained “The advice I give is specific to the circumstances of each person. Often, people need to be shown their own potential so that they can believe that their dreams are achievable.”

Asked whether she believes that as a person achieves success, they should leverage their power to bring about a change for others, Maluleke concluded, “We should all be looking to support each other, irrespective of our level of success. Our country has enormous social challenges that require all of us to consistently be looking for ways to improve the lives of the people around us.” ▲

Mwangi Githahu



“Take risks with your career—
look for different opportunities,
even those that seem obscure”

VISIT US!



electra mining

mining • industrial • construction • electrical

africa 2018

Southern Africa's Biggest | SINCE 1972






10 – 14 September 2018 | Expo Centre, Nasrec, Johannesburg, South Africa

BRINGING YOU THE FUTURE OF MINING,
MANUFACTURING, ELECTRICAL AND POWER SINCE 1972



A RICH HERITAGE!

IT'S A SHOW THAT BELONGS TO YOU.

-  Source 100's of cutting-edge solutions
-  Compare products and brands
-  Get advice from technical experts
-  Watch live demo's
-  Acquire knowledge at free-to-attend seminars

REGISTER ONLINE FOR FREE ENTRY!

www.electramining.co.za

PLATINUM
SPONSOR



GOLD
SPONSOR



SPONSOR



FOR MORE INFO CONTACT: Leigh Miller | leighm@specialised.com | Tel: +27 (0)10 003 3060

Incorporating:



Brought to you by:



SPECIALISED EXHIBITIONS
MONTGOMERY



Forging a stronger voice for women

The outspoken Janine Myburgh is a fine example of a boardroom pioneer making a difference. She is the first female President of the previously male-dominated Cape Chamber of Commerce in 214 years and has become the voice of business in the city.

Myburgh was admitted as an Attorney in 1996 after completing her two-year articles at Malcolm Roup and Associates Attorneys. After a brief stint at the Road Accident Fund (in 1996), she was employed as a Professional Assistant at two law firms before she commenced to practice for her own account under the name of Myburgh & Associates Attorneys in 1999.

A hands-on leader, she is very involved in her community, organised business, the legal profession and civil society, which is noted by the numerous leadership positions she has held or still holds on the boards of several community and professional institutions.

Myburgh has been the President and Chairperson of the board of the Cape Chamber of Commerce since 2012 and was the first female President elected in the Chamber's long history, ruffling a few feathers along the way.

You come from a relatively humble background, what ignited your passion to start your own business and lead?

I come from the Northern Suburbs in Parow. My father worked on the railways and I'm the first

person in my family to go to university. When I finished Matric, my father said I could choose, I could go to university or I could get a car. My mother wanted me to go and work straight away but I knew what I wanted to do and I followed that mindset.

What have been some of the challenges and highlights during your time as President?

Some of the highlights are the successes we've achieved at the Chamber, for example, we got the government to change their minds in terms of reducing or not increasing the rates as they wanted to do. It's very much been a collaborative environment at the Chamber, with all hands on deck. Another highlight is, initially, when I got to the Chamber, it was very much male-dominated and male-orientated. The fact that they took a chance on me and believed in me at such a young age was a highlight.

Did you have any challenges at the beginning with the male-dominated board?

Yes, very much so. It was believed that you were competent but that you still had to listen to what they had to say—there was a battle of the wills,

initially. At the end of my two-year stint, I gained 30 kilogrammes and suffered from a bleeding ulcer, but you learn. I would never be sorry that I went through that experience.

Are more women entering those top executive positions?

No, because women are still underrepresented in positions of authority, especially in South Africa. Women make up 51% of our population, but we remain relatively underrepresented in positions of authority and power, the advancement of women in authority is slow.

What are some of the key skills that women bring to the table that men might not necessarily have?

It could count against women and it could count for them, but research has been conducted by various countries that suggests that businesses with a higher representation of women at the most senior levels deliver stronger organisational and financial performances as well as better corporate governance. A lack of women in leadership would mean that we are wasting our human capital and there are many, many factors that contribute to the gender gap. It's a sexual stereotype that leads to the resistance

to women in leadership, which, unfortunately, we still find.

There are several assumptions that come to the forefront when a woman is in a leadership or management position. You're often tagged or named as being pushy, aggressive, abrasive or self-serving. Then there are also the challenges with our style, our female traits and our leadership qualities—we are more collaborative, and I know my leadership style is very much a collaborative one. For some, this is viewed as being untrustworthy, as you are unable to make decisions, or that you are unable to lead. Then, there's also the challenge of family and the demands of family life—we all know that women are still the primary caregivers and we are often expected to interrupt or sacrifice our careers for our families. Women in positions of power are either childless or they've waited for a very long time to start families because there's a perception that women with families need to give up their time to be at home in the evening and can't undertake work responsibilities.

Is it true that in Scandinavia, parents receive proper maternity and paternity leave, and that a substantial amount of thought goes into allocating time for childbirth?

Very much so. I've just recently taken in a foster daughter, she has been living with me

for the last two years and it's really changed my life. I can't simply stay at meetings until they finish, I can't just have meetings or functions at night because I have to decide which is more important, to go to the function or to spend time with her. I don't think the South African market caters for that, and even if you are in a woman in that position, until you have the responsibility of a family, you almost look down on those who leave early due to family responsibilities.

What advice would you give to young women looking to follow in your footsteps?

They must believe in their abilities. Some people used to say to me, "Fake it until you make it", and I think that was the case when I started. You must have faith in your abilities, you can't expect others to consider you a leader unless you have solid faith in your own ability. It's important to be a good communicator, listening to others and also to lead by example, you can't expect people to do things which you aren't prepared to do. Then, unfortunately, being the leader is not always being the popular one, it's not a popularity contest, it's having to make the difficult choices and taking responsibility for things that are not necessarily your mistake. If you are in a position of authority, you have to make the difficult choices and take the flack

for it. Young women must be courageous and, most importantly, have integrity, humility and a clear aim of what they want to do. They must lead by having a positive direction, making it better for women and everybody around them.

What is your general outlook for the Cape Town economy? Is it still vibrant?

Yes, very much so, it's a beautiful place to live in and we've got a huge advantage in Cape Town but as Capetonians, we must remember we are so much more than just our beauty. I've been outspoken in the press regarding Cape Town. For example, the recent drought is one that should not have taken the government by surprise, but I hope that lessons have been learnt and if these lessons are applied, the whole concept Day Zero will disappear.

We also know that government grants in local authorities have been reduced and income from the sale of water and electricity is down as people have found ways to use less power and water, so we've got the challenge of a city hungry for revenue and they are hitting the property rates. This is further exacerbated by the problem of the high cost of running the city. For dozens of years now, we've had salary

increases that were way above inflation for the staff of the city and I believe the way to fix this is to reduce the administrative costs and not bleed the property owners, the people who have been saving electricity and water.

It's no secret our rail system is in chaos—it should be the backbone of our commuter transport system, it should be the backbone of any city but it leaves much to be desired. We desperately need more rolling stock. Theft of the infrastructure needs to be addressed and then, for example, in 2000, we said there are serious problems with the CBD and people were moving into the suburbs. At the initiative of the Chamber, the City Improved District was formed. They improved the district immensely, businesses came back and it was the place to be to settle for business purposes.

However, recently, we've had complaints that it's difficult or not safe to travel in the CBD in the evenings, so we must be careful not to rest on our laurels and then it comes back to bite us.

I'm very pleased to see that the city and the province are making concerted efforts to start marketing Cape Town as a business destination because people know about our mountain, they know about our beaches but they don't know that this is an excellent place to do business as

well and this is a message we must get out to the rest of the world.

Philippi is the hotbed of agriculture and a vital breadbasket, how can we protect that food security in light of the ongoing unrest and disruptions in the area?

It's terrible because we had members contacting us recently because they were having problems—they contacted the police, all the protection services and no one was helping. The government doesn't seem to be taking it seriously, so this must be protected. It is to the benefit of our area, it is the benefit of our people and there must be a concerted effort, and that's what the Chamber does—we try to highlight the talents in order to draw attention to them and in order to address the challenges.

Finally, what would you like your legacy at the Chamber to be known for?

I think we brought in a unified Chamber, we created a lot of chapters that weren't there and changed the narrative about it being this cold place full of elderly men. It's now for all members of society and we do make a difference. ▲

Gregory Simpson



Turning our world around—with women in the lead

An Ethiopian proverb says, “Where a woman rules, streams run uphill.” How disturbing... and how exciting! Streams should not run uphill, should they? That would mean turning the world on its head and going against the law of gravity, writes sought-after Leadership Coach, Dr Layo Seriki.

This must be magic, dangerous and hard, therefore, better not be allowed. But hang on for a moment. Before we jump to the conclusion that this proverb must be telling us that women should definitely never lead, let’s think about some of the magic mankind has created, lives with and benefits from already.

For example, it has become normal for many human beings to sit calmly in a huge metal container 10 000 metres above the ground, reading a newspaper and sipping on a glass of wine or cup of tea. You could say that this is not due to magic at all but rather due to the ability of mankind to oppose the force of gravity with an equally strong or stronger force. It is due to our ability

to change the world we live in with our ideas and our energy.

Looking around at our world today, I see humankind (or human-not-so-kind) collectively creating a world that none of us really want. I see a world of poverty, violence, greed and corruption, where people flee their homes in search of better lives elsewhere, where human beings treat other human beings



atrociously—not to mention how we treat other species. I see a world in which communities and the environment are destroyed.

Zooming in further, I see a predatory power-play between and within business organisations, where profit maximisation is the ultimate goal and human beings have turned into mere resources, to be used in order to achieve this pinnacle.

Looking at South Africa, I see that many women still face terrible abuse and discrimination, and from the world and suffer silently, all within the patriarchal traditions that prevail in this country and the largest parts of our world.

I also see that we celebrate women in South Africa for a whole month in August, remembering the women of all races who marched to Pretoria's Union Buildings on 9 August 1956. These women joined forces to confront the pass laws, which limited them. They succeeded in joining forces to make their voices heard, publicly stating that women do not just belong in the kitchen, they belong everywhere. Let's keep that snapshot of our world in mind and be inspired by it.

I believe our world could do with some turning around. Perhaps this is the time for women to take a big step up, tap into their female power and work some magic for humanity on mother earth. Why should women lead, do you ask?

Women seem to be especially good at living the type of leadership that is called for in this fast-paced, ever-changing day and age. Modern leadership thinking emphasises change management, empowerment, collaboration, diversity and ethical purpose. The majority of our male leaders appear to be struggling

of patriarchies. This would mean that, now, the women are the bosses and the men are the oppressed. She explains that “in matriarchies, mothers are at the centre of culture without ruling over other members of society” and that “the aim is not to have power over others and over nature, but to follow maternal values, i.e.

The majority of our male leaders get distracted by the need to aggressively exhibit superiority and toughness—and, thus, to prove their worthiness of the alpha male position

with this, as they get distracted by the need to aggressively exhibit superiority and toughness—and, thus, to prove their worthiness of the alpha male position.

Having noticed some negative effects of male domination in patriarchal traditions, I've taken a curious glance at what a matriarchy may be. According to Heide Goettner-Abendroth, founder of The International Academy HAGIA for Modern Matriarchal Studies, cited by Dame Magazine in 2013, matriarchies are not the exact opposite

to nurture the natural, social and cultural life based on mutual respect”. Patriarchy as power over others could, thus, be contrasted with matriarchy as power from within.

Catherine Edsell details this, as she explains her “Matriarch Adventures” in a Ted Talk. She takes groups of women out into the desert to observe elephants as the “iconic matriarchs”, which, to her, means that they value instinct as much as intellect, receptivity as much as assertiveness, collaboration as much as individualism and empathy as much as objectivity. She explains that in the elephant world, successful matriarchs are leaders because their family respects them and, therefore, has chosen to be led by them. Over the years, the matriarchs have proven that they can be trusted to make wise decisions.

I agree that human beings can learn a lot about leadership from this. But is it really true that women are naturally better at leading and men are naturally worse, because they are genetically programmed for aggression and competition?

This leads us to the old “nature versus nurture” debate. Strong arguments have been found for both sides. Boys and girls come into this world with clear differences in their physical attributes, their hormones and their brains. So it is explained to us by the nature-advocates in this debate. It is an irreversible fact that men and women are naturally different.

On the other hand, the social learning theorists explain that children model the behaviour they observe in the adults around them and,





I see women awakening to the fact that they don't need to think, feel and act like a man in order to be successful

therefore, the gender-specific behaviour is nurtured or socialised into us from a very young age. Boys are encouraged, by the games, toys, stories and attention they receive, to be strong and brave, clever and tough, while girls are encouraged to be beautiful and kind, quiet and obedient.

I deduce that, as men and women in the modern world, we need to continue working out for ourselves, not just what it means to be a man or a woman, but also what it means to be our own true self.

Each of us—male and female—is born with some characteristic tendencies, which we can learn to recognise and harness to contribute our bit to the world we live in. As leaders, we must develop our own authentic leadership style, taking into account what inspires and energises us, what we are good at, what we struggle with and what we and those we are leading need.

In my work with leaders as a coach and consultant, I have observed that women tend to feel more comfortable in nurturing roles than men

do, listening, empathising and taking feelings into account.

Men led by women often value these leadership competencies in their female bosses, while they may see a man who leads this way as weak. Men tend to feel more comfortable in structuring roles than women do, voicing demands and providing boundaries. Women often readily accept clear structure from male leaders but call female leaders who are firm in sticking to clear limits “bitchy”. This is where we all need to do some rethinking and relearning. To develop good leadership, we need structure as much as nurture and it does not matter who provides which.

Ideally, all leaders—men and women—work on learning to provide both in a positive way. Realistically, some leaders will be better at one, some will be better at the other.

My suggestion that women should take the lead is not about eliminating men and the traditionally masculine leadership traits but rather about increasing the share of traditionally

feminine leadership traits in our collective leadership development.

In my mind's eye, I see men and women recognising each other, supporting each other and leading in partnership. I see women awakening to the fact that they don't need to think, feel and act like a man in order to be successful. I see women taking up the challenge to find out what they are really best at—each one as the woman she is and as groups of women, together.

With renewed self-knowledge, self-confidence and mutual support, I see women truly leading their families, organisations and societies into collaborative adventures in search of ways to reverse at least some of the destructive processes we have allowed ourselves to be sucked into and, thus, to make streams flow uphill.

As South Africa celebrates Women's Month, I call on the women and men of this country to join forces in leadership to enable this society to fly, as if by magic. ▲

Dr Layo Seriki

What lies beneath

With a love for all things wild and natural, Lawyer turned award-winning Underwater Photographer, Fiona Ayerst, spreads awareness about our oceans and its wondrous creatures

Conservationist and possible mermaid, Ayerst has had an emotional connection with the ocean almost since birth. Born in Nairobi, Kenya, she spent many holidays in the warm Indian Ocean around Mombasa.

“My parents say that I swam before I could walk. As far as I can remember, I have always been passionate about water and being immersed in it. As a child, water became my place to play and I developed a deep association with it. I

have spent thousands of hours in the water—I feel totally at home in it. Even as a teenager, I was more interested in being in water than anywhere else. I would swim up to one hundred 25-metre lengths, four times per week. Not to swim fast, but just to be there, where I was happiest. As a child, I often dreamt that my entire home, as it stood above ground, was submerged under water. All my recurrent nighttime dreams involve water and always have. I feel safe and happy in water and up until this day, it remains my ‘go-to’ place if I am stressed,” she says.

She started photography as a hobby around 14 years ago, then in April 2007, she decided that she needed a career change. She was a Litigation Attorney with her own practice in Johannesburg at the time. She sold the files in her firm and instead decided instead to follow her passion for photography. She says that while some may have called this a ‘mid-life crisis’, she likened it to a moment of clarity.

“I knew that I wanted to spend my life doing something that I am ‘deeply’ passionate about. Whilst I enjoyed law, it was more of a means to

an end. Getting out of law was a process for me rather than a specific one thing that happened. However, I do recall the decision occurred one day when all the signs I'd received from the universe came together in one day and I realised it was time to sell up and do something I loved even more than law. So that's what I did," says Ayerst.

Her images have won awards in numerous

talks and I had to think about my response, which is: the ocean has given me so much over the years, so much joy and peace. It's the least I can do to return the favour."

While a Land Photographer as well, Ayerst is best-known for her underwater shots and more specifically, her shark photography. With her images, she challenges viewers and fellow

would like to replace fear with respect. That is my goal," she adds.

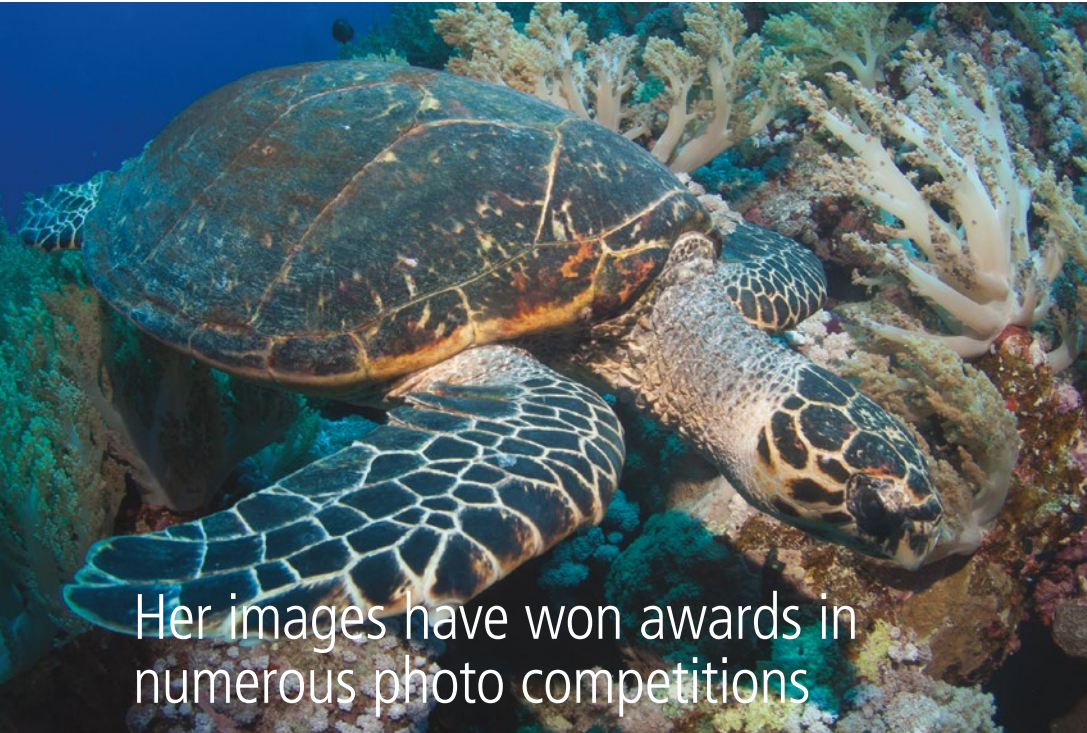
She has swum with many species of shark, including the macro-predator, the tiger shark, and the massive but tamer whale shark. "As you can imagine, I have had some interesting moments involving swimming or diving with sharks as they tend to be curious creatures. I have not yet felt particularly threatened but when a shark swims through your legs and you only see it as it comes out in front of you, there is always a moment of intense panic, no matter how many times you have swum with them. They are amazing creatures that are sadly facing more and more threats by people," she explains.

Ayerst says that the current major threats to marine environments are innumerable. Over-fishing and utilising without any clear idea of how it affects the ocean as a whole, pollution in its many different forms, global warming and a lack of respect and caring, are but a few that she mentions. Having spent a lot of time in and around oceans, Ayerst is perpetually concerned for the oceans of the world and all of their inhabitants.

"I have been diving for more than 20 years, completed about 5000 dives and I have seen a decline in the numbers of fish and, in particular, sharks. I have seen turtles becoming increasingly petrified of interactions with divers," she says.

"Most people have concerns about whales and dolphins but very few people know about the delicate ecosystems not visible to the naked eye. For example, if just one sea cucumber is picked up from the sea floor, a myriad of smaller animals living on it die too. There are so many small and microscopic creatures that rely on the ocean retaining its balance but, presently, very little in our world is balanced. However, a few of the protected areas that we do have, have shown us that the sea can bounce back strong and hard. Recently, I read that 21 marine protected areas have been proposed for South Africa and it is some of the best news I have read in years. There will be opposition of course, but the benefits of MPAs are well-known to scientists and those who care for and study the sea and our effort to protect it," Ayerst explains.

She says that while the world is awakening to the need to protect our oceans, sufficient progress is still happening too slowly. Ayerst believes that the sooner humanity stops viewing



Her images have won awards in numerous photo competitions

photo competitions and have appeared in magazines and newspapers worldwide. She writes for several magazines, works as an Editor for Beyond Blue magazine and is a Director of Africa Media. In 2003, she won South Africa's Wildlife Photographer of the Year and in 2012, she gave a TED talk titled 'My journey into water'.

"I live to see, smell and breathe animals, particularly those of the unknown and mysterious depths. Our oceans are magical and powerful, dreamlike places. South Africa has such a huge and incredible coastline with a wealth of diverse creatures and activities and I try to show people what they may otherwise never see. I also spend time trying to spread awareness of conservation issues through my lens. I'm also a keen writer and public speaker on these issues. Someone at one of my talks once asked me why I do these

photographers to move away from stereotypical images of animals that elicit fear or a negative feeling, aiming to break this notion that once people see the same type of image constantly, they automatically start associating those traits with that subject.

"The human brain is a fascinating thing. We are able to convince ourselves of almost anything and we are also capable of being brainwashed. In the past, media has made us fear sharks, viewing them as killing machines that only want to eat us. Nothing could be further from the truth, in reality," says Ayerst.

"I feel it is irresponsible for the media to brainwash people into believing something that doesn't exist just to get sales from hyped-up images and footage. People do have a visceral fear of being eaten alive but it has been proven, scientifically, that we aren't on the menu. I



“The human brain is a fascinating thing. We are able to convince ourselves of almost anything and we are also capable of being brainwashed”

natural resources as commercial and personal commodities, the better and the more hope there will be for the survival of the oceans. Her message is for people to dig deeper than financial gain and they'll be surprised by how much more they find.

"People can learn a lot from animals and have truly life-changing, positive encounters with them if they set aside this belief that humans are the superior species. What does superior even mean, after all?" questions Ayerst.

"Science alone won't solve global challenges; we need to attune human behaviour with the wider world. We've been inspired by nature for many thousands of years and now we have the formal concept of 'biomimicry', which explores how we can learn from nature to solve human

problems. Underwater, I watch how the clownfish couple protects and actively supports their eggs with passion and ferocity. I see how the anglerfish hunt using a 'fishing rod' and how the scorpion fish use camouflage. Just like on land, much of it is about food and reproduction. Why shouldn't we learn from animals?" she asks.

While she initially started taking photos of wildlife only, she has started to incorporate people, exploring the relationship between man and animal, which she believes is an extremely unique one.

"Because animals cannot speak, the relationship between them and people is purely empathic. I have watched human beings take hooks out of sharks' mouths underwater. This takes time, to gain the shark's trust and to allow

it to know that you mean it no harm and want to help, even though it was one of our kind that put the hook there in the first place. It's a distinctive connection between human and animal. And there are countless other examples of interspecies communication all throughout the world," she says.

Of her many memorable moments she's had while photographing underwater, she says that any day on the annual Sardine Run, when you get a bait ball of sardines is a day that builds up hundreds of amazing memories. However, a day that really sticks out as one of the best was when she swam with two whale sharks, six dolphins and three humpback whales at the same time, in Sodwana Bay in 2014.

"It was one of those 'Walter Mitty' moments where I was so stunned that I didn't want to miss the scene and I didn't even take a picture. It was all over in about 10 seconds as nothing stays the same for long in the fluidity of the ocean. I will never forget those 10 seconds—those moments, for me, were life-changing. What I mean by that is that I apply the thought and feeling of that specific moment to many of the things I do and think. I think that gives me a positive outlook on life, in general," explains Ayerst.

Asked if the lifestyle of a wildlife photographer is as glamorous as it's cracked up to be, she replies that there are always two sides to every story and that while there is definitely a very positive side to being able to travel and interact with all sorts of incredible animals in exciting and strange countries, one has to be flexible and prepared to travel in less-than-luxurious conditions and sometimes downright dangerous situations.


A highlight of her job, explains Ayerst is the receptiveness of audiences to her talks.

"I think many people feel they know so little about life under the ocean, therefore, seeing my photos helps them to understand what there is to protect. I'd like to think that each of those people goes away wiser and ready to make a difference in their own way. I arrange monthly beach clean-ups in Mossel Bay and I am busy working on a new programme to teach swimming, snorkelling and, ultimately, underwater photography to underprivileged kids in my area," she explains.

Ayerst is the founder and Director of a conservation education NGO, Sharklife. She gives talks around the Garden Route on the plight of sharks, the state of our oceans, overfishing and



"Because animals cannot speak, the relationship between them and people is purely empathic"



“I will never forget those 10 seconds—those moments, for me, were life-changing”

urging people to become more conscious of their seafood choices. She is a representative for the South African Sustainable Seafood Initiative (SASSI), which is part of the World Wildlife Fund (WWF).

“As a Writer, I try to pick up on current topics and write about them from a conservation perspective. I also use my photos to teach as not everyone likes to read. I own a

to educate as many people as they can reach,” she explains.

Annually, she arranges the local “Paddle Out for Sharks” to raise awareness and build advocacy for sharks. On Sharklife’s website—www.sharklife.co.za—people can take free online courses to understand shark behaviour and biology.

Marine conservation issues that she is currently working on include investigating conch

be taken seriously by everyone as I think that in that way, more people will listen and to some extent, I feel I am still finding my voice.

“I have been struggling with the ‘activist’ title and have shied away from being labelled as such for the reason given above but also because it has been difficult for me to see animals suffering at the hands of humankind. More recently, I have become aware of the fact that I can overcome my intense disliking of this by confronting the suffering and trying to help alleviate it,” says Ayerst.

“I remain, however, a sensitive person and so it’s a process I am going through. I am working on it and I hope that once I can confront all the atrocities I see, I will be able to fight harder and with more vigour. Once I am at that point, I will believe that I have found my purpose in life. It is at that time that I will have the personal strength to do more and get more involved. At the moment, I feel as though I am still skirting around the rim and am still anxious about what jumping in will do to my psyche. I suppose I am protecting myself, not from the sharks—I don’t fear them, of course. It’s our anger and disconnection from nature that I fear the most,” she concludes. ▲

Shannon Manuel

“I think many people feel they know so little about life under the ocean, therefore, seeing my photos helps them to understand what there is to protect”

journalism internship programme where I teach young people to write environmental essays—as I believe the more good people we have writing about these issues, the further the word will spread.

With the oceans, it is going to take a massive effort from everyone. Kids learn from what their parents do. Thus, Sharklife and any other conservation-driven NGO have a responsibility

and other shells, and their collection and conservation along the African coastline. She is regularly involved in the collection of plastics and other rubbish, together with other members of her community.

On whether she has found her purpose in life she says, “I have avoided controversy to some extent. I do not want to be seen as a ‘bunny-hugger’ although, in secret, I am one. I strive to

Young at heart and in spirit

Dynamic 83-year-old dancer, teacher and choreographer Elsa Perez is living proof that age is just a number, as she dances her way around the world

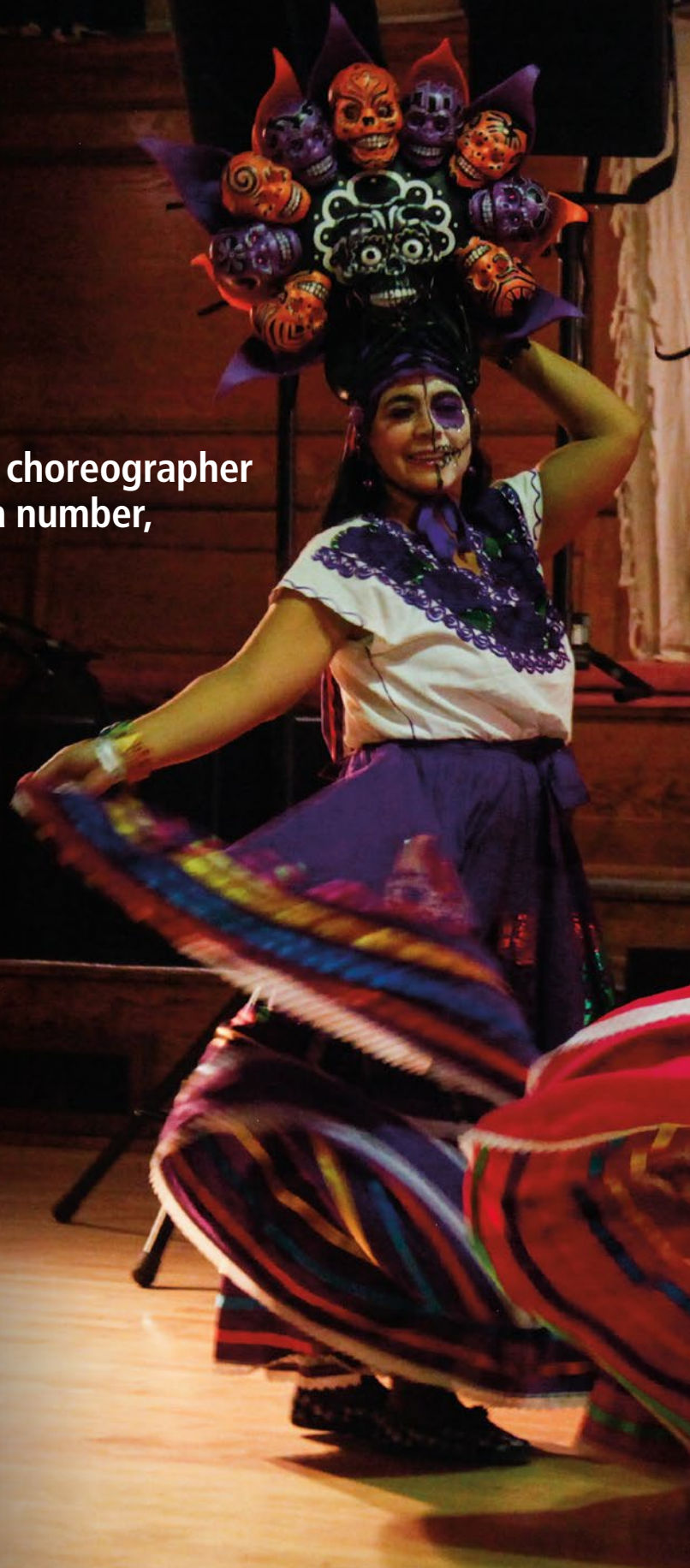
It is said that when one has a true passion in life, it is all-encompassing and is capable of giving you strength, energy and a never-ending drive and desire to showcase it to the world—and that certainly seems to be the case for Elsa Perez, a South African Londoner who is still inspiring many around the world.

A remarkable woman, Perez, through her dance classes, is inspiring others to share her passion and discover their dancing feet through an activity that she has loved since childhood.

“As most children do, when I was very young, I would just dance along by myself whenever music played. My father loved classical music so it was always playing in the house. My family didn’t have a lot of money so couldn’t pay for dance lessons for my sister and me at primary school, but we were lucky in that we were allowed to sit and watch the lessons, which we would then go home and replicate. We stole with our eyes and practised at home,” she laughs.

Her older cousin taught her to dance from the age of 12, culminating in performances in Sunday school concerts. At 13, her older cousin taught her to jive and do the samba, which she still loves today. From her father, Perez learnt to ballroom dance and at 13, she attended her first dance, where she danced with the members of the cricket club. At high school, she was part of a prize-winning Eurhythmics team, which incorporated various dances.

“As I progressed through high school, my love of dance and music was well-known and when I was about 17, I was asked to choreograph two dances for a production called *Hiawatha* (a piece of music that’s composed by Samuel Coleridge Taylor, a black Englishman, who’s half





Sierra Leonian and half English. I had to create a dance called ‘Spring’, which I danced down the steps of the City Hall from the back where the choir sat, down onto the stage and so on and the other one had to be an indigenous dance so I had to go to the Cape Town library and study all the moves that the indigenous people did and my mother made a beautiful costume,” she fondly remembers.

While studying to become a teacher at 18 years old, she started attending free dance classes as she could not afford professional lessons. “There was a woman named Gwen Michaels—from way, way back—who was a brilliant teacher and who did Indian and Flamenco dancing. So, I danced with her and also went to a professional Flamenco class. In those years, it was for whites only but I thought ‘oh well, they either kick me out or not’, and fortunately, they didn’t. They didn’t ask questions and they taught me, but no one was friendly to me. Regardless, I absolutely loved it. I also got to do some Indian dancing at the University of Cape Town at an event and it was great to be there. It was at this time that I started falling in love with dances from different cultures and wanting to experience more of them,” explains Perez.

She left South Africa in 1961 to study further. She trained as a teacher of maladjusted children at the London University although, by this stage,

she had already been teaching for six years, with physical education, dance and puppetry very much a part of her work.

Soon after arriving in England, she got married and had children, and stopped dancing for a few years in order to concentrate on her family. During this time she continued to teach. “We had a wonderful organisation, the Greater London Education Authority, and teachers were given free time to go and study anything that we liked so I became a music teacher, as that was really my forte, and I did many classes in different kinds of music and dance as well,” says Perez.

She was a founding member of the London School of Samba in 1984 and continues to dance with them in the annual Notting Hill Carnival. She has done choreography for them in recent years.

“The Nottinghill Carnival happens in London every year in August, with thousands of people taking part in it. It’s like the Brazilian Rio Carnival—it’s all Samba. It has taken place in London for over 50 years and over two days attracts around a million people. It’s one of the world’s largest street festivals and, when I’m able to, I always take part in it, dancing in the street for hours.

“I remember the very first year my friend and I did it, we danced for seven hours—we were much younger then, I was about 60—and it was

really an experience of a lifetime. Naturally, the next day was spent sleeping,” she laughs.

Perez studied all types of Cuban dance for about nine years and, with her husband, learnt the Argentine Tango, which remains one of her favourite dances. Another dance group that she works with is the Mandinga Carnival Arts Group, with whom she has participated in various parades and festivals including Gay Pride and the Mexican Day of the Dead, which will take place in November. “With its wonderful costumes and make-up, The Day of the Dead is one of the most visual and cultural festivals and we have danced for it many times. This year, I believe it’s going to be at the British Victoria and Albert Museum,” she says.

For Perez, dance is truly a universal language and she believes that one can definitely acquire a deeper cultural understanding through the lens of dance and performance.

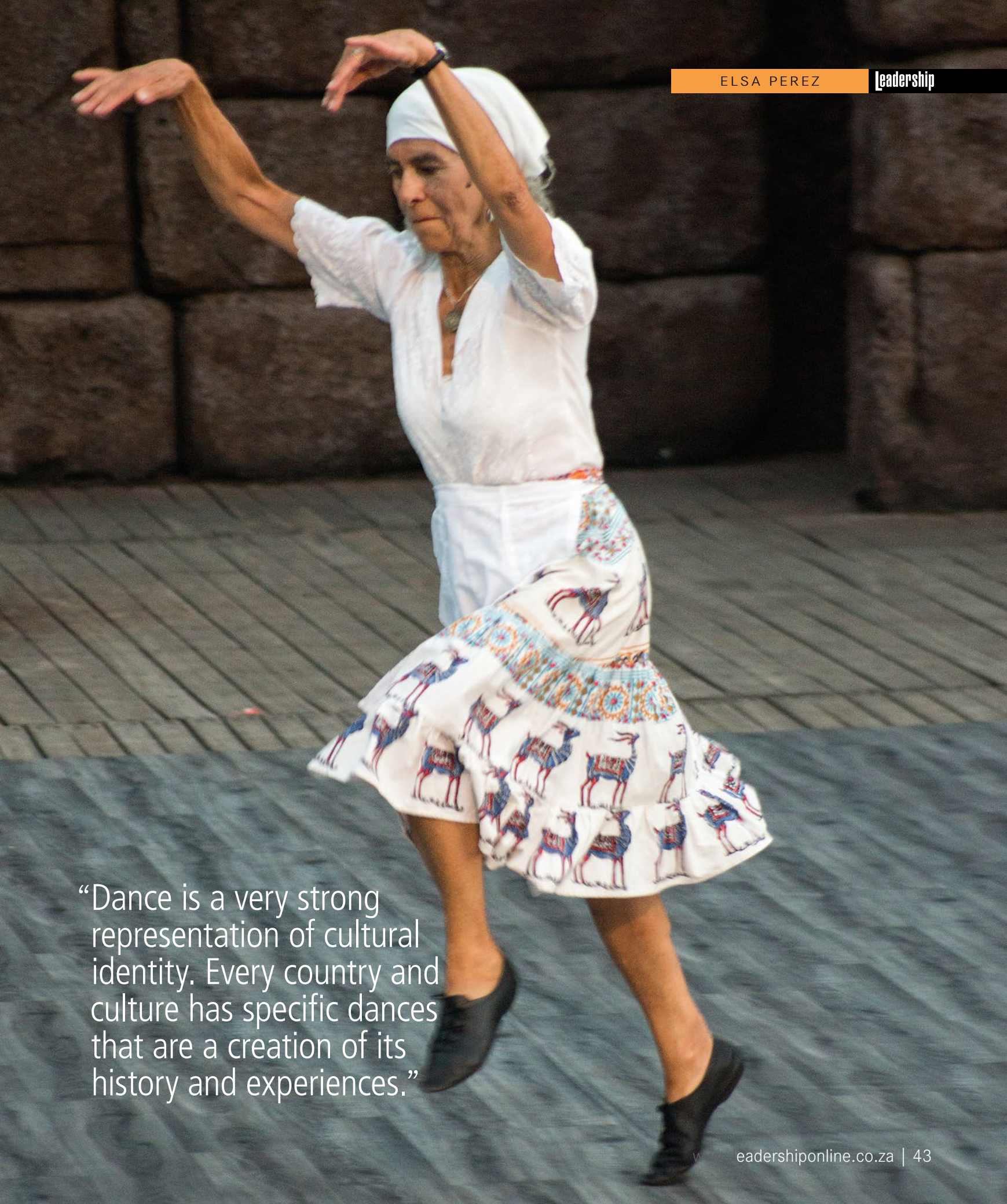
“Dance is a very strong representation of cultural identity. Every country and culture has specific dances that are a creation of its history and experiences. Learning the dance form of a culture that you’re not familiar with can be key when it comes to truly understanding a culture. You’re learning about their languages, values and approach to their environment through something as accessible as dancing,” she says.

She goes on to say that once cultural performing and creative arts are understood, appreciated, preserved and practised acceptably, they will accelerate the achievement of communal coexistence and mutual national unity based on the sound foundations of diverse cultural identities.

“I can’t say that all people are interested in the dances and cultures of other countries but most people I have witnessed, are. Every October, three of us who are directors, we run a two-day international, inter-cultural and inter-generational dance festival in London. This year will be our 18th year. We don’t bring people from other countries as we don’t have the funding but in London, you’ve got all these groups of people that come from different countries to take part, and you become immersed in all the cultures. You get to see the national costumes; hear their music. Some of them, especially the Eastern Europeans, they bring their live bands and it’s brilliant,” she enthuses.

Perez teaches many Latin American dance classes all over London and has been teaching a dance class every Saturday for twenty years,



A woman, Elsa Perez, is captured in a dynamic dance pose. She is wearing a white short-sleeved blouse, a white headscarf, and a white skirt with a colorful, repeating pattern of stylized animals (possibly camels or horses) in blue, red, and yellow. She is also wearing black flat shoes. Her arms are raised and extended, and her body is in motion. The background consists of a dark, textured wall made of large, rectangular blocks, and the floor is a dark, patterned surface.

“Dance is a very strong representation of cultural identity. Every country and culture has specific dances that are a creation of its history and experiences.”

the participants known as the Iberian Group. The Iberian Folk Dance group in London was already established when she joined, 13 years ago. A friend asked her to teach her partner the female part of the Argentine Tango, which she did. After this, she was invited to join the group and fell in love with the dances—Spanish, Portuguese and Mexican.

After three years, she started to teach the newer dances that she had learnt from the guest teachers. When the last secretary died, she took over the running of the group.

Perez also leads the Proteas dance group, made up of mainly expat South Africans, some of whom dance in the Iberian Group. The Proteas have been going for 10 years and started off doing the quadrille and the Tafelberg Commercial Square. They then decided to start a group and practise dances Perez has choreographed to South African music. They dance the Cuban Rueda and the Cuban Conga too.

Getting Riel with tradition

For the past few months, Perez has been involved in learning and teaching the Riel Dance, an ancient dance born out of ceremonial

dancing around an open fire. This dance has been passed down from generation to generation amongst the Khoisan, the indigenous people of Southern Africa.

“I was actually told about Riel Dancing by a South African dancer, in passing, 10 ten years ago. However, last year, roundabout September, I really saw what it was all about and started reading the history,” she says.

Last year, a film, *Get Riel*, was made featuring Perez and South African Riel Dancing. It was composed of footage of Perez dancing and footage sent through by the Wuppertal Riel Dancers. “The film was entered into the Bristol Film Festival where it was voted third for the audience’s choice. Last month, the producers entered it into a film festival in Holland, where we were shortlisted for best feature. Unfortunately, we didn’t win but it was very well-received.

“My husband and I were in South Africa in January, where we met up with one team of Riel Dancers called Die Nuwe Graskouer Trappers and their coach who organised an overnight stay for them.

“We spent a whole day with the team who began to teach me the Riel Dance. Before coming, I had researched it online for ages and I thought I had learnt it all, however, I quickly found out that watching others perform it and doing it in person was a whole other story. I couldn’t pick up the little details in the step, so I had to struggle for a bit and it was tiring but they kept showing me, and it got easier. Since then, I have been practising like a mad woman, researching different groups and watching dance videos,” she says.

Perez will be back in South Africa this month to film a feature called *Elsa and the Riel Dancers* in Wuppertal, where the Riel Dancers live in very impoverished communities. The idea of the film is to showcase their traditional dancing and to help these teenage dancers with their schooling and touring costs. The film will follow Perez as she and a group of Riel Dancing school children share their stories of hardship growing up in Cape Town.

Dance gave Perez the chance to express herself in 1950s South Africa, where she was marginalised because of the colour of her skin.



“I remember the very first year my friend and I did it, we danced for seven hours—we were much younger then, I was about 60”

“I’m excited to return and do some Riel with them, now that I can really do the steps, and I am also going to teach them the Samba and do a little Samba parade. I have made a whole set of Samba costumes—there are 30 in their group, 21 boys and 9 girls—and I am nearly finished sewing them all,” she says. Costume making, she says, is another passion of hers due to its creativity.

Once the film is completed, it will be sold and the money put into a trust for the dancers to use for their education and touring. A Just Giving page has been set up to help fund the film project and any leftover proceeds from the sale of the film will be put in trust for the Riel Dancers (justgiving.com/crowdfunding/moira-rowan).

Perez has never forgotten her South African roots and growing up in Cape Town, under an Apartheid government, and knows all too well about not being afforded the opportunities to grow and develop as a creative individual.

“I have never forgotten my background and I am passionate about my home country and doing my part in helping those in need. I am one of the trustees of the Mzimkhulu Trust, which started in 2008. We raise money for a little preschool in Libode near Umtata. We work hard to send £2 000 each term. It pays for meals, equipment and donations to the two teachers, cook and gardener.

For about 10 years, my husband and I worked for Community Heart, started by Denis Goldberg. He moved back to Cape Town and the project moved to Manchester. I also donate to four other SA charities and attend their events. My SA group always dances for the one charity,” Perez says.

On what motivates her, she says that she has a lot of patience, is very goal-orientated and an optimist. “There are times when learning a certain set of dances I think ‘oh my goodness, will I get it’, especially if it’s a speedy dance. For example, if I’m doing a Samba dance I have to practice quite a lot to build up speed and energy—but I’ve got the patience and I work at it slowly,” explains Perez.

Asked what her secret to being as active as she is at her age she says, “I expect I’m blessed with good genes. I eat healthily and I exercise. I’ve always been a people person and I surround myself with positive people—I have lots of friends, my family and husband—and I never lack motivation for dance because I love it, I love



Dance gave Perez the chance to express herself in 1950s South Africa, where she was marginalised because of the colour of her skin

teaching it and love seeing people improve. I truly believe that a positive headspace can extend your capabilities, regardless of one’s physicality. The classes and workshops I teach are open to all, regardless of age or ability. I believe that I was born to dance, so I do,” she says.

Perez brings a joy and energy to dance, which transcends her age and shines a light on the creative spirit and ageing positively. In her 83 years, Perez has danced around the world, exploring the dances of South America, the Caribbean, Spain, Portugal and her own South

Africa. Due to her work, she has recently been awarded the prestigious membership of the Council of International Dance (UNESCO). She danced and taught a Riel dance when she attended their World Congress of Dance earlier this year in Athens. It was well-received and many were interested in the history of Riel dance and the Khoisan. It was an amazing five days of superb performances, workshops and lectures. ▲

Shannon Manuel

All the important little things add up

Khanyi Makwala was amazing to work with. No task was too small and no challenge was too big. She obviously loved her role and exuded confidence in all she did. From the moment I arrived at the GIBS Business School in Johannesburg on a chilly July morning, Khanyi had everything planned out and prepared with a deft and careful touch.

We had asked to move from the large and modern lecture theatre to a less formal room with round tables, enabling our attendees from Bidvest to better work together on the exercises and workshops that we had crafted. This was managed seamlessly and without any fuss at all. All was in order and well ahead of schedule as we awaited their arrival.

Khanyi had a story to tell that I wanted to hear. She had worked at GIBS for some seven years, but not always as the Programme Coordinator. In fact, her initial two years at GIBS were spent working as a cleaner for the outsourcing company that employed her. She loved the buzz that this great centre of learning and the students generated. She wanted the chance to do more, so much more, but without qualifications and any relevant experience, this seemed to be just another dream.

A vacancy arose for a desk receptionist, and Khanyi plucked up the courage to apply for the job. At first, she was not successful but she had been considered and despite not getting the job, her confidence had grown. She applied again when the next vacancy arose. She was accepted and she would never look back. Her strong work ethic and positive demeanour were soon being noticed and remarked upon.

A role with more responsibility was her target. A promotion brought her much closer to the custom executive education programmes that she was so curious about. One of the

professors encouraged her to apply for the role of project coordinator and she had all that was required. She now had the job of her dreams.

Her enthusiasm and passion filled the room as she spoke, her pride and the sparkle in her eyes made her special story linger in the air. I somehow felt that so many could benefit from not just hearing how she had bravely navigated the many obstacles and barriers, but also feel her energy and determination. A truly golden moment.

For many women trying to build a career, it is difficult to stay positive when things are not going according to plan or not moving fast enough. It's always worth simply remembering the journey you have been on to get to this difficult place. You may just realise that it's been a hell of a journey, with bumps along the way, of course, but you may have come a very long way from the relative dark days when you commenced this challenging initiative. This knowledge might just raise your spirits for another push because things are moving in the right direction.

No matter how much companies claim they try to eliminate unconscious bias, promote fair wages and encourage diversity, women are still underpaid and under-valued at virtually every step in their careers. Even more alarming, most studies suggest that the problem is actually getting worse, but is that really the case?

Despite the fact that 57% of college graduates in the USA are now female, fewer women

than men are hired at the entry level, according to McKinsey. That narrows the female talent pipeline from the start.

Just as worrying, if they do get hired, their chances of a promotion are limited. A 2018 *Accenture* report found women are 22% less likely to reach a manager level than their male peers, regardless of their qualifications; and only about one in five senior leaders are women. This is, of course, deplorable and further fuels the fight against such inequality.

Whilst doing my research for this article, I came across a really interesting and instructive article by the challenging and intelligent writer on all facets of contemporary leadership, Shellie Karabell, in *Forbes* magazine (19 May 2016).

It was so thought-provoking, hard-hitting and from today's perspective, controversial, and perhaps already somewhat dated just two years later, it deserved a response.

The catalyst for her article was the seminal 1977 book, *The Managerial Woman: The Survival Manual for Women in Business*, which went on to become a best-seller, by Margaret Hennig and her Harvard classmate, Anne Jardim—who went on to speak and give training courses to women in management.

“In an effort to clarify some of the thinking of professional women of my generation, and to hand down the benefits of our experiences, I—with input from other professional women—compiled the following list of Ten Commandments for Women leaders”.

On reading her Ten Commandments, they already seemed really dated and from another era, or is it more that things have perhaps moved on quite a bit?

It's not helpful to be critical of the past, as without the commitment, hard work and strength of those who came before, there may not be any platform at all to build upon. But it does help paint a vivid picture of the context of the times and it's not that long ago at all.

Whilst reading her Ten Commandments, I couldn't help thinking of the old adage, 'boys are brought up to be brave and girls are brought up to be perfect'.

1 Hard work and excellence are important but they're not enough. This is an important first step, but you and your competence need to be on someone's radar screen. You don't have to brag, just don't pass up the opportunity to remind people what you've contributed when the opportunity arises. Too much modesty can easily get you overlooked.

Beyoncé was at her peak a couple of years ago and would appear to sympathise with this. "We

need to reshape our own perception of how we view ourselves. We have to step up as women and take the lead," she said.

Maybe today, the onus is balanced between both women and the prevailing working environments and cultures. Where women have the choice, they must become far more discerning about the environment they choose to offer their skills to and decide to work in. Ensure the values of the organisation match yours—it will be too late to notice a mismatch after you have joined.

2 Network. This is also how you share your competences with those who might give you a leg up. It allows you to share knowledge with others who need it, learn from those who can teach you, and create an important base. Lonesome cowgirls don't do well in the business world.

An activist and powerful voice from the same time, Michelle Obama, the former First Lady of the United States, captures it beautifully, "No country can ever truly flourish if it stifles the potential of its women and



RENÉ CARAYOL, OUR VERY OWN BUSINESS GURU, CHALLENGES AFRICAN LEADERSHIP ISSUES

deprives itself of the contributions of half of its citizens."

Networking with 'like-minded' women is still vital, where experiences, best practice and lessons learnt are openly shared.



This will provide a feeling of solidarity and foster growth.

3 Prioritise. You may be able to “have it all,” but not have all of it going well simultaneously always. When you juggle work, family, social demands, etc., you actually spread the risk: when one thing goes badly wrong, there’s another corner in which to hide. But to make yourself crazy trying to do everything perfectly all the time is, well ... crazy. And impossible.

Flexible working environments have become essential for all employees. They cater and absorb many different approaches to work and are far more focused on outcomes than ‘how’ work is performed e.g. working from home, variable working hours and job share schemes.

4 Choose your battles. This is another form of prioritising. Choose those which will create the best for the company, for the family, for you. Err on the side of NOT sailing into battle. You run the risk of becoming a banshee.

Gender equality is everyone’s battle. The

is simply not the case. Those in charge have other things on their minds. If there’s something you want, ask for it. It’s not impolite; this isn’t a tea party. Don’t be afraid that the boss won’t like you.

There has been much rightful anger and indignation about the gender pay gap. The UK government has forced more than 10 000 large firms to reveal details of their gender pay gaps. Some of the pay disparities are more than alarming. All women in the workforce must know what their real worth is and openly talk about it.

Melinda Gates, Co-Founder of the Bill & Melinda Gates Foundation, states that “I tell my daughters to have their voice in this world, and it became clear I needed to role-model that”.

6 Dress well. Identify a female executive whose style you admire and copy it as best you can. Yes, like in high school. Even if you’re attached to your own style, you might find something to improve.

Earlier this year the UK government rejected calls for a specific ban after a campaign by temp

punctuation on either side of a well-thought-out statement.

Do not ever feel that it is best to be ‘seen and not heard’. Every voice deserves to be listened to with respect. There is room for many different approaches and styles. Do not be intimidated into selling yourselves short.

Meg Whitman, Hewlett Packard’s CEO and President, sees things a little differently: “Run to the fire; don’t hide from it.”

8 Do what you say you’re going to do. Do less, or say more, but make it balance. Deliver on the promise; make it real.

Become known for doing what you say you are going to do. It builds trust and respect from everyone in the team and is the best way to build a rock-solid reputation. Back yourself and don’t be afraid to make a commitment, no matter how daunting the challenge that lays ahead. If you’re bold you might fail, if you’re not bold you will fail.

9 Stay positive. Not crazy Pollyanna-like Cheshire-Cat-grin happy; comfortable-in-your-skin happy. Even if you’re not. Thinking of things that are going right will help you handle those things that are going wrong. Worry and pessimism only cast a pall over the realm of possibilities that could help.

Every team benefits from having those with a positive demeanour around. There is room for the more cautious and careful but that shouldn’t mean doom and gloom every day. Constant pessimism is never fair or liked.

10 Don’t sleep with the boss. Many do. Not smart. You lose.

Circumstances change—values don’t. No matter what happens at work, stick to your values all the time—never let anyone convince you otherwise.

The value in real terms (i.e. after accounting for inflation) of the prize money won by Wimbledon men’s champion, Rod Laver, in 1968 was £30 000—the first year professional tennis players were allowed to play in the Grand Slam tournaments. The women’s champion, Billie Jean King, won £11 000. Both the men’s and women’s champions in this year’s tournament took home £2.25-million.

Serena Williams has become the role model for so many and when asked about the gender pay disparity, she answered, “The success of every woman should be the inspiration to

For many women trying to build a career, it is difficult to stay positive when things are not going according to plan or not moving fast enough

more men that actively sign up to be part of the necessary change is critical to the success in the challenge for gender equality.

Malala Yousafzai, the Nobel Peace Prize Winner stands out for a new courage in speaking up, “I had two options. One was to remain silent and never to speak and then to be killed by the terrorists. The second option was to speak up for my rights and then die. And I chose the second one.”

5 Speak up. Recent research by INSEAD Business School Professor, Horacio Falcao, shows that one of the reasons women are lagging in the salary sweepstakes is their failure to negotiate. This may be a component of women’s belief that working hard will get them somewhere—that efforts will be recognised by those who are in charge. This

receptionist, Nicola Thorp, who was sent home by receptionist outsourcing firm Portico, on her first day at PwC after refusing to wear two to four-inch heels.

It is unacceptable for anyone to suffer discrimination in the workplace and being forced to wear fashionable high heels is discrimination. Surely, it’s more about how people do their jobs rather than what they wear. Once again, find the environment which will enable you to thrive, doing it ‘your’ way.

7 Use silence. Not to be confused as the antithesis of “speaking up.” Women talk more than men; they ramble, they forget the cut-off valve between mind and mouth. I have no statistics to support this—only memories of business meeting presentations made by women that went on far too long and ended badly. Silence is a useful



Do not ever feel that it is best to be ‘seen and not heard’. Every voice deserves to be listened to with respect.

another. We should raise each other up. Make sure you’re very courageous: be strong, be extremely kind, and above all be humble.”

From best practice to next practice

- Salary openness
- Flexibility—make work/life balance a priority for your employees
- Make things equal but not the same—sometimes managers think that they have to treat everyone in an identical manner. When Jane asks for a more flexible schedule, don’t deny it because John doesn’t have one.
- Make mentors available to everyone
- Harassment needs to be identified and stopped immediately
- Re-evaluate job specifications for the senior management team in the case of companies not hiring women for senior level roles, they should identify what barriers they have constructed, which have led to fewer job applications from women.

- Consider the culture, policies, and practices currently in existence in your business.
- Bold leadership
- Comprehensive action—one-off events and activities rarely deliver
- An empowering environment

Shellie ends with, “perhaps another list of commandments will be written before another 45 years pass ...”

It will not take another 45 years. As things change for the better, so many women get stronger and are now forcing change, not just asking for it. Many men feel compelled to also fight for what is right. Together, they are an unstoppable force for good.

Britons at long-last give up traditional gender roles


A new survey by the National Centre for Social Research suggests Britons have abandoned

traditional views on gender roles. Almost three-quarters of the public no longer believe that women should be homemakers while men earn money. As recently as 1988, a majority still said women should stay at home while men went out.

We started with the perseverance of Khanyi, which led to the opportunity she always wanted, and the late and great Maya Angelou may well have been describing her, “You may encounter many defeats, but you must not be defeated.

In fact, it may be necessary to encounter the defeats, so you can know who you are, what you can rise from, how you can still come out of it.” ▲

René Carayol
rene@carayol.com,
www.renecarayol.com,
 @ReneCarayol

A close-up portrait of Bronwyn Kilroe, a woman with long, wavy blonde hair, smiling warmly at the camera. She is wearing a black top and a thin silver necklace. The background is a plain, light-colored wall.

“For business success, laughter is a business asset. Laughter is a serious business!”

Laughing all the way to the bank

“There is little success, where there is little laughter.”

Andrew Carnegie

When was the last time you had a good old, hearty belly laugh when you guffawed with carefree abandon? According to a study by Dr Michael Titze, a German Psychologist, people used to laugh an average of 18 minutes a day in the 50s. Today, that's down to four to six minutes a day.

In another study conducted by the researcher, Dr Lesley Harbidge of the University of Glamorgan, infants can laugh aloud as many as 300 times every day, compared to people in their twenties, who laugh four times a day, people in their fifties, who laugh three times a day on average and sixty-year-olds, who only manage to belly laugh a mere two-and-a-half times.

No matter what age you are, and whether you laugh according to the study average or not, just consider how running a business or leading teams can make life become even more serious and far less funny.

I recently met up with Bronwyn Kilroe, Cape Town's very own Laughter Coach, to find out why it is so important to laugh and whether you can really laugh your business to success? Could laughter impact a company's reputation?

What exactly is a Laughter Coach?

I create happy, productive teams through laughter skills.

Why is it important to laugh?

Laughter is the best medicine because every time you laugh out loud, you dramatically

improve your physical, mental and emotional health and well-being. Scientific studies and research clearly prove the positive and therapeutic effects of laughter on boosting health, happiness and well-being. Best of all, this “Ha Ha” medicine is fun and easy to use.

“Forbes reported that happy employees were at least 50% more productive in their jobs”

Why should people invest in a Laughter Coach?

For business success, laughter is a business asset. Laughter is a serious business! No joke! In a recent study, Forbes reported that happy employees were at least 50% more productive in their jobs. The happiness of your employees directly affects your bottom line because happy employees are productive employees. One of the quickest and easiest ways to create happy employees is with regular Laughter Workshops. It is more than just laughing, it is a science-based methodology, designed to empower and educate teams with practical stress management

laughter skills that they can use in their daily life, at work and at home. Participants are armed with skills that help them to work under pressure, cope with stress, deal with change and boost their workplace performance, producing immediate results.

Finding humour in everyday situations in the workplace is an excellent antidote to stress as it helps to diffuse difficult situations, lighten your burdens and keeps you positive, no matter what obstacles you are facing. Humour helps with team morale and engagement levels. A workplace that feels fun and friendly will enhance employee happiness and productivity and reduce absenteeism rates. Appropriate humour also helps to break down barriers and is a wonderful way to break the ice with clients, customers or colleagues. Humour connects us with others, diffuses conflicts and encourages teams to work together.

How did you become a Laughter Coach?

I was first introduced to the concept of Laughter Coaching when I was a Television Director and doing an insert on Dr Madan Kataria, the founder of Laughter Sessions. I was blown away that this medical doctor from India was providing lots of research and scientifically proven benefits that laughter has on the human body; mentally, emotionally and physically. I thought to myself, ‘Wow, more people really need to know about this information to help them cope with life’. Coming from a corporate background in the high-pressure film and television industry, I met many unhappy, stressed-out,

depressed, anxious and overwhelmed people who were struggling to cope with the stressors of life, but not succeeding. The purpose of life is to be happy and find joy. Unfortunately for many people, this is nowhere near to their reality. I then had my 'aha!' moment and decided to become a Laughter Coach, to help unhappy people rediscover their smile and remember how good it feels to laugh.

When people hear that you are a Laughter Coach, what is it that they think you do?

They think that I am going to tell jokes to make them laugh. However, a Laughter Workshop is based on the concept that anyone can laugh, for no reason at all, without using jokes, humour or comedy. You don't need to feel good to laugh and you don't need to have a sense of humour to laugh.

A Laughter Workshop teaches people how to laugh 'without intellect' and allows you to achieve sustained, hearty laughter without involving cognitive thought. It bypasses the intellectual systems that normally act as a brake

on natural laughter. Once released, natural laughter is difficult to stop.

It is founded on the concept of 'faking it, till you make it' and based on the scientific fact that the body cannot distinguish between fake, simulated laughter and real, genuine laughter. This means any time you laugh, whether real laughter or simulated, fake laughter, your body still releases endorphins and serotonin (happy, feel-good hormones) into your bloodstream, which I call the 'happy cocktail'.

Scientific studies and research clearly prove that this 'happy cocktail', produced by prolonged laughter, dramatically improves your overall health and happiness.

The exercises are done in a group because laughter is contagious, so the fake laughter quickly turns into genuine shrieks, howls, roars and fits of chuckles and giggles.

What is the one lesson that you want people to take away from your workshops?

Everything you want is because you think you will feel happier if you had it. So, why don't you

go straight to feeling happy by just laughing more? Because laughter instantly makes you happy.

If you can approach all situations you encounter with laughter, you can literally laugh your way to health, happiness and success. So, take time every day to laugh more, laugh as often as possible, do things that feel fun, do what makes you happy and be with the people who make you smile. Life is supposed to be fun. You are supposed to feel good. You are supposed to be happy and a daily dose of chuckles and giggles is the key ingredient to achieving this.

"We don't laugh because we're happy, we are happy because we laugh." ~ William James

What should people know about being a Laughter Coach?

Being a Laughter Coach is my life purpose and passion. I love to inspire, uplift and encourage people to follow their dreams, to have fun and to do what makes them feel good.

It is my mission to transform lives, one laugh at a time. Seeing the transformation in



"If you can approach all situations you encounter with laughter, you can literally laugh your way to health, happiness and success"



“When companies really care about the happiness of their employees, they can increase staff productivity and performance, leading to improving the bottom line”

the corporate teams I work with, before and after a Laughter Workshop, is pure bliss for me. They arrive stressed, anxious, depressed and then to see their frowns turn into smiles of joy and happiness, and to hear the roars, shrieks and chuckles whilst enjoying some good belly laughs together is a pure delight.

My core focus is working with corporate teams, however, I have just returned from facilitating laughter workshops with 800 miners.

I upskill them with practical stress management skills and empower them with practical positive tools for them to use in their daily lives.

Feedback from participants is that the relationships with their colleagues have blossomed, marriages have been saved, health issues have been cured, workplace motivation and productivity have increased and they are teaching the simulated laughter techniques to their families, friends and children. I have heard from others

that they practise the laughter exercises when stuck in traffic or feeling stressed out at work, and this confirms that I am on the right journey, it is priceless.

How do you maintain your own sense of humour?

I actively look for humorous situations every day and try to see the funny, lighter side of the situation or the irony and absurdity of life. When we change the way we look at things, the things we look at change, and finding humour in challenging situations helps you to step back from the problem, reduces your stress, gives you a new perspective and helps you to cope with the difficulty you are facing. I also watch lots of comedies and funny sitcoms and regularly spend time with positive friends who easily make me laugh out loud. I also remind myself often to lighten up and not take myself or life so seriously.


Do you have any tips on how to develop a sense of humour?

At the end of each day, ask your family or friends what the funniest thing was that happened during the day. Sharing these funny moments will get you laughing together in no time. When you are feeling depressed or sad, just plaster a big fake smile on your face and within a few minutes, you will start to feel better.

When companies really care about the happiness of their employees, they can increase staff productivity and performance, leading to improving the bottom line—these are factors that also contribute positively to an organisation’s reputation. Isn’t it funny that something as simple as laughing could be the secret ingredient to take your business’ reputation to the next level, creating a win-win scenario for the company and your colleagues’ general health? ▲

Regine le Roux

Junior miners still struggle against the system in SA



Despite South Africa's stated intention of nurturing a junior mining sector as a key strategy in revitalising and transforming the sector, voices at the recent Junior Mining Indaba in Johannesburg, South Africa, were clear that this was not happening

Mark Wanless, Principal Resource Geologist and Partner at SRK Consulting (SA) said, “There is a strong sentiment among junior mining companies that they are marginalised and excluded from the action.”

Wanless said the message from speakers was that they were strongly opposed to Mining Charter 3, and had not seen any benefit from Mining Charter 1 or 2.

“They would like smaller firms and start-ups to be exempt from BEE requirements, as having a large BEE shareholder with a limited funding capacity is a big hurdle when seeking capital funding from investors,” he said.

There was also a sense that the government and the Department of Mineral Resources (DMR) have stifled business by over-regulating the sector and by setting unrealistic hurdles for mining and exploration companies to acquire prospecting licences.

“The DMR has no usable portal where explorers or investors can find out who requires which prospecting licences, and what licences are available,” he said.

“The application process is quite opaque, time-consuming and expensive; previously, it was possible to get a prospecting licence for a nominal fee on the same day,” he added.

Geological information should be easily available to explorers but is not—as there is no proper geological survey; while the Council for Geoscience holds valuable information, it has no efficient and accessible way to share it.

He noted that many junior miners felt that the way the DMR works has led investors to believe that South Africa is a risky place to invest money in exploration. They also said that corruption within the DMR was a major headache, as the bribing of officials is apparently common to ensure an application is processed.

“Factors like these have made fundraising on the Johannesburg Stock Exchange for mining projects within South Africa very difficult—despite attempts by the JSE to provide a fast-track, cheaper listing process for junior miners. Getting funding from outside South Africa is equally difficult, given the regulatory environment and the difficult permitting process. There is little appetite for high-risk investment,” explained Wanless.

He highlighted, however, that there were still a number of presentations at the Indaba, which confirmed that South Africa remains a very good place to be conducting exploration work, as there was substantial geological potential.

“These illustrated that we have so many world-class orebodies—like the Witwatersrand goldfield and the Bushveld complex—that many of the smaller but still good, quality deposits

have been under-explored or overlooked. The country has a wealth of skills and experience in mining, providing plenty of potential to revitalise the industry. The prevailing opinion at the Indaba, though, was that government and unions were getting in the way of exploration and smaller mine developers,” he said.

According to SRK (SA) Partner and Principal Mining Engineer, Marcin Wertz, it was significant that junior mining companies had recently formed their own alternative association to champion their interests.

“This is a sign that they feel their voices are not being heard and that the stakeholders currently negotiating the Mining Charter do not represent them,” said Wertz. “They see today’s large mine companies as representing global players who have options elsewhere, the trade unions as serving their employed constituents rather than potential new entrants to the labour market and the government as being ideologically opposed to free enterprise,” he added.

He noted that exploration spend in South Africa was very low—just 14% of Africa and 2% of the worldwide spend—and we could learn from mining regulations in West Africa, which are tailored to explorers, while ours are tailored to producers. ▲

Sally Braham

About Marcin Wertz

Wertz is a Partner and Principal Mining Engineer with over 31 years of experience in the field of mining engineering. His expertise includes reviewing mining methods, underground layouts and production scheduling for various underground hard rock mines and mining studies, conducting reserve audits with emphasis on resource-to-reserve conversions.

About Mark Wanless

Wanless is a Principal Resource Geologist at SRK Consulting (SA). He has over 22 years’ experience in the field of geological and resource modelling, geostatistical grade modelling and computerised mine planning. His expertise includes resource estimation for a range of commodities including gold, PGEs, base metals, iron and manganese and mineral sands, and due diligence auditing of a range of mineral commodities.

Leading the charge for women in financial services

Karin du Toit joined Old Mutual Alternative Investments (OMAI) in May 2010 as the Chief Operating Officer and is responsible for maintaining and improving the business' operating capabilities and project managing major business initiatives such as product development and business planning

OMAI is the largest private alternative investment manager in Africa, with over US\$4.8-billion (R58.8-billion) under management in private equity, impact funding and infrastructure assets.

Speaking from 18 years of operational, financial and project management experience in financial services, Karin discusses her personal career milestones as well as the opportunities and challenges for women in the industry.

Who is your role model?

I admire and respect a number of people who continuously strive to move the world forward. If I had to pick one, it would be Elon Musk due to his tenacity and passion for innovation. A little closer to home, I have a deep respect for Advocate Thuli Madonsela, the former Public Protector of South Africa. For me, she really encapsulates the essence of women in leadership: deeply principled, fair, compassionate, superlatively smart and having an almost old-world elegance. Adv. Madonsela is also a vocal advocate for the advancement of women and gender equality and has written a number of excellent books on this topic.

What have been some of the greatest milestones in your career/life to date?

I first cut my teeth in the industry by working in the back office (or the "backbone") of an asset manager. This was incredibly difficult and often

thankless work. But I learnt so much about the inner workings of the industry. During this time, I also furthered my studies. I never thought that it would one day lead to the strategic role I now have. Working on a number of small goals, each achieved over time, is my preferred way of moving forward in my career and in life. More recently, I became a mother and it surely is my greatest achievement thus far.

As a female leader, what has been your most important lesson learnt?

Don't hire just for the sake of filling a position and make sure you hire the right person the first time. Effective leaders hire those who are going to help them succeed, not to fill a vacancy.

Are you seeing an improvement in the number of women in senior management/board positions in South Africa?

Progress in female representation at the top of South African businesses has been slow. Bain & Company's 2017 report found that the percentage of women in senior leadership roles in South Africa has been relatively flat, with representation increasing slightly from 26% in 2004 to 28% in 2017.

However, these figures are on par with the rest of the African continent, where 29% of senior leadership roles are held by women and, indeed, are better than some developed countries, such as the UK (19%) and Australia (23%). In addition, there have been positive signs of a global shift on inclusion. Deloitte has reported

in its 2017 study that the number of executives who cite inclusion as a top priority has risen by 32% since 2014. There is more to do but as leaders focus in on the business case for diversity and inclusion, I am optimistic that the dial will shift at a faster pace within organisations.

What advice would you give to women considering a career in the asset management industry?

The asset management industry is an analytical, detail-orientated and rather methodical world – all left-brain. You have to know this, understand this and be able to thrive in this type of environment. Secondly, you need to find a culture and an environment that aligns with your own values. One spends more time in the office than at home, so it is important that you enjoy the office and the people you work with every day. The industry is still dominated by males but we are seeing progress in this respect and I have equally experienced dynamic, exciting and well-balanced teams where your voice can be heard.

What more could be done to support women's progression in this industry?

I believe that peer mentorship is incredibly important to ensure that employees feel supported and valued. Mentorship is particularly impactful for women and minority groups. Bain & Company's 2017 report on female progression to senior leadership positions found that an open culture in which managers provide regular feedback is crucial for mid-career women,

who are 20% more likely to feel uninspired by their work. Furthermore, men and women who receive this kind of support are 22% more likely to believe that they are more capable of advancing than their peers.

What are some of investment opportunities in Africa?

There are significant opportunities throughout the African continent, which are driven by underlying demographic shifts (such as the rise of the consumer class), Africa's natural competitive advantages and significant ongoing supply-demand imbalances. The African Development Bank forecasts aggregate GDP growth across Africa at 4.1% in 2018. This economic growth is encouraging, reflecting Africa's status as the world's fastest-urbanising continent, with an average of 24 million additional people per annum projected to live in African cities by 2045.

Add the African Continental Free Trade Area (AfCFTA) agreement signed in March 2018 and the rising middle class, there is a clear growth opportunity. Infrastructure is standout for OMAI and the AfCFTA presents opportunities in logistics, roads, rail and ports. Africa is highly diverse, with very different economies, governments and resources, and with different levels of risks and returns. We believe the fundamentals of Africa will present continued growth opportunities across a broad range of countries and sectors for several more decades to come. This is a great time to be investing in Africa.

What effects have the recent political changes in South Africa had on the industry?

South Africa has been through a period of low growth but looking forward, confidence is lifting.

President Cyril Ramaphosa's government has made some key decisions the past few months, including several preferential trade agreements, and has reached financial close on a number of new renewable projects to which OMAI has contributed.

How can African asset managers deliver value to their investors?

OMAI has a long history of investing in Africa, having originated in 1970 as Old Mutual's private equity arm, and these roots give us

an unparalleled advantage in seeking out non-obvious investment opportunities and navigating the complexities of investing in Africa. To create superior and sustainable value in Africa for investors, partners and communities require a deeply embedded local presence (as well as a global network). OMAI has a team of 95 investment professionals and five offices in four African countries. At a time where Africa's population and economies are growing, it is

vital that asset managers are also committed to sustainable development across Africa. At OMAI, our investments make a tangible difference on the continent by contributing to infrastructure growth and meeting education and accommodation needs, creating a positive and lasting contribution to South Africa's and Africa's growth prospects. ▲

Staff reporter



Karin du Toit

Achieving architectural balance

Kate Otten is one of the country's foremost Architects who is known for designing South African buildings that embody the relationship between people and place

House Shutte

For Otten, her journey into architecture was one that was entirely coincidental, and it was only much later on that it became a passion. A classical guitarist initially, when her music teacher went to Durban University, so did she. Here, she happened to study architecture. After her first year of studying, she began to fall in love with it and it became much easier to sign up for the same thing the following year than to change courses and go to music school. However, when her music teacher returned to Johannesburg, so did she.

“It was during my fourth year of study—the practical year—that it became a passion and I was very inspired by it. I worked in the office of Muhammad Mayet, one of the few people of colour who had a practice, given that it was around the mid-80s, within the Apartheid years. He was engaged in creating these community mosques in Malawi. It’s quite interesting because he was interested in a far more stylish kind of architecture and I was in love with doing a far more rural, traditional mud-baked brick style of architecture. I went to Malawi with an entire crew of Muslim men building mosques in Malawi. It was fantastic. That became a turning point for me and quite an inspiration. And then architecture just took over,” Otten recalls.

She graduated from Wits University in 1988 with a Degree in Architecture and worked for a number of practices to earn enough money to start her own company. She started her practice in 1989, just one year out of university.

Her practice’s work has won awards from several bodies and has been exhibited and published locally and internationally. Philosophically, the work is mindful of place and people—they work within the African tradition of spaces being emotional carriers of meaning.

“For me, the idea that a building or a structure is placed in an environment is critical to my understanding and to my design process. There are some very important things that influence how I approach architecture—the location of the building and the surrounding landscape, what is the community within which the building will be placed, who is the building for, what have we got to make the building work—all of these things influence how the building is designed,” says Otten.

“If the surrounding landscape is a natural one, I will seek to conceptualise the building

or aspects of it as part of the language of the natural landscape. If working within a very urban environment, there will be a need to connect to nature and have it be a central part of the building. And this connects to the human factor—how a building responds to the emotional needs of the user and how it influences and impacts their experience of the building. If you have incorporated nature, such as through using natural materials, it’s going to make people feel more at ease or more connected to the environment, which is important,” she elaborates.

For Otten, sustainability is a key theme but it is best described as a resourcefulness—the greening of the environment is the consequential outcome of addressing a variety of other issues like social fabric, economics and ingenuity, rather than merely being an end in itself.

For her, there is an emotional connection to creating a space or a place.

“My approach is deeply personal as I engage with the client, the builder, the people in my office and those on site,” she says.

This is clear in her buildings. Otten was involved in the restoration of the Old Fort on Johannesburg’s Constitution Hill where Nelson Mandela and Mahatma Gandhi were imprisoned, an intensive and slow process that involved carefully scraping away layers of history as she preserved the country’s heritage. Her practice restored, rebuilt and added on to the historic Women’s Jail, also on Constitution Hill, an accomplishment she takes intense pride in.

Built around 1909, the Women’s Jail was considered a ‘fine example of English prison architecture’, however, it is better known as a place where women anti-Apartheid activists were unjustly imprisoned. Through this project, the jail was transformed from a place of oppression and brutality to a symbol of freedom and a place where human dignity is restored.

Otten explains that later additions to the jail were demolished to restore the significance of the original buildings and courtyards and two new office buildings were inserted to house the human rights commissions notably, the Commission on Gender Equality. History is revealed through the juxtaposing of modern elements with the old—the historic buildings activated by the new interventions. Prisoners had to obsessively clean the central atrium but were never allowed to walk through the centre of it. Now, access to the new offices is via this space, past commemorative exhibitions that



describe the past and interface between a public museum and a private office space.

“The new architectural language respects the scale and proportion of the historic fabric but simultaneously seeks to expose and transform the prison. The new buildings, for example, quite literally ‘jump over’ the existing perimeter wall—a gesture symbolising the transformation from a place of confinement to a new expression of freedom and democracy. Architecture, rather than being a passive heritage artefact, becomes a prompt for renewal without compromising the respect, which is owed to the past,” explains Otten.

Kate Otten Architects has created more than 150 buildings in the past two decades. Otten has transformed a number of homes in 4th Avenue, Parkhurst, Johannesburg, into shops, running a canopy along the length of the street. Its dynamic, folded shapes reflect the rhythm of life passing beneath it. She has designed community libraries, a waterfront development in Tzaneen and an art therapy centre in Soweto.

Notable work that exemplifies the principles of Otten’s architect firm includes Gabriel’s Garden, a 1930s heritage home which is now a National Monument; Lulu Kati Kati, a house owned by Otten and best described as ‘an urban treehouse’, and Wits Rural community. This campus provides an internationally recognised, alternative teaching platform for in-situ research into indigenous fauna and flora, conservation

*Women's Jail**House Blount*

and socio-economic policy and practice for rural communities.

It was recently announced that Kate Otten Architects has been shortlisted for the prestigious World Architecture Festival Award for outstanding design in various categories. Otten's building 'Law on Keyes' in Rosebank, Johannesburg, has been nominated in the Office Category of the 2018 awards.

"The making of this building was a journey that challenged assumptions of what corporate and commercial architecture should be. It was also a journey that stretched our very enthusiastic client's vision of what he wanted. He has become our greatest praise singer," says Otten.

"Legal practices need to reflect certain powers at play—clients need to be impressed, opposing counsel needs to be intimidated—while maintaining a level of physical and spiritual comfort conducive to long working hours for the staff. Through a careful three-dimensional manipulation of spatial relationships, the design of this boutique office creates a spatially integrated

working environment while still maintaining the functional requirements of privacy, security and hierarchy.

"We're very excited to be shortlisted for such a prestigious international awards programme and to be representing great design from South Africa. There are not many participants from the African continent of Africa but this is on the increase. This year, there are, I think, five of us who are South African who are finalists in one category or another. And it's fantastic because it puts us on an international platform and showcases the strength of our ability, which is really important, as one of the things we tend to suffer from is thinking that other nations are better than us," explains Otten.

"I was recently at this African Union of Architecture Congress and one of the things that was very exciting was how there's a great sense that Africa is like the new future. There is definitely a shift happening, from a Eurocentric to a more Afrocentric view. People are looking

more towards Africa, as opposed to Europe for inspiration," she adds.

"If you go back quite a number of years, Tuscan or Georgian style buildings were all the rage in the architectural sphere. We were taking from established Eurocentric things and trying to make them our own because it made us look and feel important. That is shifting enormously here and also in the world at large.

"In China and Vietnam, there's some amazing work going on that is both traditional and contemporary. Traditional ways and locally appropriate ways of creating buildings are receiving renewed value and energy, and those projects are doing really well. They feature in this World Architecture Festival, which, for me, is fantastic as it represents a kind of an acknowledgement of the value of tradition," says Otten.

Asked whether South African architecture has a unique identity that we are fully utilising whilst still being modern and contemporary, she says tradition is something that develops

over time, growing and changing according to a need and what is available.

“South Africa has a very young democracy and there’s still a lot of unrest taking place but part of that mix is also that we will find our own strengths in our values and our traditions. In architecture, they call it critical regionalism—when you seek to provide architecture rooted in the modern tradition but which is still connected to a geographical and cultural context. I have often been described as a critical regionalist. It’s a mediation between the global and local languages of architecture, and I think that’s what tradition is about as well—a combination of the new and old,” she says.

As a woman architect, Otten believes that while women architects should be celebrated, it should be done without undermining the fact that they are architects first and women second.

“I fully support shining the spotlight on women in architecture and in other fields, however, you don’t want to undercut the fact that we are architects by saying that we’re a very special breed, due to being female. People building each other up, especially women building up other women, is very important. There are many women who worked in my practice who came from some really difficult situations and I valued them and the role they could play in the office, which enabled them to have the strength and self-belief—I think it’s very important,” says Otten.

She further states that giving exposure to successful women allows those younger to view them as role models and be a source of inspiration and motivation in achieving their own goals.

“I know that my practice has been very important to a lot of young architects, particularly women, and I am aware of the role that I’ve filled. I think it is valuable and I think it is important.

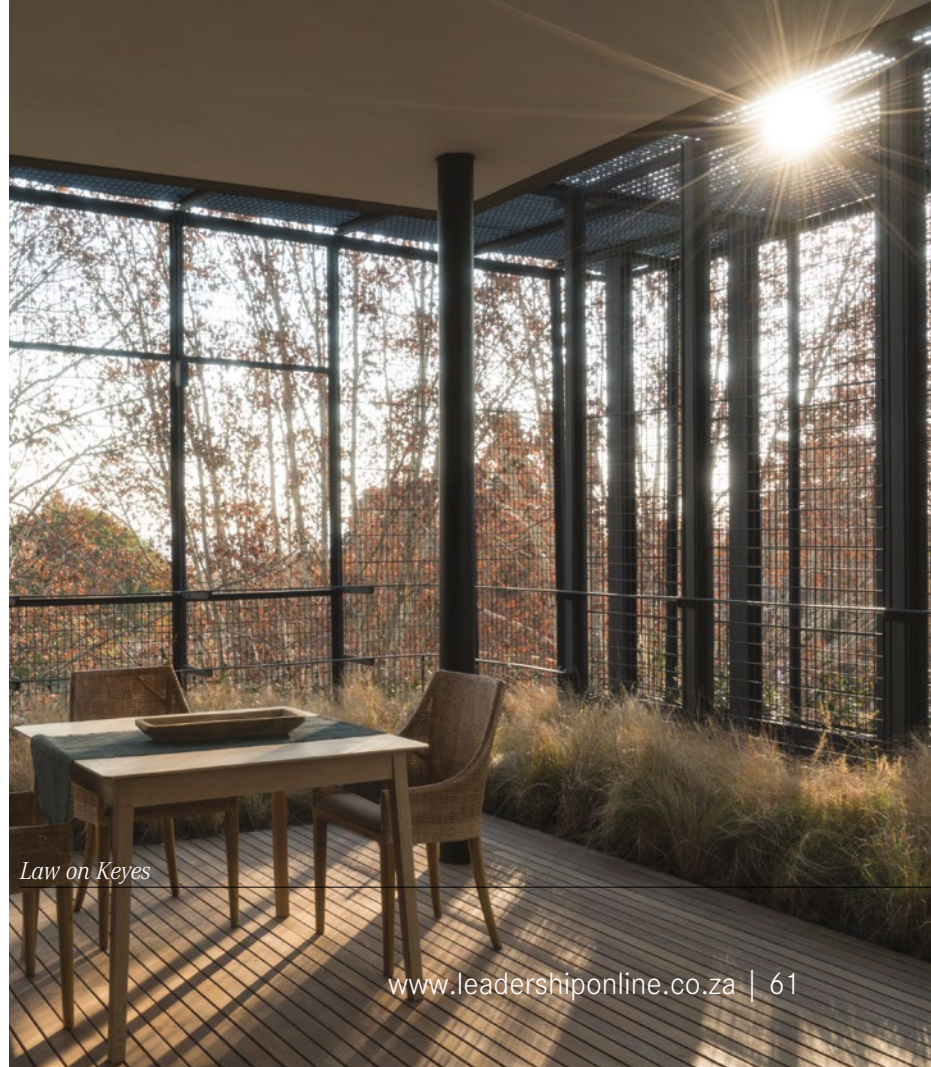
“I started my practice in a time when work was scarce and architecture was largely the domain of white men. What gave me the courage, or reckless will, if you like, to start my own practice at this time in South Africa? Perhaps it was the very reason that I was an architect, that I didn’t fit into the mainstream and that I was young and ambitious,” says Otten.

“I wanted to build, make fantastic architecture and be famous. In a way, it was a survival strategy but, ultimately, it was an empowering choice and one that has allowed me to have my own voice and enabled me to create a safe place to pursue architecture for myself and other women and men who are feminists. But do not fear feminism—it is really only the desire for equal rights and equal opportunities for both men and women. Chimamanda Adichie says ‘we should all be feminists’. We can empower ourselves by embracing this ‘other’. I have built my practice on these terms and in so doing, my practice has a very a different sensibility to most. With the work that we have done, I hope to leave a legacy of inspiration that will help young architects do the same,” she concludes. ▲

Shannon Manuel



Wits Rural Facility



Law on Keyes

Is Knysna back in full bloom?





The resilient residents of Knysna have been through some difficult times over the last year, with rebuilding efforts taking centre stage after a torrid fire ripped through the travel mecca in June 2017, leaving the rich and poor temporarily homeless



Many of the large burnt-out houses have been rebuilt in double-quick time, with little reminder of the devastating fire





Many homes, from million-dollar mansions to low-cost houses, were affected, while the vibrant tourism sector had to brace for the subsequent down-tick in tourist numbers. Some establishments had to close their doors due to fire damage while repairs could be done.

I visited the areas directly after the fire in June 2017 and the difference compared to July 2018 is unreal. Many of the large burnt-out houses have been rebuilt in double-quick time, with little reminder of the devastating fire. Some of the houses left un-built are those that were uninsured, reportedly, and they are now selling for a fraction of their original value.

Thankfully, the tourists who drive the local economy have returned to this adventure hub with a vengeance, and with the Oyster Festival, major running, mountain biking and cultural events taking place during the year, business is beginning to boom again.

But before setting out for Knysna on the latest visit, I decided to get the famed Isuzu KB300 for the journey. It's as good as it gets in terms of rugged 4x4s and has arguably the most reliable engine in a very tough class of bakkies, which equates for much of the market in South Africa.

The bakkie was essential, as the N2 highway is not an option with all the road works and I prefer the gravel road less travelled. I took the route down the N1 to the Touwsrivier to get out of Cape Town and then dropped down through the beautiful Seven Weeks Poort, ending up a few kilometres before Calitzdorp on the famed Route 62.

The route certainly has less traffic and I only saw five other cars on 200km of glorious country roads. Being the middle of winter, we were treated to snowfall, which was a real treat after the drought.

The Isuzu held up exceptionally well on ice and muddy sections and left one with a sense of security, knowing it would get you to your destination safely.

After seven-and-a-half hours at the wheel, we arrived at the Knysna River Club, our home for the next couple of days. It was a cosy one-bedroom log cabin, with a comfortable king-size

bed and all the amenities you'd expect from a four-star establishment.

The luxury cabins are located right next to the Knysna Lagoon—you can see the mist coming off the water in the morning or you can go far a walk down the lagoon's picturesque footpath at your doorstep. There are plenty of activities for the young and old to enjoy at the resort and in the area.

A trip to the jacuzzi was a treat on a cold winter's day, while the sauna is available for extra roasting. Chess, anyone? They boast a full-size chess board and games room. There's access to the lagoon with their canoes and morning cruises to the famed Knysna Heads.

In terms of restaurants, the area has everything you'd need to satisfy your taste buds, and the fish is normally top-class in the region. During the summer holidays, Knysna's nightlife comes alive with visitors from around the world who are celebrating life.

Adventure seekers are not short of options in the area: there's river rafting, abseiling, mountain biking, trail running, outdoor camps and 4x4ing to name a few, there's something for everybody.

The Isuzu KB300 was at home on the gravel back roads of Knysna that twist through the indigenous forests that survived the blaze due to their moist nature. Sadly, most of the pine forests were destroyed in the fire and the landscape takes a bit of getting used to in areas that have been fully wooded in the past. But change is part of life and nature is rejuvenating in the region with a beautiful green colouring after some winter rains.

The Isuzu was bulletproof for the entire journey and was true to the company's ultra reliable reputation, while managing 9,71 per 100km fuel economy, which is frugal for a fully loaded bakkie on a variety of surfaces.

Knysna never fails to charm as one of South Africa's premier tourist destinations. The Knysna River Club delivered a relaxing break from the stresses of city life, which is certainly helped by the prime location and the resorts friendly staff, with nothing being too much trouble. ▲

Gregory Simpson

DR MAMPHELA RAMPHELE, a Politician, businesswoman, academic, Medical Doctor and anti-Apartheid activist, believes that in light of Nelson Mandela's centenary birthday celebrations:

“A better 100th birthday present for Madiba than an inclusive, prosperous socio-economic system in a nation at peace with itself, one cannot imagine.”

TAMARYN GREEN, Miss South Africa, wants to inspire young women who look up to her and says:

“I believe in being down-to-earth and humble, and I want to show the country that I am relatable. Every girl needs to understand that I've been in their shoes at some point in my life.”

NALEDI PANDOR, the Higher Education and Training Minister, believes the launch of the MeerKAT mega-telescope will make South Africa a computing hotspot:

“This is a big innovation opportunity, big business opportunity and so being able to remotely operate a machine of this character and developing the computational capacity to do that, is of interest to every computer company.”

MALALA YOUSAFZAI, a Pakistani women's rights activist and the youngest Nobel Prize laureate, spoke at the recent debate on education and empowerment of women in Sao Paolo, Brazil where she said:

“Education is more than just about learning and reading. It is about emancipation. It is about empowerment of women.”



CANDICE SWANEPOEL, the Victoria's Secret Model and now the mother of two, has defended herself after being body-shamed about her belly just 12 days after giving birth to her son Ariel:

“Society can be so cruel to one another. Beauty standards are sometimes impossible for women these days.”

OPRAH WINFREY, the world-renowned Television Hostess and businesswoman, confesses that she only recently tried searching her name on Google for the first time:

“I googled myself the other day for the first time. I was like, I am so impressed with myself.”

AYANDA DLODLO, the Minister of Public Service and Administration, attended the 100 Men March aimed at raising awareness around ending violence against women and children, and said:

“I believe that the greater number of men in our population are actually very good men and fathers, husbands and lovers.”

JEFF RADEBE, the Minister of Energy, pays tribute to the centenary birthday celebrations of Albertina Sisulu saying that Women's Month 2018 will be dedicated to her memory and added:

“May we strive to work together to [ensure that 2018 is] remembered as the time in which transformation gained traction in our beloved country.”

ZELDA LA GRANGE, the former Private Secretary to Nelson Mandela, remembers Madiba on his 100th birthday celebration:

“I think of a man waking up every single morning, recommitting himself to the greater good of humankind, determined that every small effort will end up changing the world. Looking at history now, we know he did exactly that.”

CYRIL RAMAPHOSA, the South African President, has returned home after his visit to the Middle East with an investment commitment of over R260 billion from the oil giants, Saudi Arabia and the United Arab Emirates:

“We are in this and not playing around. We are serious. This is about the growth of our economy and we are extremely serious about being businesslike.”

KGOTHATSO MONTJANE, the South African wheelchair Tennis Player, is the first black African woman to make it to Wimbledon and says,

“This is unbelievable—I am honoured to be awarded the wildcard and join the star-studded line-up of the world's best players at Wimbledon.”

Leadership

FOCUS



The Gauteng Department of Infrastructure Development: delivering public infrastructure the smart way

MEC Jacob Mamabolo (left) and Head of Department, Mr Bethuel Netshiswinzhe (right)

SPECIAL ADVERTISING SECTION

Leadership

FOCUS

Contents



69

69 THE GAUTENG DEPARTMENT OF INFRASTRUCTURE DEVELOPMENT



76

75 FLUOR SOUTH AFRICA

76 KHUSELA BUSINESS INTELLIGENCE TECHNOLOGIES (KBIT)

78 MERCURY FREIGHT

80 INVINCIBLE VALVES

82 THE NORTHERN CAPE DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

86 INNOVATIVE SHARED SERVICES (ISS)

88 THE UNIVERSITY OF MPUMALANGA (UMP)93TBWA96 MINISO SOUTH AFRICA

99 FIVES FUTBOL

102 CAPITEC BANK

104 THE GRADUATE SCHOOL OF TECHNOLOGY MANAGEMENT (GSTM)

106 THE EXPORT CREDIT INSURANCE CORPORATION (ECIC)

108 RIEGER INDUSTRIAL CONSULTANTS (RIC)

110 FLY MODERN ARK

112 RAND MERCHANT BANK (RMB)

114 SARYX ENGINEERING GROUP

116 SAMSUNG

118 WEALTH ALLIANCE

120 IDENTITY ADVISORY

122 OGILVY SOUTH AFRICA

124 IMPUMELELO AGRIBUSINESS SOLUTIONS

126 SANDOZ

128 THE SOUTH AFRICAN NATIONAL PARKS (SANPARKS)

131 NWK LIMITED

134 SANLAM INVESTMENT MANAGEMENT

136 KELLOGG'S



82



96



99



104



112



114



The Gauteng Department of Infrastructure Development

The time for delivery of efficient infrastructure is now, not later

The Gauteng Department of Infrastructure Development's vision is to be a leading infrastructure developer and facilitator that positions Gauteng as a globally competitive city region with inclusive growth and decent work for all. In this regard, the department has set itself strategic goals, which seek to create jobs through sustainable infrastructure in communities, the acceleration of service delivery, the optimisation of state assets for economic development and supporting entrepreneurs and the empowerment of communities. It seeks to achieve these goals through integrated planning, organisational development for state capacity and partnerships with the public and private sectors, respectively. Improving the execution of projects, optimising the department's portfolio and measuring the resulting impact are three critical anchors that will determine the achievement of higher performance levels for the Gauteng Department of Infrastructure Development in the immediate future.

The current performance of the department's project portfolio indicates that there is room for higher levels of achievement with regard to the timely delivery of new infrastructure and contribution to the creation of jobs in the province.

In department's recent interactions with their stakeholders and the broader infrastructure sector, various research bodies, such as the Council for Scientific and Industrial Research, have also made presentations to them on the latest cutting-edge findings and benchmarks in the construction and built environment. It is in this regard that they have identified proactive front-end planning, delivering more quality projects with lesser resources, and adhering to systems and procedures was

critical to improving the execution of projects and exceeding the expectations of the department's clients.

A reactive and ad-hoc approach to infrastructure delivery is one of the reasons why some infrastructure projects built by the sector have been found wanting in addressing most of the needs of some communities. It is often revealed after the completion of projects that more could have been achieved within the limits of the allocated resources if a thorough needs assessment had been done before commencing with the project.

The realisation of the real value of projects can also be achieved if the property portfolio is informed by prioritisation. This needs to be preceded by a definition of the right kind of infrastructure instead of infrastructure developers being primarily preoccupied with delivering a new facility by any means necessary and only to later realise its unsuitability in terms of the community's real need. This way, measuring the impact of each of the projects would be made easier if this was accompanied by regular assessments of infrastructure projects.

The Head of the School of Governance at Wits University, Professor David Everatt, has also presented survey results in regards to the assessment on the mood and perception of citizens specific to infrastructure development. According to the survey, Gauteng residents have rated the quality of socioeconomic infrastructure in the province as the highest compared to other service delivery offerings.

Other infrastructure development experts have also raised the need for the sector to look for cost-saving opportunities at each stage of the construction industry value chain so as to bring out the best in the value of properties. However, not much can be achieved if the department does not invest in the right kind of

skills and capabilities. Therefore, their adoption of the Infrastructure Development Management System (IDMS) as the key infrastructure delivery model is at the centre of the Eleven Levers of Efficient Infrastructure Delivery that the department has identified for DID success.

The Gauteng Department of Infrastructure Development (DID) announced a landmark categorisation of all infrastructure development projects that it is managing on behalf of the Gauteng Provincial Government. This follows a process whereby each project was taken through the department's new Project Readiness Matrix, which is a litmus test that says whether or not to proceed further or to review other critical aspects. DID will now primarily focus on the ones that have no risk of stoppage in the immediate period, while work is also being done on the ones that have not passed the Platinum Test.

The categories are platinum, silver and coal, and these will be respectively ready for completion during the 2018/2019, 2019/2020 and 2020/2021 financial years. The 63 platinum projects have been confirmed for 2018/2019 and the relevant client departments are being engaged in this regard.

The department is confident that platinum, silver and coal categorisation will give more confidence to stakeholders about work that the department is doing. The team has been able to clean the first batch of 63 platinum projects in terms of the elimination of risks such as scope creep and a compromise on the quality of work that is required of the department.

The department will also be sensitising all its contractors who implement Gauteng projects to the fact that there will be no room for under-performance. All the necessary steps are being taken to ensure consequence management in cases of poor performance and the lack of timely delivery of infrastructure projects. ▲

Delivering smart infrastructure—the smart way

The department believes that its recent successes in delivering infrastructure projects were mostly due to strategic interventions in response to unanticipated project challenges in some communities, as well as the adoption of the IDMS as a delivery tool, and the implementation of groundbreaking innovations developed by its highly experienced and skilled project teams. The professional capacity of the department has also grown significantly in recent times, all due to the implementation of the 80:20 principle in regards to the technical versus administrative approach to human capital. However, there are certain systemic challenges that have, over the years, unduly impacted the

build and construction environment in general, and the ability of the Gauteng Department of Infrastructure Development to efficiently carry out its mandate as a central public infrastructure delivery arm of the province, in particular.

The department experiences a prevalence of infrastructure projects that exceed the originally planned implementation timeframe (at both the planning and construction phases). These delays to the delivery of the infrastructure projects often translate into cost overruns for the sector departments (clients). This further translates into delayed community infrastructure delivery in some areas of the province, something that the department would like to put to an end to as speedily as possible.

The National Development Plan is the main guiding document in respect of infrastructure development and the position that infrastructure plays in the improvement of the quality of life of citizens.

The department is committed to the effective and efficient delivery of quality infrastructure projects on time, and within budget. In this regard, the department is guided by the Transformation, Modernisation and Reindustrialisation Programme of the Gauteng Provincial Government through its Ten Pillars. The department contributes to the pillars of radical economic transformation, decisive spatial transformation and accelerated social transformation. The DID's work also contributes to the modernisation of human settlements and the reindustrialisation of the province. ▲



DID's multi-year R1.7- billion project pipeline

The Gauteng MEC for Infrastructure Development, Jacob Mamabolo, has unveiled R1.7-billion worth of a fully-tested project pipeline covering three financial years starting in 2018/2019 and ending in 2020/2021. This is in response to rapid urbanisation and the subsequent demand for high-quality social infrastructure in the province.

The total infrastructure development and maintenance portfolio that is managed by the DID on behalf of the Gauteng Provincial Government sits at R4.5-billion when incorporating additional projects from client departments over the same period.

The Head of Department, Bethuel Netshiswinzhe and two newly-appointed Deputy Director-Generals, Makwena Selepe for Education Infrastructure and Richard Makhumisani for Health Infrastructure, are the key officials who are expected to accelerate the pipeline implementation.

The project pipeline marks a groundbreaking categorisation of 340 projects into three groups that will be implemented over the Medium-Term Expenditure Framework. They have been tested against the department's Project Readiness Matrix (PRM), which consists of more than 100 steps of determining whether a project is ready for implementation.

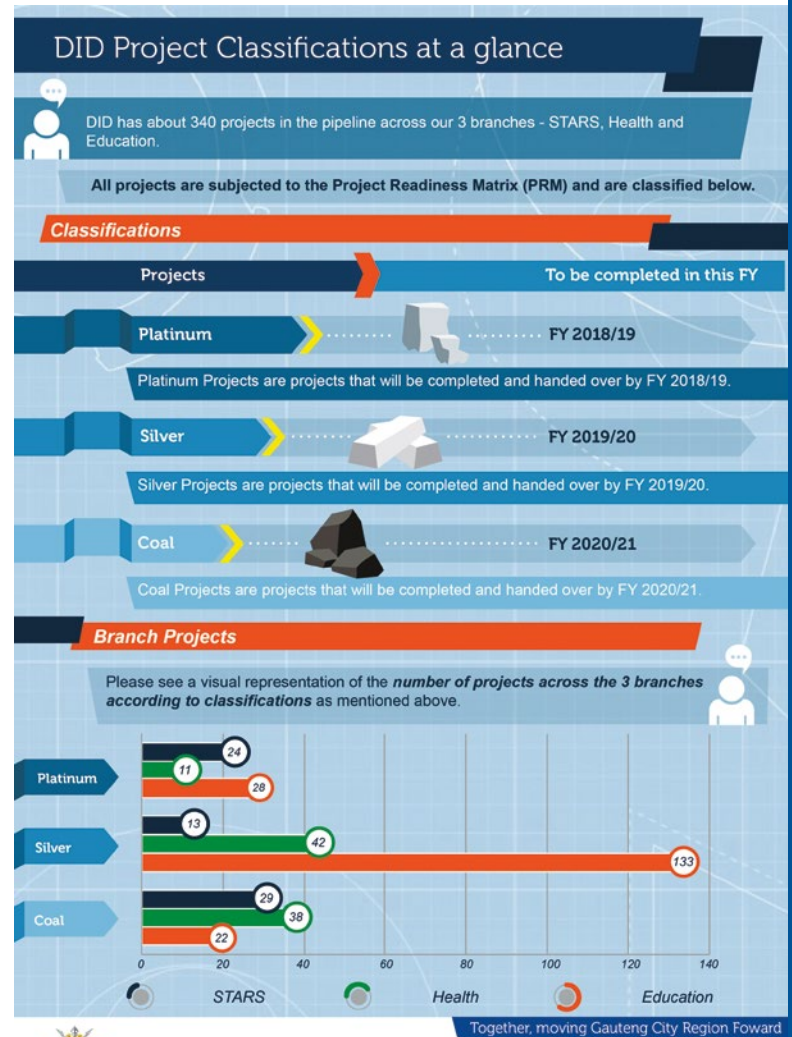
The department says it has since established a strictly tested set of 63 projects named as a platinum category that will be implemented during the financial year 2018/2019, valued at R459 million. The projects are at different stages of implementation, ranging from design, planning and execution to closure. A further 188 silver category projects, valued at a total of R966 million, have also been prepared for implementation during 2019/2020. Lastly, the coal category of projects that is due in 2020/2021 is worth R260 million.

The department says the prior availability of suitable land and the client signing off the availability of project funds are amongst the critical steps set out in the Project Readiness Matrix for projects to proceed.

The innovative multi-year pipeline projects had been vetted against the Infrastructure Delivery Management System (IDMS) guidelines to ensure their delivery period is not delayed or extended. The department wanted to eliminate as much project risk as possible and only make room for unforeseen circumstances.

Through the project pipeline approach, the department has now moved away from classifying projects based on the traditional practice of size and costs and has included other critical indicators needed for the efficient management of the project life circle and successful delivery to beneficiaries.

In the past, project information was inconsistent, making it difficult for the department to be held accountable. It was not easy for stakeholders to clearly monitor projects under implementation.



Those days of working in the dark and experiencing the back-and-forth movement of projects, which were often placed on the business plan year after year without any significant progress, are now over. The department is now committing to a linear approach to its infrastructure project delivery. Through the implementation of the project pipeline, DID has cracked the code and found the formula for fast-tracking the infrastructure delivery process. ▲

The Project Readiness Matrix as an enabler for the project pipeline



The Project Readiness Matrix (PRM) is a tool developed by the Gauteng Department of Infrastructure Development (DID) to serve as the GPIDMS SDMP stage-gate governance tool that enables the DID and client departments to determine the extent to which a portfolio or individual project is ready for implementation. It also assists in ensuring that all activities involved in each SDMP stage-gate are completed prior to proceeding to the next gate.

Goals of the PRM

- Through the PRM, the department seeks to end the persisting problems of poor end-to-end planning and poor readiness of projects to be delivered in time.
- PRM is a tool and technique to ensure that the department consistently builds the project pipeline over the Medium-Term Expenditure Framework (MTEF), creates transparency,

openness and accountability on the role and responsibilities of client departments and enforces the performance of their contractors and professional service providers.

- The PRM will also deal with problems associated with waste and lack of cost savings, and, ultimately, fiscal dumping. This will be done by ensuring that projects meet certain basic standards and criterion for funding allocation before proceeding from one level to another. Additionally, the PRM will also ensure that the funding of infrastructure projects recognises the fact that project viability and feasibility is a critical process in project planning and preparation before such projects are considered ready for construction.
- The PRM will be monitored through smart technologies installed in the department's infrastructure nerve centre, Lutsinga Infrastructure House, wherein the entire infrastructure delivery value chain is automated from land planning to works, project handover and ongoing maintenance.
- The PRM is supported by the service level agreements (SLAs) with construction and professional service providers, a memorandum of understanding (MOU) with Members of the Executive Council (MECs) and performance

levels. All these regulatory tools of performance will be enforced without fear or favour.

- The department presents the PRM as a tool of oversight by all key role players and stakeholders involved in the infrastructure delivery to stabilise and standardise project delivery, end resource waste, corruption, poor project planning and execution, and generally build a developmental state that is accountable to the people and citizens of our province.

How the PRM will be used

At the end of each stage, portfolio managers/project managers, together with their client department stakeholders and service providers, will use the PRM to assess the outputs of each stage against the required list of activities for that stage.

The objective of this exercise will be to determine whether the accountable role player has delivered the right output at the right level of quality, in order to obtain client approval for that specific stage.

The PRM goes a step further by providing an indication of estimated average expected durations for the completion of each stage, to ensure the alignment of expectations by all infrastructure delivery stakeholders. ▲



The Green Agenda as one of the department's 'game changers'

The Gauteng Department of Infrastructure Development's (DID) Green Agenda is about exploring innovative technological ways that are efficient in resources, such as alternative building materials, energy, water, air, carbon emissions etc., and one of the approaches in this journey is biomimicry.

It has always been imperative that the Gauteng Department of Infrastructure Development actively finds, deploys and invests in cost-effective greening solutions. In the construction of 'smart green' and sustainable infrastructure, the department began a process of ensuring that the Gauteng Province immovable assets comply with the Green Agenda.

It is in the context of the above that the Gauteng Department of Infrastructure Development adopted the Green Agenda as one of its "game changers". The Green Agenda drives energy efficiency and the use of renewable and clean energy resources, thus, reducing the provincial government's carbon footprint.

Energy-saving lights retrofitted in institutions

Regular globes and fluorescent lights consume much of the power supply in government buildings, especially in health institutions where the lights are kept on for most of the day and almost half the night. This takes a lot of funds out of the government's pockets as the cost of electricity goes higher and higher.

The good news is that the Gauteng Department of Infrastructure Development has been implementing a retrofit programme of energy-saving lights in place of the old, regular ones. This energy efficiency programme covers all Gauteng hospitals, clinics and all the



government buildings. The drive behind the initiative was due to the exceeded contractual maximum demand for electricity by each hospital.

The programme includes changing incandescent bulbs to light-emitting diodes (LED) over a period of four years. The advantage is that the LED light bulbs are cost-effective since they are about 80% more energy efficient than other bulbs. They also produce far less heat than regular fluorescent lights.

The programme is in line with the Green Agenda of the Gauteng Province, which seeks to use renewable energy sources. The replacement of lighting systems from inefficient lights to LED in health facilities is now at 81.2% project

completion. It has created employment through using local LED manufacturers in Gauteng. The energy billing in GPG facilities is based on estimates and in most instances, the facilities are being overcharged and this is seen as part of the solution to the problem.

The programme is being undertaken by the Chief Directorate responsible for Maintenance. Defective lights are logged to the maintenance team by anyone.

Energy security at Gauteng hospitals is to be powered by the sun

The great worry about the scarcity of energy resources needed to power our public health institutions is granted. But the province is doing



institutions compete and pay a price for kilowatts of energy per hour generated by power utilities like Eskom and independent power producers.

The coal deposits under the Earth are not unlimited, however, and will run out in the future. So, the challenge is to capture the sun's energy and then convert it to electricity that will be used to run health facilities and the equipment.

The department is the lead implementer in a pilot project to install solar panels on rooftops of 16 health institutions and connecting them to independent power plants located within the health facilities. This is being done in phases via a public-private partnership that will see the government paying less and less for energy as time proceeds. Project Manager, Rodgers Mabasa, explains that the first phase will be in the form of a cogeneration deployment.

Wastewater recycling at the Motlotlo Primary School in Sebokeng

The scarcity of water in the Gauteng Province, in particular, and South Africa, in general, has given birth to a wastewater recycling project at a school in the community of Sebokeng in the Sedibeng District Municipality. Wastewater from ablution facilities is set to be recycled through a pilot project at the Motlotlo

Primary School as part of saving fresh water resources and using them for more hygienic needs.

The project is being implemented through a partnership between the Gauteng Department of Infrastructure Development (GDID) and the Innovation Hub. The outcomes of the pilot project will then be used as a basis to extend the innovation to other places of learning in the province, in the long run.

According to the Project Manager, Livhuwani Muluvhu, the initiative entails the installation of a full-flush toilet system, which is suitable

for facilities with and without a water supply. The toilet system does not require fresh water for flushing but recycles the wastewater and uses it for this purpose. The water is also maintained in an environmentally friendly condition through an aerobic system.

Motlotlo Primary School has about 600 learners and has been selected because it has a water shortage and receives a very high water bill. About 50% of the water consumed by the school is used for flushing toilets. When the technology is installed, the payback period will be three months and, thereafter, monthly savings of 50% would be achieved on the water bill.

The project is fully funded by the Innovation Hub and the installation will take about six weeks. It is also expected to contribute to job creation since all equipment and raw materials used on the project are 100% locally manufactured. A contract has also been signed between the Innovation Hub and Ebukhosini Properties with the view to identify a suitable site for the installation of this technology.

Turning waste into energy at four Emfuleni schools

The age-old physical science Law of Conservation says energy can neither be created nor destroyed but can be transformed from one form to another. This law has now inspired a new energy innovation in Gauteng.

Organic waste is not going to waste anymore, not when it can be turned into fuel. Instead, it will be fed into a bio-digester that will turn it into fuel that will be used to run facilities at four schools in Emfuleni Municipality.

The project is being done in partnership with SANEDI to get a contractor to install biogas digesters. It will help four schools in Emfuleni by addressing their energy demand. The schools use gas for cooking and home economics classes. The food waste that is produced is the major source of waste fodder for the bio-digester. The fuel produced will significantly help the schools in saving money spent on buying gas.

The project manager Mr Livhuwani Muluvhu says the schools have also been encouraged to start agriculture projects in order to accumulate organic waste and keep the supply constant and secure. The four schools are namely Emmanuel Primary School, Kgomoco Primary School, Lehlasedi Primary School and Seliba Primary School. ▲

something smart and sustainable about it. Engineers are currently at work to convert the rooftops of more than a dozen public hospitals and community health centres in Gauteng into power generation platforms.

“Up there” in our solar system of nine planets revolving around a big star, there is unlimited energy in the rays of the sun that strike our planet Earth every day. But “down here” in our country, South Africa, and our province, Gauteng, there is stiff competition for the scarce energy resources generated from the burning of coal and fuel. Millions of households, industries and, of course, public

Engineering a better future

The multinational engineering and construction powerhouse, Fluor South Africa, provides integrated solutions for clients across diverse industries, delivering capital efficiency and project certainty, capabilities which are proudly continued by the trailblazing General Manager, Tolani Azeez

Founded in 1912 by the Fluor family, Fluor serves its clients by designing, building and maintaining safe, well-executed, capital-efficient projects around the world. Today, Fluor's 56 000 global employees serve more than 4 000 clients in over 100 countries.

Core services

Azeez outlines some of their core services, "Fluor is a global engineering, procurement, fabrication, construction and maintenance company that transforms the world by building prosperity and empowering progress in the energy and chemicals, power, infrastructure, mining and metals, life sciences and advanced manufacturing and government markets."

For Azeez, success lies in engaging all of Fluor's resources to truly get inside the client's project and by doing so, also engage as a strategic partner.

"Safety is a core value for Fluor and is central to everything the company does. Recognised as one of the safest contractors in the engineering and construction industry, Fluor promotes a robust health, safety and environmental culture of caring and safety in which employees strive to safeguard people and protect the environment. As a company, Fluor is committed to maintaining the highest levels of ethics and compliance, integrity and anti-corruption. David Seaton, Fluor's CEO is an active leader and board member of the World Economic Forum's Partnering Against Corruption Initiative (PACI).

Sustainability is essential

Sustainability plays a critical part in Fluor's operations and success. Fluor has been operational in Africa for more than 57 years and has completed some landmark projects in the country.



Tolani Azeez

Azeez continues, "Sustainability at Fluor means meeting the needs of our clients while conducting business in a socially, economically and environmentally responsible manner for the benefit of future generations. Every day, Fluor helps clients safeguard the environment, conserve energy, protect lives and strengthen the economies of the communities in which we live and work. We also focus on supplier development to increase the competitiveness, capacity and capability of local suppliers and support skills development and knowledge transfer, the development of small and medium enterprises and local suppliers' entry into the mainstream of economic activity," she insists.

Equality

Azeez is the first female General Manager to be appointed at Fluor in South Africa and goes

on to tell us more about the journey to reaching this achievement and some of the challenges she faced along the way.

"Whilst I am very much aware of and appreciate this great opportunity to contribute towards Fluor's development and sustainability in Africa, full credit for the decision remains with Fluor. Fluor recognises that we work in a dynamic and diverse international culture with a range of international clients across the industries we serve. That's the exciting nature of engineering, procurement and construction (EPC) work. As a result and as new markets emerge, it seems a natural progression that we will employ and engage with a diverse population amongst our offices and within the management teams to reflect this.

"I have been interested in and lucky enough to have been employed by the EPC energy industry for just over 17 years. To ensure that I wasn't judged based on my origins and, indeed, my non-engineering background (I studied English Literature and Law), I have continued to learn as much as possible about our clients' requirements and the industries we serve. In fact, I never stop learning and enjoy applying my site and management knowledge to my work environment every day.

"I have now lived and worked on four continents—Europe to Australia, Asia to Africa—which has been such a privilege. Amongst all of these activities (and a plethora of suitcases), there has hardly been a day when I think of myself as being female.

"I concentrate on enjoying my work with talented and skilled clients and EPC teams, looking at regional and global strategies, undertaking new national and international project work scopes and managing the many daily challenges which come with every job," she concludes.▲

Taking the lead for a digital future

As the world becomes undeniably digital, data and information have become the key elements of every digital business. Companies need to be sure that their enterprise's data can be trusted to drive innovations, improve customer engagement, and ensure regulatory compliance.

An award-winning, 100% black-owned ICT company operating in Southern, East and West Africa, Khusela Business Intelligence Technologies (KBIT) offers a wide range of technology services, such as software solutions from SAP, Oracle and Microsoft, including telecommunications and infrastructure solutions.

"We are also a Systems Integrator for these solutions. We aim to deliver world-class solutions to small—and large-sized enterprises in both the public and private sector. Our core focus is on business intelligence (BI) and predictive analytics. In this instance, BI is a framework that combines technology, processes and people to enable faster, better-informed business decisions," says the CEO, Francesca Nxedhlana.

"As an organisation, we are seized with the desire to assist businesses in providing them with a 360-degree view of their enterprise so that there are no blind spots. Through our analytics and BI offering, we are able to eliminate rear-view mirror management. Our ultimate end goal is to give an enterprise a single view of the truth of their organisation," she explains.

KBIT staff are qualified to deliver BI and analytics solutions on SAP Business Objects, Oracle BI and Microsoft Power BI. They also provide enterprise information management and these solutions ensure businesses have data management and data governance strategies in place to effectively manage and maintain their data assets.

As disruptive technologies like AI, robotics and IoT continue to change the way we work, live and interact with each other, Nxedhlana believes that these will provide exciting new opportunities for her industry.

"For our beloved continent, it's a great opportunity to leapfrog development and address the unique challenges of our emerging economies. There are disruptive platforms that can enhance business processes, improve operational and overall business performance and, more importantly, enable the new and innovative business models needed to succeed in healthcare, agriculture, manufacturing, mining etc.," she says.

In the IoT space, KBIT offers solutions around connected assets; connected fleet; and predictive maintenance, leveraging these IoT technologies to increase asset uptimes, operational efficiency and productivity. "Africa, with a mobile penetration rate of around 85%, offers a vast number of opportunities that can be harvested from connected IoT devices.



Francesca Nxedhlana, CEO

We see IoT as a game changer for the continent, particularly around agriculture, transportation and logistics, mining and manufacturing sectors," Nxedhlana says.

"We aim to assist our customers in meeting the challenges presented by IoT and Industry 4.0 through the establishment of 'information excellence' in every digital enterprise, including data profiling, information policy management and metadata management," she adds.

In the African context, Nxedhlana is particularly passionate when it comes to access to education and access to healthcare. Believing that no African child should be left behind, KBIT is working on a special project to ensure that governments are able to adequately monitor students throughout their schooling career.

“I truly believe that I am who I am today because of my dad’s attitude to education. My dad was obsessed with education. He was relentless and almost single-minded in that pursuit. He gave everything he could to make sure myself and my siblings had the best education his meagre resources could buy,” she says.

To this end, this new education solution—KBIT Dreamers Smart School Solution—will run on different platforms and offer student lifecycle management solutions, monitoring them from the day they enter school up until when they graduate from university.

“We want to transform student engagement and learning models; uplift instructional operations and enhance the way instructors work and interact with students. Education is the key to development and this is what will take our continent to the next level,” Nxedhlana says. KBIT also provides line-of-business applications, these would be your Enterprise Resource Planning (ERP). ERP systems are best described as ‘being the central nervous system for any enterprise. IT is an information management system that integrates areas such as financial resource management; human capital management, supply chain management, customer relationship management; manufacturing resource planning; plant maintenance; sales distribution; logistics etc.

KBIT believes their competitive advantage lies in how they engage with their customers, treating every project—no matter how big or small—as a partnership. “For us, our competitive urge is the ability to go the extra mile. We are not happy unless we have executed and added value to our customer,” she says.

Nxedhlana fondly remembers a message from her father, one that has influenced her attitude towards customer service significantly.

“I had just gotten my first job at what was then a very large blue-chip company. Naturally, the first person I had to tell was my dad. I remember excitedly calling home to tell my dad the good news. Of course, he was very excited for me but he said to me, “Now, when you start work on Monday, do not become a thief, work hard, do us proud and the rest will follow’,” she remembers him saying.

A little annoyed, she couldn’t understand why her father would say such a thing, especially since she had never done anything to make her a thief before.

“It was only years later that I realised what my dad was trying to say. If you are getting paid as an employee and you are not giving your job 100%, you are no better than a thief. This has always stayed with me, and that is our mantra at KBIT, We can’t accept customer money without being value- and delivery-driven. We can only effect this by giving all our customers our 100% and then some,” she says.

Nxedhlana has an MBA as well as an MSc in Health Sciences. She started her career as a Human Resource Manager but quickly decided the job wasn’t for her. A friend told her about an opportunity with his advertising agency as a Research Manager and the decision to move would prove life-changing.

“In life, you meet people who leave an indelible impression on you. Maurice Matthewman, the CEO of the advertising agency I went on to join was such a person.

“His passion for anything research was infectious and I learnt a great deal from him, not only about a research but also about leadership, His leadership style fostered growth, and whenever I made a mistake, for him it was an opportunity to teach,” she says.

At the age of 25, she moved with her husband and young son to Texas, where she discovered her passion for healthcare.

“The first year in Texas, I wallowed. I missed home. I was also a young mom away from my support system. Thankfully, when you are in your twenties, it’s a lot easier to adapt. I wanted to continue with market research but it was more difficult than I thought it would be to find a job. I became a medical social worker and went on to own a critical care agency. We spent over 20 years in Texas before making the decision to move back to South Africa,” Nxedhlana explains.

Being a woman of colour in a male-dominated industry has been challenging for her at times but Nxedhlana believes that her upbringing and her current support structure allow her to overcome many of these issues.

“My faith is foremost what keeps me together. I am truly blessed to have an amazing husband and partner in business and have been married for over three decades. We are very different in temperament and areas of capability and that, by default, makes us very complementary in what we do. I am also a proud mother of two amazing and accomplished human beings, who are the loves of my life. My son Mushambi and daughter Nomalanga. They motivate me to be a better human each day. We have also been blessed with two grandchildren who I can spoil and let down my hair with. My granddaughter loves to dance with me, that is our thing together.”

“My mom, now 86, is my rock and she anchors me. I come from a very large family with seven siblings and my husband comes from a family of 10. We try to get together as often as possible, and I am blessed to have my family in my life,” she says.

She also relies on two friends, their friendship spanning close to thirty years, for support and encouragement. “I do life with these two special women. Our annual get-togethers are food for the soul and energise and encourage each of us to get through the year,” she says.

When it comes to her own leadership style, Nxedhlana has adopted various methods and techniques, applying them differently, depending on the situation at hand.

“My leadership style is a hybrid. I believe that once you formulate a vision, you have to inspire others and sell your vision. I also like a management style that allows people to grow at their own pace. I do not believe in micromanagement. I think that once the vision has been explained and adopted, most people work better when they are allowed the space to perform.

“There are also those who work better with structure and more oversight. You should use these different styles as there is no one-size-fits-all for managing. Organisations, at any one stage, go through different phases. There will always be a time to teach, to encourage, to celebrate, to rebuke, and to inspire. The trick is to find a balance and have a style that rises to each occasion,” she concludes. ▲

Miss Margrit from Africa, a true legend in freight and logistics

Speak to anyone operating in the freight industry today and you'll hear the name, Margrit Wolff. A stalwart in the industry, Wolff pulled herself up by her bootstraps at the age of 14 when she had to leave school and hasn't looked back.

Wolff is a highly accomplished entrepreneur who has gone after and achieved many of her professional dreams. She is particularly proud of her international reputation within the field. Wolff began to understand how much of an impact she was making when she met with a CEO of a major Chinese shipping line and he said, "So, you are Miss Margrit from Africa."

As a two-time cancer survivor, her popularity was underlined when she won the USA Enterprising Woman of the Year for 2014 and received an award from "Enterprising Women" Magazine.

Recently, Wolff was appointed as the Vice-President of the illustrious Johannesburg Chamber of Commerce and she is also a Director at SAAF—a governing body for the freight industry in South Africa.

Today, she owns Mercury Freight, which has been going from strength to strength since she opened its doors in 2012.

She is the owner of the first non-American and, therefore, first South African company to be declared one of 'The 50 Fastest Growing Female-Owned Companies In The World'. This was an honour bestowed on Mercury Freight in 2017. Each year, American Express in conjunction with the Women's Presidents' Organization and PWC evaluate female-owned companies internationally, and Mercury Freight came 38th. Also, last year, the company was awarded the Top Gender Empowered Company in the Transport and Logistics Industry in the Standard Bank Top Women Awards showcase.

An entrepreneur at heart, Wolff champions an entrepreneurial spirit in all who work alongside her owner-managed company and one of her passions is mentoring young women entering the very male-dominated freight industry.

How it all began...

"It was not my plan to become a major player here," says Wolff. "I started my career as a nurse at the Frontier Hospital—I wanted to help people but I needed to work and when the matron found out I wasn't



Margrit Wolff

FREIGHT FORWARDING & LOGISTIC SERVICES

MERCURY
FREIGHT (Pty) Ltd

Mercury Moves Fast

Tel: 011 450 3450 • Fax: 011 450 1278



The Mercury Freight team

of age and not even old enough to drive, I was promptly moved along,” Wolff recalls.

A thrilling story followed and eventually saw Wolff starting what would end up being a life-long love affair with customs and import/export when she joined African Shipping in 1979 as a Salesperson. After many years of learning the ropes, she eventually started her first business, Buffalo Freight, in 1999.

Buffalo Freight performed so well that it was sought out and purchased seven years later but she stayed on to manage the business until 2012 when she realised entrepreneurship was in her blood—that’s when Mercury Freight was born.

Where we are today

Today, Mercury Freight is a respected and successful South African freight and logistics service provider following in the footsteps of Buffalo Freight, with CEO Margrit Wolff and Directors, Liz Bastos and Sean Rangasamy.

“We focus on industries like automotive and spares, chemicals, dangerous goods, perishables, wine, clothing and general cargo. Something that sets us apart is that we don’t discriminate based on the size of our clients and all of them receive the same fair pricing, great service and attention from our dedicated team,” says Wolff.

Most of the staff at Mercury Freight, and indeed a large portion of the clientele, have been with Wolff for almost 20 years, which says much about her steadfast client service and honest approach to doing business.

An entrepreneur at heart, Wolff champions an entrepreneurial spirit in all who work alongside her owner-managed company

“Many people will tell you their colleagues are like family but in this case, it really is true,” she says. “We have been in each other’s space for two decades, we support one another and help each other grow as both human beings and service providers. We also fight and stand

our ground, which has helped us grow as a company because nothing kills a company quicker than an inability to see a different perspective,” she adds.

Wolff believes that being a true leader is seeing the ‘person’ and potential in your employees, and bringing the best out of them by believing in them. The secret of her long-standing client base is her and the team’s ability to listen to their clients’ needs, solving problems and going the extra mile.

“In the near future of Mercury Freight, I see even greater growth, and we are planning a new division focused on international pet and furniture removal,” says Wolff.

Current challenges facing the industry and Mercury Freight are the constant changes in legislation and increased customs stops. The fact that our country is not included in China’s Belt and Road Initiative and that we will lose our status as the “Gateway to Africa” means our ports will suffer, our infrastructure will further deteriorate and we are missing out on the possibility of huge investment in South Africa. China intends to move many of their manufacturing industries, into the rest of Africa.

Advice to fellow women in freight

Her advice to female entrepreneurs wanting to break into freight is to “just take a leap of faith and do it”.

“I waited far too long to start my own businesses and I can only imagine where I’d be today if I’d just taken the leap when I first considered it. Go into a business that you understand and are passionate about, understand the industry and marketplace, put in the hard work and just go for it, don’t hold back. You can’t get through life and work without facing challenges but it’s how you overcome them and grow from them that makes you a success,” she says.

It is guidance like this that makes Margrit Wolff’s inspiring success story so important as she is now a force to be reckoned with and a legend for the future generation in freight and logistics. ▲

Valves that form lasting business relationships, backed by service excellence around the globe

Established in 1982 in Germiston, South Africa, Invincible Valves is a promising valve company with almost four decades of rich experience in distributing, manufacturing, reconditioning and rubber lining valves

Over the years, the company has introduced its own registered brand of Inval valves, which has led to a comprehensive range of valves and covers a broad spectrum of low-pressure valves. Built on the foundation of commitment, honesty and loyalty, the company is known for its exceptional customer service.

“Invincible Valves is a trading company that offers many ancillary services asin rubber lining of pipes, fittings and valves, along with reconditioning of valves. The company offers a ‘one-stop shop’ to its esteemed customers and, therefore, supplies the valves with any additional requirements necessary for their application. As an approved BBBEE Level 4 supplier to all major industries within South Africa, the company maintains expertise and experience across a broad spectrum of industries and applications with a wide range of products,” says the CEO, Pam Du Plessis.

Du Plessis has been with Invincible Valves since 2007 and took the reigns in 2014. “The secret to our ongoing success would be our value system of understanding the importance of our stakeholders across the board,” she says. “Over many decades, we have built a strong track record and reputation with clients, stakeholders and employees, based on trust,

transparency and delivering excellent service. We have been able to adapt our business model for ongoing success,” she adds.

Her extraordinary contribution to the industry has helped her earn numerous awards and recognitions, including the prestigious 2017 Enterprising Women of the Year Award and Moving Mountains 2017 Awards.

Invincible Valves places a great deal of importance on upskilling the staff. “The Inval Training Centre was opened last year and is currently in full swing. We dedicate in excess of 40 hours per week towards the education of our staff. We run the SAVAMA Working with Valves courses for the majority of our staff—this would include administration, sales and labour force. We then offer a number of short courses as well as access to the Inval Training Centre Library,” explains Du Plessis.

“The library has a range of books from learning to read, beginners books, dictionaries, atlases, novels and technical training material that is available to all Invincible Valves employees. Currently, we have 17 students undergoing the training while an additional five are awaiting the new course to begin. All our staff also benefit from healthcare education throughout the year—TB screening and education, HIV/Aids screening and education, cancer awareness and education, wellness days etc. At the moment, we have four candidates enrolled

at the Artisan School and they are currently undergoing fitting and turning training, after which they will do two years in service training and in 2020, they should all qualify after completing their trade tests,” she says.

Invincible Valves’ aim is to set a benchmark for training in the valves industry and in line with this commitment, will introduce a Basic Business Skills programme in February next year. The objective of the Basic Business Skills programme is to teach an overview of business and how this is done.

It covers all business aspects and enlightens the students as to how their input impacts the business. There is a vast amount of content like communication, purchasing, selling, stock control, income versus expenditure, emotional intelligence and education to name a few. It is an intense course, which will be held over six months.

“I am incredibly passionate about education because this gives us an opportunity to transfer skills, giving the learners the opportunity to make more informed decisions at work and at home. It opens the mind to a broader horizon and gives people an opportunity to contribute in a meaningful way. Education is the answer to many problems within society and, therefore, we challenge all our staff to share their knowledge amongst themselves and at home within their communities,” says Du Plessis.



Pam Du Plessis, CEO

Invincible Valves is involved in upliftment programmes with the SAME Foundation—these are initiatives where schools are upgraded in the science and mathematics areas.

Currently, the company is in the process of creating a new CSI initiative, which is anticipated to have a positive impact on the surrounding communities.

“At the same time, I run weekly mentoring sessions for young women and men starting up in business.

“At the moment, I have two mentees who I work with on a weekly basis for two hours each. This, again, is about transferring the skills to the younger generation, creating the opportunity for them to jump-start their business start-up,” says Du Plessis.

She explains that the company has kept pace with changing technology, industrial advancements and customer demands by being resilient and able to adapt to the times, due to the company culture.

“We also run an intern programme, which brings young, youthful individuals into our space, giving us insight into the younger generation’s way of thinking. This has empowered us to

make good decisions in many areas. Customer demands have been our greatest challenge, but we are managing to cope because of efficient systems and controls that are managed on an ongoing basis,” she explains.

Asked how the economic climate affected the valves industry and whether it is all ‘doom and gloom’, she says absolutely not and that, instead, when you find a challenge, there will always be an opportunity right behind it—it’s all about patience and commitment.

For Du Plessis, the attributes of a great leader include great communication skills, honesty and integrity, commitment and passion, the art of being able to inspire and uplift others, to make well-informed decisions and the ability to hold yourself accountable at the same time.

“My role model would most definitely be my dad. He has inspired me to be more, learn more and always extend a hand. As a child, my dad showed me what commitment was all about when he had his own business, then he studied right up until the age of 55. Today, he is in his 70s and still works in a field of teaching and testing artisans,” she says. Her advice to budding entrepreneurs is to remain

true to oneself, embrace change, be consistent and be brave.

“It may be daunting entering the business world or starting something new but don’t allow that fear to deter you in any way. Instead, educate yourself, learn from anyone and everyone. Create your own opportunities.

“Follow your heart and do what you believe to be best—if you are passionate about something, you need to action it,” she says.

Armed with a five-year plan, a new age management system with family values and under the guidance of corporate governance with a full board of directors, one non-executive director and two independent directors, Invincible Valves is now implementing systems and controls, which will be able to cope with the current business growth and expansion.

They are striving for diversification within the business, expanding their markets, adding additional ancillary services and product ranges directed to the mining, petrochemicals, power generation, water, sewerage, gas works and general industries, which will enhance the customer experience and business expansion throughout Africa and beyond. ▲

Accelerating economic growth and development

The Northern Cape MEC for Finance, Economic Development and Tourism, McCollen Ntsikelelo Jack, said his department will continue to support small business development in the province because it is a catalyst for job creation and economic growth

Revealing plans for the current financial year, Jack indicated that local procurement opportunities will be identified in the Strategic Infrastructure Projects (SIPS).

“The economic potential for shale gas extraction will be pursued and closer relations with state-owned enterprises will be fostered to link even more SMMEs to public procurement opportunities,” he said.

Jack said the SMME development programme will continue to offer the non-financial support ranging from business planning, marketing, assisting with access to new markets, access to funding, finance and incentives, and information and capacity building.

“This support will be rendered to greenfield and brownfield enterprises and entrepreneurs to ensure they increase sales, markets, the turnover and job creation,” Jack said.

In terms of financial support for the SMMEs, the department will continue to support enterprises, the development of local economies and the empowerment of historically disadvantaged individuals through the Economic Growth and Development Fund (EGDF).

“Out of the R64.949-million allocated for the SMME development in the province, this financial year, an amount of R29.799-million is set aside for the EGDF,” said Jack.

“The Northern Cape SMME Trust will manage the fund through advertising in our district-based media houses, calling for the submission



McCollen Ntsikelelo Jack, the MEC for Economic Development and Tourism

of business plans through our districts, long-listing and short-listing will be done and recommendations will be submitted for funding to the Northern Cape SMME Trust,” he added.

He said the new model of using the Northern Cape SMME Trust will allow the department to provide adequate support and formulate a proper framework that can satisfy all stakeholders and enhance transparency.

“A concerted effort will be made to ensure the equitable regional spread of funding, and public awareness will most likely be the key determinant to the number of applications received,” explained Jack.

MEC Jack tabled his plans after successful outbound missions to Finland, the United Arab Emirates and the People’s Republic of China





and Namibia. Jack indicated that he will not rest until he has achieved his target of creating more jobs in the province through investments.

Jack said he was impressed by the level of eagerness shown by the newly-appointed Northern Cape Economic Development Agency (NCEDA) board.

“The board has an energetic Chairperson in Advocate Lungile Bomela. They (NCEDA) were part of our delegation in our international trips to lure investors into the Province.

“Their mandate is clear, to stimulate economic growth through the development of key sectors, the facilitation of trade and the attraction of investment. The need to address the high level of unemployment confronting our people cannot be over-emphasised. It is against this background that we are embarking on a large re-industrialisation programme for sustainable growth,” Jack explained.

MEC Jack said he will continue to pursue initiatives to attract foreign direct investment (FDI) “with a strategic focus on those initiatives that impact economic growth and job creation”.

He said the high-impact projects such as the Upington Special Economic Zone (SEZ) and the Boegoebaai Deep Port Harbour Development

were extensively marketed in their recent endeavours to attract foreign investment.

The Port of Boegoebaai will catalyse economic impacts associated with the key economic drivers that will enable investments in natural resources sectors that are currently constrained by the lack of access to infrastructure. In enabling iron-ore and manganese exports, the development of the Namaqualand gas-to-industry cluster and fertiliser plant is a priority.

“In order to attract export-orientated manufacturing companies to the area, permits will be issued for the development of industrial parks as an SEZ initiative intended,” said Jack.

The port at Boegoebaai would be the only major port between Walvis Bay and Cape Town to have a dry dock and maintenance facilities for ships requiring assistance.

He mentioned that during the recent mission to the People’s Republic of China, the Northern Cape Economic Development Agency entered into a Memorandum of Co-operation with the SA Honglin Investments (PTY) LTD to pursue the development of the Northern Cape Economic Development Corridor as a natural extension to the National Development Plan and the Chinese One Belt One, Road Initiative.

“The agreement will lead to the development of the deep-sea harbour in Boegoebaai as well as the training centre that will largely benefit the myriad of unemployed youth in the area,” he explained.

He said to kick-start this investment programme, a management committee will be established for managing and coordinating the project in areas such as:

- The proposed harbour development and associated rail and road infrastructure linking the port with its economic hinterland.
- The identification of a mix of commodities that could provide the base for the rail and port infrastructure.
- A possible cement plant, natural gas terminal, fertiliser plant, mineral processing projects and industrial projects.
- A renewable energy project.
- An industrial zone to bolster the development of the local industry.
- A possible new water storage and hydro-electric project.

“This committee will take responsibility in consultation with EXCO as the Executive Council will take the final decision for obtaining the necessary regulatory approvals, recruiting investment funding for projects, undertaking technical design work and liaising with all the relevant national government departments and development agencies as and when required,” said Jack.

He further indicated that history was made during the recent trip to the People’s Republic of China. “A Memorandum of Understanding was signed between the Hebei GEO University, the Sol Plaatje University and the Kimberley International Diamond and Jewellery Academy (KIDJA) towards establishing a joint bachelor’s degree, which will be the first of its kind in the world, on diamond and jewellery development,” Jack enthused.

He said this initiative will see Northern Cape students spending three years in China and one year in Kimberley to study everything about the diamond industry, which is meeting the growing market needs in China.

“It will also generate financial income to KDJI and KIDJA, as well as international awareness



of the Kimberley diamond brand. The design and accreditation in South Africa on the Joint Bachelor's Degree (Diamond major) programme will be completed in 2019," he explained.

He said the existence of this official platform will provide Chinese investors with the confidence to venture into the Northern Cape, especially when it comes to collaborating with SMMEs.

"The initiation of the China-South Africa Diamond Conversion Mechanism will also open an official entry for South African entities to consolidate the brand assets of the province's diamonds in the Chinese market," he said.

The province is billed to host the inaugural Renewable Energy Conference in the small Northern Cape town of De Aar from 23 to 24 August 2018.

With the Northern Cape dubbed the "Solar King of Africa" by the Minister of Energy, Jeff Radebe, the province is bound to come out with tangible policies, which will see it benefitting from the direct normal radiation, which is one of the highest in the world, surpassing that of Spain and North America.

The province is incredibly rich in its potential renewable energy power generation capacity.

It is home to 31 of the 62 operational projects, which have, so far, contributed a total of 1 925MW to the national grid. The aggregate impact of the Bid Window 1 to 4 and Small IPP projects' investments and earnings projected for local communities in the province (over 20 years) present a net income of R18.3-billion. The IPP projects in the Northern Cape that have been procured in Bid Windows 1 to 4 and the Small IPP Programme have made a combined socio-economic development commitment of R13.2-billion over the 20-year planned project's operational life.

"These funds will be used for community development and poverty eradication projects in the province, including areas such as health, education, social welfare, child and youth development and taking care of the elderly," said Jack.

He indicated that the enterprise development contributions, which seek to stimulate small business development in the province, amount to R3.5-billion.

"This contribution will accrue over the operational life of the projects located in the province. With this in mind, the department will continue to facilitate the expansion of the renewable energy sector and the roll-out of the Enterprise Incubator Programme," he explained.

Jack is concerned that the mining industry has left significant environmental damage in the province. In an effort to mitigate the damage, he said they will be consulting with the Department of Mineral Resources to avail previously mined land for rehabilitation and other uses.

"We will also engage all the mining companies in the province focusing on their reserves, rehabilitation opportunities and the possibility of availing land for agricultural purposes," he added.

With regard to gambling, Jack said he will continue to talk with the National Minister about the need for the approval of the two new casino licenses in the province.

"The Bingo Operating License is on course. A legislative change and amendment are essential in this regard. Legislative amendments should include the collection of levy for Bingo as, currently, it does not include Bingo for collection. This process should be finalised soon," he said.

In terms of policy, research and innovation, the department will host a two-day Northern Cape eKasi ICT Summit in Kimberley from 26 to 27 September 2018.

"In our quest to bridge the digital divide, we welcome the initiative by a young black IT company, Afrovation Community Trust, that approached us with the view to donate free WI-FI hotspots in our communities. This free access to connectivity will enable the community at large to have access to information. The proposed free WI-FI offering will enable the

community to connect two devices simultaneously at 500 megabytes per device," said Jack.

In order to consolidate provincial economic development plans and projects, the department will host an Economic Colloquium during the 2018/19 financial year. The Colloquium is a precursor to the Provincial Investment Conference.

Jack said tourism in the province continues to promote the Northern Cape as a competitive tourist destination.

"The Coastal and Marine Tourism Strategy will be rolled out to augment policy interventions in terms of Operation Phakisa and the Oceans Economy in order to diversify the economy on the West Coast.

"To this end, the department will continue its support of the Small Harbours and State-Owned Coastal Property Development initiatives in the Namakwa District," he said.

Jack indicated that feasibility studies will be conducted on developing mini-conference centres in the John Taolo Gaetsewe and Pixley Ka Seme Districts.

The National Department of Tourism has partnered with the department to develop tourism infrastructure in the coastal zone targeting Port Nolloth, McDougall's Bay, Kleinsee, Hondeklip Bay and Springbok.

"We partnered with the national departments of Tourism and Science and Technology to develop the Square Kilometre Array Exploratorium in Carnarvon. The designs and preparations for construction will be completed in this financial year," he concluded. ▲





Northern Cape Province welcomes new board members

Honourable Mac Jack, MEC for Finance, Economic Development and Tourism, has stabilised the operations of the Northern Cape entities by appointing fully-fledged Boards of Directors for Gambling (NCGB), Liquor (NCLB) and the Economic Development, Trade and Investment Promotion Agency (NCI2DA). Except for the Northern Cape Tourism Authority (NCTA), the three aforementioned entities had been functioning without Boards for years.

Northern Cape Liquor Board

Under the chairmanship of Adv Andrew Sia, the Board is made up of refined, committed and diligent individuals that have shown commitment to regulate the liquor industry. Their primary mandate is to promote the responsible consumption of liquor and reduce the socio-economic problems emanating from abuse of alcohol and related matters in the Province.

For more information contact:

Tel: +27 (87) 310 5318
E-mail: rudessas@yahoo.com

Northern Cape Gambling Board

The Northern Cape Gambling Board is led by the determined acting chairperson, Zamani Matiso, who has constantly warned the public about the danger of illegal online and land-based gambling, which is on the rise across the Northern Cape. His mission is to eliminate unlawful gambling which has a negative impact on tax revenue for government, with further consequences including loss of employment opportunities, loss of local economic activity, and an erosion of consumer rights and protection.

For more information contact:

Tel: +27 (0) 81 761 9101
E-mail: enquiry@ncgb.co.za
Website: www.ncgb.co.za

Northern Cape Economic Development Authority

Under the stewardship of Adv L.R Bomela, the newly appointed Board of Directors for the Northern Cape Trade and Investment Promotion Agency (NCEDA) are primed to achieve their mandate of providing an investor-friendly business environment that attracts foreign and domestic investment, and creates employment.

For more information contact:

Tel: +27 (0) 53 833 1503
Email: info@nc-eda.co.za
Website: www.nceda.co.za

Northern Cape Tourism Authority (NCTA)

The Northern Cape Tourism Authority (NCTA) is the official marketing agency for the Northern Cape and markets the Northern Cape as South Africa's premier destination for extreme escapism, exploration and adventure. The Northern Cape is South Africa's largest province and a must-see destination, offering visitors a range of exciting activities, whether you prefer the ocean, the desert, the bush or quirky towns rich in history and culture,

For more information contact:

Tel: +27 (0) 53 832 2657
Email: marketing@experiencenortherncape.com
Website: www.experiencenortherncape.com



Northern Cape Economic Development Board



Northern Cape Gambling Board



Northern Cape Liquor Board

A catalyst for change in the African workplace

Innovative Shared Services (ISS) are experts in the facilitation of workplace evolution. Morné van der Merwe, the CEO, emphasises the importance of employee development and empowerment and discusses their core service offerings as well as the role of innovation and technology

Could you please tell us a bit more about your role at ISS?

I have the privilege as ISS CEO to lead the most amazing team of forward-thinking people. My responsibilities can be summarised as creating an exceptional workplace, making information available to all employees to enable us to grow the business, meeting with our directors to review critical success factors and ensuring we have enough coffee beans to keep the creative momentum going. In addition, I have a keen interest in our continual development of progressive systems and structures that we implement in our business and for our clients. This is generally done in a creative space with our software developers. Interestingly, we are not a software development company at all, but we feel that no business can function effectively without these skills, whether they are provided in-house or outsourced.

How long have you been with ISS and what are your short- and long-term goals for the organisation?

ISS was a New Venture Creation project that I started 10 years ago, so I have been part of the business since its inception.

Clearly communicated business goals and objectives are reviewed on an ongoing basis. This ensures we always achieve short-term goals that we agree upon as a team. More to the point though, our short-term goals are to ensure we are in touch with our people, products, clients and systems. My long-term goals are to gain market share and ensure we stay true to our core values. ISS is a truly African company, embracing continuous improvement and learning. We want

to be the “catalyst for change in the African workplace”. We achieve this through investing in developing human potential, creating systems that allow growth and a leadership style that is participative yet decisive. Our success comes from a sense of urgency, agility, transparency and an aggressive but fair approach to securing the best for our clients.

What is the dream for the company? Where will ISS clients see the business in the near future?

Our team passion and competency is a multiplier. The dream is to keep adding value and to multiply our growth. By applying this simple method, we will continue to work towards becoming the trusted service provider, through all our business divisions, to large corporates, the government and SMEs alike.

What are the core services you offer to your clients?

ISS has five very well-defined business divisions, delivered to our clients face to face and/or via our digital platforms.

Business Advancement

It is not uncommon for bad business practices to emerge—even in good business conditions—or even proliferate if left unchecked. We believe business leaders can prevent this by embracing evolution and continually striving to achieve workplace advancement. It has become crucial not only to constantly measure and clarify the potential of your current business, but also to map its way forward to a stronger, more resilient future. Our Business Advancement division conducts an in-depth



Morné van der Merwe

analysis and provides our clients with a “blueprint” to advance their organisations.

Risk Management

ISS assists clients in understanding and quantifying risk within their business structures in a proactive way. Risk management should form part of any business’ critical success factors. Our clinical approach with custom data-centric software will help you to assess and mitigate risk in the following areas: OHS, legal audits, insurance and underwriting and BCP. This is executed by subject matter experts, through world-class software we have developed.

Training and Development

We offer in the region of 600 accredited training programmes to our clients represented in all economic sectors. Our training includes some of the following interventions: learnership programmes, legal compliance training, management development and ABET and information technology. Our accreditation extends to many SETAs, QCTO, DHET and various other governing and regulatory bodies.

Skills Development Strategies

Our Skills Development Strategies division is very focused on ensuring that our clients understand the South African skills frameworks. These areas of expertise are led by a dedicated team of SDFs and cover the following areas:

- The identification of scarce and critical skills for clients considering the local economies they operate in.
- SETA, SAQA, QCTO funding and funding applications through the completion of meaningful WSPs
- BBBEE codes of good practice with an emphasis on the skills development section
- Employment Equity
- SARS/ Tax elements embedded in all of the above

Accreditations and Compliance Audits

In a fast-evolving, globalised world, product consistency and standardisation are absolutely critical. Our Compliance Audits that are clinically performed, help to ensure this consistency.

ISS has extensive expertise in helping clients to obtain accreditations relevant to their respective industries, with the view of continual improvement that will lead to a competitive advantage. We focus on three specific areas of accreditation and certification: ISO quality management systems, food safety accreditations and legislations applicable to specialised businesses.

All our divisions are delivered face to face and via our digital platforms, further emphasising our understanding and progressive approach. I encourage you to read more about these divisions on our website.

How would you describe the ISS company culture?

Creative, passionate, mad, fun, caring... these are all the immediate emotions that come to mind. Culture and fit are absolutely crucial for

us. We deliberately have a very flat and direct reporting structure to encourage agility, open communication and the ability to make factual decisions quickly. It is well-documented that you spend so much of your life at work and it is, therefore, critical that job satisfaction should be a key factor for consideration when joining a company. With our business enjoying such positive growth and with the headcount increasing monthly, we are mindful of the pitfalls that a larger structure brings.

How many countries does ISS operate in? Is ISS a business with an international footprint?

We are a proudly South African company. We have done work in many countries, but we only have offices in South Africa. We do travel extensively to seek learning opportunities from other countries, but it is always with the view of improving what is available in South Africa. It has to be said that as South Africans, we have the ability to teach the many lessons we have learnt to other countries.

We are firm believers that “Disruption causes Innovation”. The interpretation of this, as far as our global position is concerned, is emphasising the opportunity that stems from our resilience as a nation to learn and adapt. Our response to disruption has been incredible.

There is a big focus within ISS on employee development and empowerment, why do you find this to be important and how has it benefited ISS thus far?

Employee development is one of our core service offerings and it is a critical success factor for our clients. Therefore, it is natural that we focus investment in this area of our business. We can see the direct benefits in our own business, which makes the partnership with our clients so much easier when they trust us with their employees’ education.

This question reminds me of a quote I heard a while ago and serves as part of my answer: “Company shareholders were complaining! ‘We need to cut the spend of training our people, it’s too expensive...by training them we run the risk that they will leave us to move to our opposition.’ The CEO responded by saying: ‘Imagine the impact on our business if we do not train our people and they stay here forever!’” Employee development must remain a top priority for companies.

Please tell us about ISS Empowerment and the value that it will bring to the group?

It is unquestionable that the next global business icon and success story will come out of South Africa. ISS Empowerment (NPC) has been set up to assist in finding these contenders. The sole purpose of our Empowerment (NPC) is to find deserving candidates whom we can transform through dedicated mentorship and world-class education—a focused incubator programme. ISS Empowerment is a fully black-owned company that owns 26% of ISS. In addition, ISS Empowerment has become an expert in the recruiting and selecting of unemployed persons with disabilities (PWDs). Once selected, delegates are enrolled into 12-month learnerships and development programmes with employment as the outcome.

With the Fourth Industrial Revolution upon us, how important is innovation and technology to ISS, and how do you feel it is changing the landscape within your industry? Was ISS Online a result of this change?

We employ two software developers. This, for a company that does not sell software, speaks volumes about how we feel about innovation and technology. All of our business divisions are very dependent on the advancement of systems and structures to make us more competitive as well as to give our clients more options. The majority of our employees are classified as youth (18 to 35), so we depend on them to guide our transition into the Fourth Industrial Revolution. Over the past two years, we have made all of our services available on digital platforms through ISS Online with great success. ISS Online was certainly a response to the markets’ need for technology within our sector. We aim to generate 50% of all our revenue via our digital platforms by 2021. Although ambitious, we believe that with deliberate focus, this will be achieved. We are mindful that we have the responsibility to build a resilient business, focused on people and organisational development for tomorrow’s leaders who will be a beacon of hope for future generations to follow. ▲

Website address: www.iss.co.za

Telephone number: 0861 11 11 85

Email address: info@iss.co.za



Creating opportunities through education

The University of Mpumalanga (UMP) is committed to developing as a uniquely African University, providing leadership in knowledge creation and dissemination



Professor Thoko Mayekiso, Vice-Chancellor

Professor Thoko Mayekiso is the University of Mpumalanga's first Vice-Chancellor, with effect from 1 November 2014. She obtained a BA, BA Honours and MA in Psychology from the University of Fort Hare. She furthered her studies at the Free University of Berlin, Germany, where she obtained her DPhil (cum laude) in Psychology. She also holds a Higher Education Diploma (postgraduate) from the University of South Africa. She is a registered Clinical Psychologist with the Health Professions Council of South Africa.

In her sterling academic career, Prof. Mayekiso has held the positions of Senior Lecturer, Associate Professor, Professor, Head of Department, and Vice-Dean at the then University of Transkei. She practised as an Honourary Clinical Fellow at the Greenwood Institute of Child Health, University of Leicester and simultaneously served as a Clinical Psychologist in the Department of Medical Psychology, Leicester General Hospital in the United Kingdom. She then joined the University of the Witwatersrand, Johannesburg in 2001, where she served as the Head of School, Deputy Dean and then as the Acting Executive Dean in the Faculty of Humanities. She proceeded to the Nelson Mandela Metropolitan University in 2007, as an Executive Dean in the Faculty of Arts and then as the Deputy Vice-Chancellor (Research and Engagement) in 2009. She is

a C3-rated Scientist by the National Research Foundation.

“My father was a Teacher and when I was 13 years old, he made the following observation, ‘You are a girl of great determination’. His words became indelibly etched in my heart and mind. Being an adolescent, I was at the stage of development referred to by Erik Erikson as ‘Identity versus role confusion’.

“When I was grappling with my identity, asking questions like who am I, where am I going to, the statement from my father spurred me on. This is what I keep reminding myself of in my leadership journey, that I am a woman of determination. This helps me to navigate any leadership challenges I am confronted with,” explains Prof. Mayekiso

She believes determination is the driving force towards excellence and, in order to work consistently and tirelessly at something, one needs perseverance.

“Determination is about putting your heart, mind and soul into what you want to achieve and about pursuing your goals relentlessly. It is about rising above all odds. Over and above determination, one should have a passion for what one does,” she says.

In addition to determination and passion, Prof. Mayekiso says it’s important for one to be a dreamer. At the University of Mpumalanga, they encourage women to follow their dreams.

“Dreams are important because they allow us to embark on a serious journey, in pursuit of those dreams. Without a dream, we may struggle to see the potential in ourselves because we don’t look beyond our current circumstances. But with a dream, we begin to see ourselves in a new light, as having greater potential and being capable of stretching and growing to reach it,” she explains.

Leadership journey

Prof. Mayekiso’s leadership journey at the University of Mpumalanga has, on the whole, been a positive, fulfilling experience.

“The privilege of starting at a new University has been a source of positive energy and motivation for me as the Vice-Chancellor. My leadership journey derives meaning from the statement, ‘Mountain tops inspire leaders and the valleys mature them’,” she says.

As a leader, Prof. Mayekiso is constantly moving between the mountain tops and the valleys. When at the top of the mountain, one can see afar, widen one’s vision and be inspired to envision the future direction of the institution, she explains.

“Down in the valley, as a leader, one gets to the coalface of the organisational challenges. This is where the leader matures in terms of resilience, tenacity and determination,” she says.

Celebrating five years of quality education

This year marks the five-year anniversary since the establishment of the University on 31 October 2013. The first cohort of 167 students was enrolled in February 2014 in three programmes, namely, a Diploma in Hospitality Management, a Bachelor of Agriculture in Agricultural Extension and Rural Resource Management and the Bachelor of Education in Foundation Phase Teaching. In 2018, the University has a total of 16 accredited academic programmes, four of which will be offered for the first time in 2019. Student numbers have increased to 2467 in 2018.

“The five-year celebrations, which mark four years of my appointment as the Vice-Chancellor, will provide me with an opportunity to reflect on the achievements as well as the challenges over the past years and envision the road ahead.

“In my inauguration address in May 2015, I mentioned that ‘generations yet unborn must find a thriving University, one they will be proud to join, because we who pioneered it, laid a firm foundation and got into this immense project with body, mind and soul’. We have remained focused and unrelenting in our pursuit of excellence and the drive to create a conducive study and work environment at UMP.

“We have built iconic infrastructure to provide high-quality education and training facilities in line with our mission ‘To offer high-quality educational and training opportunities that foster the holistic development of students through teaching and learning, research and scholarship, and engagement, in collaboration with strategic partners’,” Prof. Mayekiso explains.

The new facilities include a purpose-built complex for agriculture and the sciences with a range of teaching venues, a dedicated GIS laboratory, four undergraduate teaching laboratories, a bookshop and coffee-shop for students and offices for the staff and the Dean. They are currently completing a major addition to this already substantial building, which will add much-needed research facilities and further staff offices.

“Earlier this year, we took occupation of a new building for the School of Computing and Mathematical Sciences, which includes two large teaching laboratories and staff offices. We will officially open a new library and information resource centre later this year and work on an extensive suite of lecture venues ranging from 250- and 520-seat raked auditoria to smaller 50-seat venues will be completed in a few months.

“All our new teaching venues, from the largest to the smallest, are equipped with modern audio-visual equipment to support technology-enhanced teaching and learning and the original venues on both campuses have been upgraded.

“We will shortly take occupation of a major new facility for the School of Hospitality and Tourism that will see our staff and students housed and trained in state-of-the-art teaching venues and training kitchens. The building includes a 25-bed hotel that will function both as a site for student training and experiential learning, and also as a hotel,” Prof. Mayekiso enthuses.

The two teaching and training kitchens have 60 and 30 stations each and will support the qualifications in hospitality management and the planned Diploma in Culinary Arts. In addition, there is a demonstration kitchen where expert chefs will be invited to demonstrate the latest trends in the culinary arts to their students and the public.

The new building for hospitality and tourism, is an excellent example of how the University has developed in the past five years, which is a state-of-the-art facility where the University will teach a range of programmes from short learning programmes through diplomas and undergraduate degrees to Master’s and doctoral level qualifications in tourism, hospitality and the culinary arts.

A distinctly African University

“The growth, development and expansion of our academic project are guided by the University strategic plan (UMP Vision 2022), which was developed in 2015. The University of Mpumalanga is an African University that is rooted in its home in Mpumalanga and as such, it is responsive to its immediate political, socio-economic, geographic and historical context, and its place in the world,” says Prof. Mayekiso.

In many ways, the newness of the University provides the space and opportunity for them to define themselves as a distinct African University, which does ‘different things differently’. There is the opportunity to design and shape almost everything over again—from symbols and buildings to qualifications and culture. In short, it is an opportunity to learn from the past and shape a new African University for the future.

The University has already expanded into the humanities and social sciences with a Bachelor of Development Studies and a Bachelor of Arts, and into commerce and management with a Bachelor of Commerce. The University is currently developing a Bachelor of Social Work, Bachelor of Arts in

Media, Culture and Communication, a Bachelor of Administration and a Bachelor of Commerce in Transport and Logistics.

The future

Looking further into the future, Prof. Mayekiso says the University will continue to focus on access with success and on technology-enhanced teaching and learning. They will add new qualifications at different levels in the areas where they are already active, and branch out into new fields including health sciences and engineering.

“In 2017, we developed our Institutional Research Themes, which are: Ethics and Governance; Information Communication and Technology for Development; Youth Development and Empowerment; Environmental and Socio-Economic Sustainability; Post-Harvest Management and Food Security; Biodiversity Conservation and Development; and Early Childhood Development, Education and Training.

“We have succeeded in the establishment of national and international research partnerships and collaborations through signed Memoranda of Understanding (MoUs); and the implementation of activities in MoUs.

Our international partners include universities such as Eduardo Mondlane University, Mozambique; the University of Swaziland, Swaziland; Muni University, Uganda; Makerere University Business School, Uganda and the University of Central Florida, United States of America.

“We also have a partnership with the Archbishop Thabo Makgoba Development Trust, which allows us to invite prominent speakers who present annually to the University and Mbombela Community on the theme ‘Moral and Ethical Leadership’. It also allows our students to compete in essay writing on a subject linked to the theme,” Prof. Mayekiso explains.

A dynamic student life

One area that has shown remarkable growth is the provision of a vibrant student life to their students and the provision of a wide range of student support services on both their campuses. The provision of appropriate and state-of-the-art accommodation facilities for their students has seen the number of students accommodated on campus increasing from 167 students in 2014 to 1018 students in 2018. This state-of-the-art accommodation



provides a range of facilities including, discussion venues, common spaces, well-equipped laundry facilities, computer rooms, game rooms and Wi-Fi.

The promotion of Living and Learning—a type of learning community—at UMP has seen a number of student societies and clubs being established.

“This year, 2018, the University is proud to have 20 functional student societies/clubs through which students actively engage in a number of living and learning activities, including participation in community development projects.

“Building self-confidence and self-esteem, modelling positive behaviour, providing psychological nurturance and encouraging the development of what Angela Duckworth calls ‘mental toughness’ constitute some of our attempts at the University to provide an optimal environment for women to self-actualise and become the best they can be,” she says.

The ENACTUS: UMP Society, as an example of the achievement of the societies, continues to contribute to the development of communities at a higher level. One of the ENACTUS’ projects, Hatching Hope, a chicken project, is in its 2nd year this year, with a total of 17 beneficiaries from Pienaar and Nkomazi. This society has also reached an agreement with Samancor Mines in the Tubatse Municipality in the Sekhukhune area. Samancor has agreed to support the rollout of the Hatching Hope project to support seven beneficiaries from that area.

“This year, our ENACTUS team again participated in the National Competition of ENACTUS South Africa, which took place in July 2018 at the Sandton Convention Centre. Our ENACTUS team brought home five trophies after making it to the final top 4 out of a total of 16 universities whose projects were selected to compete. Our Hatching Hope Project was the overall national winner of the 2018 Nedbank Project Scaling for Impact Challenge. ENACTUS: UMP is a typical example of how students take advantage of the opportunities the University continues to create for its students,” she says.

The vibrant student life at UMP has also been promoted through the provision of sporting and recreational facilities to students. These include the provision of gym facilities in both campuses and the renovation and upgrading



ENACTUS Members

of the swimming pool and the squash courts at the Mbombela Campus.

The University, as part of its continued development, secured R27 million in funding from the National Lotteries Commission to upgrade its sporting facilities at the Mbombela Campus. Students have, over the years, participated in a number of sporting codes, such as soccer, tennis, volleyball, netball, basketball, athletics, chess, super pool and squash.

Creating opportunities for students

The University, in keeping with its slogan of ‘Creating Opportunities’ for its students, has, indeed, created opportunities for many students in different areas. Ms Mandisa Chirwa was selected to the Study of the U.S. Institutes (SUSIs) for Scholars for the Civic Engagement Programme held at the University of Washington. The programme ran from 5 January to 10 February 2018. Mandisa had the following to say about her experience:

“This programme has developed my leadership skills in many areas, such as critical thinking, communication, decision-making and managerial abilities, and I am also able to apply these abilities to the context of our history, the participation of youth, women, students and Africans in politics, economics, culture and society.”

The holistic development of students has always been central to practices at UMP. In September 2017, the University launched the Love My Campus Campaign, with the slogan ‘UMP My Campus, My Pride’, a programme that encourages the students and staff to love their University and, thus, take care of the facilities, equipment and grounds.

Looking after the University’s facilities promotes an appreciation for one’s environment and surroundings, which we believe plays an important role in the personal development of our students who are the future leaders of our country and the world.



Mandisa, 2nd from the right on the back row, experiencing the true Washington DC winter, joined by the Ambassadors of the participating countries

“From inception, UMP has had student leaders who have championed the interests of the students and who are mindful of the special place they are occupying in the history of UMP. It has been a pleasure to engage with student leaders who are problem solvers instead of problem posers.

“This remarkable journey has strengthened my sense of identity and the belief that anything is possible with the right mindset, knowledge and support. The leadership journey has reaffirmed my trust in my worth and abilities whilst acknowledging with humility my own fallibility.

“As women in this, our month, we should remember that no one will give us our own emancipation on a platter. We need to claim our space and re-imagine our own future. Part of how we can re-imagine this future is not to see ourselves through the eyes of men but through our own eyes.

“We need to mentor and coach those young and upcoming women, so that their paths become easier. There are pioneers who thought about the coming generations of women and set programmes in place to ensure that the road becomes more manageable, because others trod that way before,” Prof. Mayekiso concludes. ▲



Members of the 2018 SRC

Women in leadership and their creative approach

Building on the foundations laid for one of the world's most award-winning advertising agencies, the TBWA\Africa collective has a robust, diverse and multi-skilled group of women taking the reigns

The TBWA\ collective was first formed in Paris in 1970 but the large group of international entrepreneurs who joined the group over the next decades would see the brand evolve into the powerhouse it is today.

In South Africa, Hunt\Lascaris joined the TBWA\ stable almost thirty years ago, and the group now includes the advertising agencies TBWA\Hunt\Lascaris and OpenCo, strategy and research agency Yellowwood Future Architects, branding and experiential specialists Grid Worldwide, public relations agency Magna Carta Reputation Management Consultants and specialist marketing agency HDI Youth Marketeers. In 2015, TBWA\ launched Project 20\20 as a challenge to increase women in leadership roles across the collective by 20% by the year 2020.

Three years later, the South African collective has made major strides to transform its leadership in the male-dominated industry to ensure it builds a legacy where a new generation of women is thriving.

We chat to seven women from TBWA\South Africa about leadership, mentorship and overcoming challenges.

Cuma Pantshwa (40), Youth Solutions Executive, HDI Youth Marketeers

In her role, Pantshwa helps clients to connect and find meaningful and creative ways to engage with the youth.

“We deliver solutions to the business to help our clients know and be in the hearts and minds

of the young people. We are an insight-first business, so we always put youth at the centre of our business and dig deep to make sure that we stay connected,” she says.

Her company ensures that they create space for more young women to be in top leadership positions. Pantshwa believes that she's fortunate to work for a company that strongly believes in elevating women to leadership roles.

“Our company has always been predominantly female-first oriented, the current exco team consists of 60% female leaders and as HDI, we are aligned to the TBWA\ vision of growing women in leadership. It's important for us to ensure we train and develop the next generation of female leaders,” she says.

Mel Daniels (34), Managing Director of OpenCo and Chief of Staff at TBWA\South Africa

As the MD of OpenCo, Daniels is tasked with all the business management requirements. She's responsible for managing the day-to-day requirements of a team of 40 employees. She also oversees various client engagements that include experiential marketing and content creation.

Daniels is a strong believer in helping those around you if you are a leader. “As women in leadership, we need to support each other, especially the up-and-coming women around us. As someone who has benefited from mentorship, I believe that we have a responsibility to mentor others and provide them with guidance from our experiences and learnings. The beauty of

mentorship is that both parties benefit and I've found that I've learnt from those I've mentored as well,” Daniels says.

As a young female trailblazer, Daniels believes that the key traits of effective leadership are authenticity and optimism. “I strive to maintain conversations with all team members in an honest and authentic way. I haven't changed who I am as a leader but rather, I have adapted my leadership style to reflect my somewhat quirky personality.

“I also maintain the team's energy levels by being optimistic, even when the mood doesn't allow for it. I am always a work in progress and strive to improve on these traits daily, but in true optimistic form, I believe there is always a way,” she says.

While she has managed to climb the corporate ladder, her journey has not been short of challenges, but she rose above them. “As a young female in leadership, it is sometimes difficult to be heard and earn your seat at the table. Luckily, I have had great mentors and leaders who have encouraged me to have the confidence to make myself heard and to put myself out there,” she says.

“I do believe that we are lucky to work in an industry that is supporting and growing women, and showcasing that equality is non-negotiable,” she elaborates.

She adds that while her generation of women has had to fight for equality, the generation that comes after them will face challenges of a personal nature, as we see the continuous struggle for women (and men) to have it all,



Masego Motsogi (MD, Grid Worldwide), Siphokazi Chivizhe (Group CFO, TBWA|South Africa), Cuma Pantshwa (Youth Solutions Executive, HDI Youth Marketeers), Moliehi Molekoa (MD, Magna Carta Reputation Management Consultants), Refilwe Maluleke (MD, Yellowwood Future Architects), Mel Daniels (MD, OpenCo) Joanne Thomason-Jones (Deputy MD, TBWA|Hunt|Lascares|Durban)

namely, a great personal life, a successful career and healthy relationships. “This is not always feasible with the demands and pressures of work life, but we are seeing a growing trend for all individuals to want to manage these expectations better,” she says.

Masego Motsogi (37), Managing Director, Grid Worldwide

At her first job, Motsogi was thrown in the deep end by being given her own account. As an intern, for many, this would have been daunting and overwhelming, but she took the opportunity and ran with it. Motsogi says she is grateful that earlier on in her career, she was privileged enough to work with amazing female leaders who pushed her to reach her full potential. This work ethic has stuck with

Motsogi and she continues to instil the same in her team.

While Motsogi admits that being in the presence of powerful women has helped in moulding her career, it did not come without putting a great effort into her work.

“I think it happens a lot where people are very complacent; even very educated people. They sit back and think that things will come to them. You’ll find that a lot of people who’ve reached a certain point of success are the proactive people who get up. It’s easy to give up but it’s all about keeping that spirit of resilience,” she says.

As a woman in leadership, she also doesn’t believe in cutting corners. “It’s important that young people understand that you need to build a foundation, there’s a lot of preparation

and institutional knowledge that young people can’t just discard. Sometimes we might not be as technologically advanced as they are but there is something important about legacy,” she says.

She also advises that young people must take the initiative to find mentors. As a leader, Motsogi says she wants her legacy to be one that focuses on leaving a strong workforce behind and being progressive in her approach. It’s about sharing knowledge and giving people the tools to run on their own.

Moliehi Molekoa (39), Managing Director, Magna Carta Reputation Management Consultants

It can be difficult to have humility when you are in a powerful position but Molekoa believes in leading by example.

“For me, leadership is about leading by example. I really believe in being a title-less leader, as I’ve grown to be comfortable in my own skin. Coming to work and doing what I do doesn’t define me. I’m a multifaceted and dynamic woman who can’t be defined by one single role,” she says.

Her advice to a generation of young women is understanding your purpose and the fact that you need to put in the work and time to develop yourself.

She adds that as a leader, it is your role to ensure that people have access to you so they can learn from you. Molekoa says it has taken her over a decade to get to where she is and part of that time has been learning and observing what makes successful leaders.

“It’s important to have a personal plan with attainable goals and put in the work to achieve those goals. We live in a world of instant gratification, where we don’t want to put in the hard work,” she says, adding that it’s important for young people to give themselves time to be refined and developed in order to deliver on expectations.

“You must have the patience to ground yourself and to excel in your chosen area. We are so quick to want to jump to the next stage, to a point where we miss out on the important life lessons that are meant to help us to be better,” she says.

Siphokazi Chivizhe (44), Group Chief Financial Officer of TBWA\South Africa

Chivizhe, Group CFO of TBWA\South Africa, is a strong believer in fighting for what you want, rather than waiting for it to be handed to you.

Taking ownership of your own destiny is something that Chivizhe is familiar with. “If you have a plan to say, ‘This is where I want to be’, go around and look for the things that will help you get there. In order to grow in any industry, one needs to have a good attitude,” she says.

Like many of her colleagues, Chivizhe has been fortunate to have people who took the time to mentor and coach her.

She would like to see more females in top positions in the advertising industry and she believes that it is important to also learn to take criticism. “Take the negative with a bit of the positive. If I’m being given negative feedback, what do I learn from it that can help me grow?” she says.

As a leader, Chivizhe strives to be seen as a fair leader. “I want to be known as being fair,

whether or not you like the decision I make, I must be fair and consistent in that fairness. I instil that in the people I lead. You are in leadership not to win a popularity contest. Some decisions are going to be good and others will be bad but as long as you are fair, people will understand,” she says.

Refilwe Maluleke (34), Managing Director, Yellowwood Future Architects

One of the key traits of good leadership is being able to nurture and create a conducive environment for your team to thrive.

Maluleke, who recently completed her MBA, was recently appointed to the Managing Director role at Yellowwood, an achievement she holds as one of the highlights of her career. In her role, she is responsible for driving strategy and the performance of the business.

“I’m actively consulting on projects and providing strategic guidance to the team and our clients. This involves considering the future needs of the business and organising resources to address them,” she says.

Although there have been great strides to create an environment for more women to lead organisations, that number is still quite insignificant, compared to the number of males that hold top positions.

Maluleke is fortunate to lead an organisation where the majority of top executives are female. She believes that there is room for more females to break through the glass ceiling. However, this will only be possible if organisations create a culture that is female inclusive.

“If women are not attracted to your organisation or, more importantly, do not stay, you need to ask yourself some difficult questions about the culture of your organisation. Check your prejudice at the door. We all have these fixed constructs around gender that have been built over time,” she says.

“When women are ambitious go-getters, they are often pilloried as hyper-aggressive, while those who are nurturers are seen as not fit for the corporate environment. There is no one way to be a successful leader and assumptions made on stereotypes only inhibit diversity, which has been statistically proven to drive results,” she says.

Maluleke also believes that organisations need to create an environment that is welcoming to women and makes them feel valued.

“If there is only one woman in your organisation, it is incredibly difficult to recruit and retain

more. The more you have, the easier it becomes to attract and keep,” she says.

While some companies are still struggling to get this right, Yellowwood takes pride in creating an environment where women can thrive.

“Yellowwood is 69% female and our leadership team is 66% female. We have a very clear development plan for everyone in the business and a pipeline of incredibly strong female talent. It is hugely important. We have a very active mentorship programme to drive the success of our people and by extension, our business,” she says.

Joanne Thomason-Jones (39), Deputy Managing Director of TBWA\Hunt\Lascares in Durban

The Deputy MD for TBWA\Hunt\Lascares Durban was born and raised in Durban. Thomason-Jones studied marketing and moved to the UK, where she spent 10 years working for various agencies.

During her time in the UK, she worked across a number of brands. In 2013, she moved back to South Africa and started working for an agency in Cape Town.

She was later offered a position at TBWA and in December, she was promoted to Deputy Managing Director. Having worked in the UK for a decade, Thomason-Jones says she experienced a culture shock when she moved back to the country.

“In the UK, the impact of the colour of your skin or gender is very different, so it was quite a big challenge when I came back to South Africa,” she says, which inspired her to work ten times harder in order to prove herself.

“I believe that women are absolute multitaskers, as they can juggle work and a family, and that is the strength of a woman. We are very flexible in terms of working hours for women in the workplace and we offer great maternity packages,” she says.

Women are often judged as being emotional beings but she believes women should not be afraid to make their voices heard. Her advice to young women who are trying to crack it in any industry is to learn from those who have come before them.

Looking at the trailblazers at TBWA\South Africa, it is safe to say that the future of women in the ideas, communications and experiences business is in good hands, as they have set the pace for many others who will come after them. ▲

A high-quality retail enterprise

Alex Mo, the CEO of MINISO South Africa, shares his insights into the South African retail market and the substantial growth planned for the company

MINISO was established in 2013 and over the past five years, has grown to over 3 200 stores worldwide. Mo says: “We have stores on every continent and we thought it was time to bring MINISO to Africa.”

Mo joined the company in 2016, following a successful career spanning many continents. “I have worked in Ghana and Kenya so I was hired because of my experience in bringing retail to the African continent. The South African market differs substantially from Europe’s. With so many different cultures and identities, South Africa is a unique destination for retail,” says Mo.

In addition, he sees South Africa as a modern country, meaning that there are already international brands available, and supply exceeds demand. This is why a brand such as MINISO is important to the country.

“We offer high-quality products at a reasonable cost, we believe in giving the consumer what they want at normalised prices.

“When I started with the company, I saw it as a career move but now that I am part of this exciting journey, it has become a drive to deliver something new to the South African market and, indeed, the African market. With high-end brands, 80% of the cost is actually purchasing the brand, whilst the remaining 20% is for the actual item. MINISO doesn’t believe that this is ethical. As a company and



true citizen of the world, we strive to deliver high-end quality at the price that article is actually worth,” Mo explains.

Through this philosophy, MINISO is aiming to eradicate overcharging consumers. This philosophy is echoed in the fact that they are not just a company wanting to make a profit by overcharging but that they believe in giving back to the customer.

All of the items in MINISO’s 10 product lines are the original design, says Mo,

“Many Chinese companies copy the designs of other brands but at MINISO, we believe that originality is the key to success. We also believe that quality is key. Chinese companies have a bad reputation when it comes to quality and we know that the customer deserves more, so that’s what we give them,” he explains.





Making mistakes

Mo is humble and honest and admits that MINISO has made mistakes in the South African market but instead of making excuses, MINISO is taking them as a learning curve.

“For example, internationally, the retail space is dictated by footfall and we opened a shop in Cresta, Johannesburg, based on that metric. What we didn’t know at the time is that the shop is located near a taxi rank and that is why the footfall was so high. Unfortunately, this footfall hasn’t translated into sales. As a company, we don’t see that as a failure, we now understand that the South African market is unlike any other in the world,” he says.

One of the key learnings was to establish the demographics of the footfall, the target audience for MINISO are people who are middle- to high-income earners. “Our products are meant for people who want to improve their lives

and their homes, those who are able to pay higher prices for items yet have the economic experience to know when they are being overcharged. People with lower incomes buy products that are purely practical. Our target audience is the one that buys practical items and with an eye for beauty and quality,” Mo explains.

Lofty but achievable goals

By the year 2020, MINISO’s vision is to be in 100 countries, with 10 000 stores and have a turnover of US\$20 billion. These goals seem to be unattainable for a retail business, yet Mo says the company is on target and opened 600 stores last year alone. Mo says that the way to achieve these goals is by being honest with the consumer, “Just because a company tells you what an item should cost, it doesn’t mean that price is correct. We are about bringing people what they need and want at a reduced cost, but not at reduced quality. With a large footfall through our doors together with sales, the indication is that we are moving in the right direction. We have also been getting a steady interest with regards to our franchise opportunity, having 20 prospective franchisee candidates who have gone through the approval process,” he says.

Franchising philosophy

MINISO’s franchising model is different and unique. When an investor decides to open a

store, the MINISO group manages and runs the store for them. “The franchisee doesn’t even need to visit the store, we do everything for them. This franchising model is actually a way of investing your money in a company that effectively manages it for you. What also makes us different is that we pay the profit share to the investor on a weekly, as opposed to an annual, basis. This way, the investor knows that their money is being well managed, and we are transparent about every transaction,” Mo explains.

MINISO and South Africa

“We are providing jobs for the people of South Africa and through our growth plan for the country, we are aiming to create many more jobs. Unemployment in South Africa is a huge problem and as an international company, we believe that it is our duty to give back to the nation by partnering with Afrika Tikkon to spread the joy into their ‘school outreach programmes’. We are opening 11 more shops in the next five months and with the goal of opening 200 more stores in two years, this will create jobs, not only in the retail shops, but we need warehouse staff, delivery staff, to name a few,” he says.

Mo’s leadership style

Demonstrating his honesty and humility, he says that he doesn’t want to talk about his leadership style, as there are other leaders who may or may not be doing a better job. He says that he is still learning and the process of learning from one’s mistakes never ends. “Anyone who thinks they are the best leader has forgotten that they need to be humble and open to mistakes. It is the only way to get better and reach your goals,” Mo explains.

According to Mo, MINISO is still a relatively small company but with the philosophy of honesty, giving back to the communities in which they operate, the constant striving for quality and taking the environmental impact of the business into consideration, their goals will be reached.

Bringing a company like MINISO into South Africa was not easy but Mo is adamant that through constant learning and development, they will become a household brand. ▲





The biggest finance conference in Africa



Finance Indaba Africa is the biggest finance conference on the continent. Over 5,000 visitors tap into a wealth of resources, know-how and inspiration. Cut costs dramatically, send sales & productivity through the roof and boost your company's profits. Do the right thing!

Register for **FREE** on Finance-indaba.co.za
*register with your professional body membership number



Do you want to exhibit at Finance Indaba Africa 2018? Contact Graham Fehrsen (gfehersen@cfo.co.za | +27 79 898 0227) John Deane (jdeane@cfo.co.za | +27 82 570 9482) or visit www.finance-indaba.co.za

Business meets passion

At 18, sitting in London and finishing his A-levels, Adam Fine started an adventure, which has become a successful and exceptionally fast-growing business

However, it wasn't always like that. How can an 18-year-old who calls London home, start a business in South Africa and make it work?

By his own admittance, for two-and-a-half years, it failed. Back then, Fives Futbol was far from the company that now has 14 venues across South Africa, with five more expected by the culmination of 2018.

As a sport, 5-a-side football has grown around the globe at an exceptional speed. It has become popular among all ages, from kids starting out, to grown men playing their trade. Many of the largest clubs in Europe and South America persist with the notion that, until around the age of 16/17, this is how they play. It creates an environment where kids are more involved in the game with more opportunities to develop the basics of their game, before eventually moving to a full-size field.

The growth of the sport is also largely down to time and accessibility. The conventional 11-a-side game takes a lot more time and, especially at a community club level, is largely weather dependent. As Fine explains, they are also a professional company who are accountable to their clients, should things go wrong, unlike the amateur leagues, which are mostly poorly-run and disorganised. This is not solely a problem within our borders but, indeed, worldwide.

Our country might have 11 official languages but we have one thing in common—football. It is a language we all understand; it transcends race, religion and class. If 2010 taught us anything, it was that.

And 2010 is when Fine got his break too. Seeing how well five-a-side worked in the UK, he wanted to bring it to the shores of South Africa but his initial struggles are put down to the lack of life experience, and being in London didn't help him logistically.



Adam Fine (right) and business partner (left) Paul Linde

However, the 2010 FIFA World Cup came and riding that wave, he finally launched Fives Futbol in September 2010.

Growth

As Fives Futbol nears its 8th anniversary—but 7th with Fine in the country—in September this year, it is comfortably the leader of its industry. The growth has been amazing, something Fine puts down to “finding the correct strategic partners, excellent shareholders and a good management team, many of whom have been with the company since it’s inception.”

Fine continues, “Our growth is fairly exponential, the main focus for us now is to include the

broader South Africa, which we’ve done to some extent, but by having the right property partners backing us, we can get even further afield.

“We are now going to Thohoyandou in Northern Limpopo where Flanagan and Gerard, alongside Vukile as landlords, have been immensely supportive. The challenge here is the distance from a central hub but we are confident of making it work and providing as good a product to the community as we do anywhere else.

“We’ve done similar projects in Hanover Park and now plan to open in Athlone too, where we are still generally charging R25 a player but as we go more rural, we are developing a

pricing model around R10 per game. Effectively, we're looking at ways to innovate to find a business model that works so that everyone can be included, and then using the corporate market to cross-subsidise those in a lower income bracket. "From an entrepreneurial point of view, it is very difficult—our vision was to dominate the industry and we are. We probably have about 50 000 people coming through our doors on a monthly basis, so I think in a year, we would like to have 100 000, which is attainable, considering our continuous growth.

"Our three-year vision is to go from the 20 venues we will have by the end of 2018, to 50 across South Africa and then, PanAfrica," Fine explains.

But their growth has not, nor will it stop here. They have already laid out their first 7-a-side field in Durbanville, Cape Town to "test the market".

While testing the market, Fine also realised that the area had many local football clubs with limited training fields, so this would create an alternative to those clubs, especially when the weather is poor. The pitches are all synthetic, thus, they remain unaffected by the weather.

While moving into Africa is a long-term goal for Fine, he admits that there is "plenty of meat

on the bone in South Africa", so when exactly that move will take place is anyone's guess, however, he did manage to give away that Zambia looks like the best bet for the first move into Africa.

CSI

Moving this idea from the UK to South Africa was never going to simply be about replicating what had been done in the UK, or any other country, for that matter.

Our country is unique in terms of challenges and Fine realised this soon after starting Fives Futbol. But to his credit, he has not backed down from the challenge and, instead of simply catering to those who could afford high fees to make use of the fields, he has gone out and found ways that would allow communities to benefit from the initiatives.

Social impact has far-reaching effects, especially in our often crime-ridden communities where kids have little alternative to gangsterism and other forms of crime or violence.

Sport is a way of reaching the youth of today. Where many overcrowded schools are failing to get through to the kids, football is often their outlet, but what happens when that outlet is not available? They might turn to the abovementioned activities, mostly.

However, Fives Futbol is reaching into these communities and offering kids of all ages the opportunity, within a supervised area, to play the game they so dearly love. However, it is not only the kids who benefit from these initiatives.

"I think what we've learnt is that our biggest impact is actually in terms of job creation, because you've got a generation lacking education and communities who have been left behind, and those individuals don't have formal qualifications. It's very difficult in an economy that's not firing on all cylinders to find work in general, and youth unemployment is statistically at 50% or 45%, so how can you create jobs for someone that wasn't afforded the right opportunities, doesn't come from a great background and hasn't got the right qualifications?"

"Well, we can because we're in the sport of his passion, he loves football. He will know every Manchester United or Kaizer Chiefs player for instance, he will be hungry to be a coach, whether it's coaching a youngster or refereeing adults, and we can train him over a period of time. I think the thing we're most proud of as we drive towards success as a business, is probably the job creation—we're now employing an average of about 50 full-time staff and 100 part-time staff," says Fine.



However, beyond all this, Fine says he is most proud of the CSI project they run by themselves—their LSEN League (learners with special education needs), which runs for these special 19 schools around the Cape Flats and surrounding townships to play their formal league at Fives’ Lansdowne venue.

“These learners have a high ratio to teachers and, therefore, attention per student is limited, compounding their educational struggle. Therefore, they require an outlet physically to build self-esteem, which is what we offer them. Furthermore, this can enable these hard-working teachers to use the football as an incentive to encourage better behaviour from the kids.

“This is the third year of this programme and the project is funded by ISPS Handa Foundation and the Graham Beck Foundation, which has proven very successful,” explains Fine.

Other than that, Fine opens the venues up to fundraising events and lower costs for NGOs, and many venues allow kids in at better rates during these off-peak times too. Similarly, they sponsor kids in their Fives Soccer School from disadvantaged backgrounds to allow opportunities for social cohesion with those from different backgrounds playing the beautiful game together.

Partnerships

On the business side of things, as mentioned before, key strategic partnerships have played an instrumental role in the success of Fives Futbol. Fine explains that, being a young entrepreneur, he often just wants to get fields up in



more and more locations but that this is where balance is required.

His long-standing business partner, Paul Linde, is the one who brings that balance by urging Fine not to grow too fast.

The most important area for Fine to get these partnerships right is with the land. Therefore, property partners are key.

For the last five years, Linde has travelled the country in search of land to lease in order to create more Fives Futbol venues but as he explains, one of their biggest challenges is finding land at a reasonable rate and in good areas.

“What people often see is the success but they don’t see the hours upon hours of driving from meeting to meeting when it doesn’t quite fit, and the landlord doesn’t agree to the terms or costings have not worked,” says Fine.

Fine is quick to point out that there has been no overnight success but that they have great sponsor partners in Klipdrift, Totalsports, Adidas, Debonairs Pizza, Lucky Star and Betway as the new betting partner. And perhaps this is the time for more organisations to start looking at Futbol Five’s initiatives and getting involved—there is no better way to reach the people than through the global game itself.

While not required, Fine has urged the government to get involved in terms of providing land. It is an easy way to reach the youth, give them something they love more than anything else and create jobs for communities around the country.

“The government could be doing exactly what the property companies are doing, fund us, let us manage it, free play at certain hours, charge a nominal fee for the community and create jobs. Be a neighbour, be a catalyst,” says Fine.

Conclusion

Fine and Linde are both business people, they are just fortunate that their business happened to go hand-in-hand with their passion. But their passion is also the passion of about 40+ million others and they are taking the beautiful game to them with world-class facilities.

“I think it’s just an indication of the power or the capacity that sport has to uplift the general communities—you have sport and music as passion points. We have already mentioned employment, but we have also partnered with different NGOs to inspire kids to do things that will benefit them too.

“In Africa, football is not a religion but it is everything a religion should be,” concludes Fine. ▲



SA's fastest-growing bank

Capitec Bank's low-cost, highly disruptive model and unique offerings continue to build momentum and, today, the bank has over 10 million clients, an amazing milestone to achieve in a relatively short period of time

Gerrie Fourie, the CEO, discusses their innovative offerings, the role of simplicity and transparency in terms of their winning business philosophy and positioning, and the importance of offering a personalised service experience.

According to Fourie, their growth can be attributed to several things the bank has done differently by focusing on the needs of their clients instead of offering traditional banking solutions.

"Firstly, we don't differentiate according to age or income. Every Capitec client receives the same quality product and consistent service experience, making our clients feel valued.

"Secondly, we designed our banking solutions to be simple and transparent, as this makes what we offer more accessible—and

appealing—to most South Africans. Lastly, we made banking more affordable through our use of technology and innovative processes, so that our clients always get a sense of value for money," he explains.

As life gets busier and more complex, clients are demanding simplicity and immediate service from their bank.

"It's something we recognised when we started Capitec and something on which we continue to focus. Given the economic climate, consumers are even more cost-conscious and, therefore, our low-fees remain appealing.

Transparency and simplicity

These are two aspects, which have always been core to Capitec's brand.

"Simplicity and transparency are fundamental to our business philosophy and positioning, and the core of our vision is quite simply to make

financial services more understandable for the client.

"For example, we use sophisticated technology and processes at the backend to make the experience for a client as simple and seamless as possible when opening an account or applying for credit. Everything is fulfilled in real-time with no paperwork. This simple process creates more time for our consultant to inform the client about our products, and helps the client to feel in control," he says, adding that the simplicity of the design of their banking app has also been the main reason for the phenomenal rate at which people have adopted it as their primary way to bank.

Mobile-centricity

Capitec believes their clients should be able to do anything with their money, at any time, on any device from anywhere in the world.



Gerrie Fourie, CEO

Their app is the first step in this vision and is extremely important for clients, as their devices become central to managing their lives.

“For example, through the Capitec app, clients can create a budget, make payments and transfers, create personalised savings plans and apply for credit.

“Our banking app now has over three million activated clients and we are seeing more activity each quarter. Last month, for example, there were 22 million transactions on the app, and because it offers zero-rated data and transaction fees at a third of the branch fees, our clients saved millions in bank fees,” Fourie enthuses.

As greater numbers of people are able to access connectivity, Fourie believes the key growth area in the banking sector will come from giving more people access to simple digital payments, savings and credit solutions, combined with relevant insights on how to bank better and manage their financial lives better.

“There is still a lot of potential for growth in the informal market where cash is still king, and a lot of potential for efficiency in the traditional banking market where people still make use of branches and ATMs,” he explains.

Personalised, quality service

In terms of more services being added to the app, thus removing the need to visit a branch, Fourie believes this goes back to the question, ‘Is digital going to kill a branch?’

“My answer there is no. Digital enables you to transact conveniently and easily, but when you want to understand a product, there is nothing that beats face-to-face human interaction. Our consultants are trained to convey information in a way that helps our clients understand what we offer, but it begins with us listening to first understand their needs.

“The strongest form of marketing is word of mouth and this is achieved mainly through a great and personalised service experience,” he explains

As much as the world has gone digital, Capitec has evolved its retail environment for face-to-face interaction.

Fourie explains that, from their early days, they have made their branch environment as welcoming and convenient as possible.

“It starts with convenient hours, like being open until 6pm, as well as on weekends; times

when clients do not have to be at work. More than 300 of our branches, mainly in shopping malls, also trade on Sundays, making it easy for our clients to do their banking while they shop.

“For cash transactions, we have also evolved our offering. For example, we are in the process of rolling out branches without cashiers. These branches make use of dual note recycler technology that allows cash deposits, payments and transfers and withdrawals.

“Deposits are used to fund withdrawals, effectively recycling cash and reducing the need, cost and risk of transporting it. This also makes the transaction much cheaper to the client versus doing so with a cashier. With this innovation, we are maximising consultants’ time to assist clients with more complex transactions like opening accounts, fixed-term savings, applying for credit or taking up funeral plans,” he explains.

The launch of Capitec Insure

Capitec Insure adds another component to meet their clients’ financial needs. Fourie explains that, together with Centriq, they’ve built a platform that will enable them to offer all types of insurance products.

“We’ve started with funeral insurance because we believe there’s a big market out there. Taking what we’ve done on the banking side to make it simple and transparent, we have created what we believe is a disruptive product in the insurance space,” he explains.

And, indeed, they have, as they’re averaging about 2 000 policies per day, which Fourie believes is a very strong number.

The future of Capitec

The bank is continuously evolving their products and processes to serve their clients’ needs better. On the credit side, they are developing the processes to make it simpler and faster to understand your credit profile and to get credit when you need it.

“We are also developing the product to give clients a more personalised offer with much more competitive interest rates,” Fourie says.

On the banking side, they are improving their self-service and remote banking functionality, and are building the capability to give their clients real-time and relevant insights on how to manage their money better.

The leader at the helm

Gerrie Fourie joined Capitec to be an entrepreneur. He says it was an opportunity to start something from scratch. And that’s what they’ve done.

“We’ve built the bank from nothing, to where it is today. So, it’s really understanding the whole business acumen side of it. Applying our philosophy of simplicity and transparency throughout the organization.

“Capitec, today, still remains an entrepreneurial company. We make decisions quickly and allow our people to innovate and grow the organisation with us. This gives me the opportunity to focus on the future vision, to communicate it clearly and ensure that we deliver on it,” he says.

In terms of what he enjoys most about his role, Fourie says working with people, learning from them and motivating them is paramount.

“I also enjoy sharing ideas and motivating people. My role is very much to inspire people to fulfil their full potential. We’ve got 14 000 people working for the bank and I try to ensure that every one of them is fulfilling their potential.

“I keep leadership very simple and, for me, it’s all about the “why”. And in asking “why?”, being able to explain very complex things very simply so that a person can understand them is crucial.

“If you understand the “why”, you will know why you’re doing certain things and you will deliver on them more effectively. If you don’t understand the “why”, you won’t do it, or you won’t do it with your full heart,” he says.

The CEO philosophy

Fourie explains that the entire philosophy behind the CEO programme, which stands for Client first, Energy and Ownership, is the ideal that every single person in the bank should think and act as though they are the CEO.

“I want each person to consider the clients’ needs first and to act in the best interest of our clients. They should fulfil their role with energy and enthusiasm, to contribute to a positive and inspiring culture. And we want every person to take ownership of what they’re doing. I want each person to act as if it’s their own company whenever they perform a function,” he concludes.▲

Postgraduate education that is evolving with the times

The Graduate School of Technology Management (GSTM) is a postgraduate department offering internationally recognised development programmes. Professor Elma Van der Lingen, the Head of Department, discusses the importance of keeping up with global developments, the dangers of failing to evolve and about their key collaborations.

Please could you provide us with a history of the department's formation and establishment, particularly in response to the need for postgraduate education in engineering and technology?

A Chair for Engineering Management, sponsored by industry, was established at the University of Pretoria in 1987. This evolved into the Department of Engineering and Technology Management in 1994—the first and only department of its kind at a South African university. The GSTM evolved from this department and was established in 2007. Engineers and scientists are equipped with management skills to create greater prosperity and contribute positively to the country's economy.

What are the academic programmes you offer and what are the various needs and fields they address? Why would you encourage learners to obtain their postgraduate qualification from you?

The GSTM offers internationally recognised postgraduate programmes, which are offered at honours, masters and doctorate levels and address different needs in the field of technology and innovation management, project management and engineering management (www.up.ac.za/gstm). Our Masters in Project Management was awarded full accreditation (the only in Africa) by the Project Management Institute (PMI), USA. GSTM lecturers have vast industrial experience and students obtain not only an academic degree, but develop important management skills that can be applied to enhance product, system and service innovation to develop sustainable and growing organisations.

In which ways have engineering systems and activities and advances in technology increased in complexity over the years and how has the department constantly evolved to accommodate these changes and offer the best education possible?

It is of critical importance that academic institutions, such as the GSTM, keep up with global developments in their field of specialisation in order to support our industries and provide the government with up-to-date expertise. Since developed countries usually take the lead in technological developments, the question is how developing countries should stay abreast of the latest developments? Over the past 30 years, the GSTM developed a strong international academic collaboration network with leading universities across the world. In order to ensure that the international developments and knowledge reaches our local industries, the GSTM uses our strong local network to reach out to industry and the government through postgraduate and continuous education activities, research collaboration and consulting services. This ensures that, from a university perspective, we complement the industry efforts to stay abreast with global technological developments and to become more competitive.

Engineering and technology management is a globally evolving discipline—what are the dangers of failing to evolve with it, particularly in the advent of the Fourth Industrial Revolution?

It is widely accepted that the Fourth Industrial Revolution will change industry over the next few years in many different ways. It is a digital

revolution that integrates physical, digital and biological technologies through technology platforms such as the Internet of Things (IoT), big data, data analytics, artificial intelligence (AI) and robotics. The integration of the various technology platforms resulted in the creation of highly complex engineering and technology systems that require specialised system engineering and management skills. Although the manufacturing industry took the lead in implementing Fourth Industrial Revolution technologies through Industry 4.0, other industrial sectors such as the mining industry with Mining 4.0 strategies and process industries with Process 4.0 followed fast. Engineering and technology managers reacted through the adoption of functional strategies such as Maintenance 4.0 and Production 4.0. The GSTM, through its long and well-established collaboration with industry, continuously assessed the technological needs of the industry and are, therefore, well-positioned to support the industry with the technological challenges in implementing and managing Fourth Industrial Revolution technologies. Our research projects are focused on the changing industry needs. The educational programmes align well with the Fourth Industrial Revolution requirements and include core modules such as Technology and Innovation Management, Systems Engineering, Asset and Maintenance Management, Corporate Entrepreneurship, etc. The GSTM has a close collaboration with other schools in the faculty, including the different engineering, IT and built environment departments. This positions us well to support initiatives ranging from future mining to smart cities.



Professor Elma Van der Lingen

In terms of female students, have you found that more women are entering this field of study? What more can be done to encourage women to study engineering and technology management?

When the department was formed, the first classes had only male students. However, over the past decade, the number of female students varied between 30% to 40% per annum. The GSTM is a postgraduate department and the numbers are influenced by the number of female graduates who obtained science and engineering first degrees, which is, again, influenced by the number of female learners taking maths and science at school.

Collaboration in research and educational activities with both local and international

institutions is crucial to the GSTM—please tell us about some of your collaborations and how they have contributed?

A strong focus is placed within GSTM on high-quality research and excellent education, and teaching that is internationally competitive. Thus, we have a strong local and international footprint and collaborate with almost 30 institutes in 17 countries. Our researchers and academics participate in various collaboration activities such as teaching, research, consulting and other professional activities. Some examples include an EU Horizon 2020 project that results in various visits by European academics to the GSTM and vice versa, long-term collaboration with Shandong University, China, on project management teaching and hosting Chinese PhD students

at the GSTM, collaborative entrepreneurship research with Nordic countries, hosting the US Construction Industry Institute (CII) - South African Chapter, etc.

Please could you take us through your educational and career journey? What set you on your current path and what were some of the challenges you experienced along the way, particularly as a woman in a position of leadership in this field of study?

I studied BSc (Chemistry and Physics) at the University of the Free State and conducted my honours and masters (Chemistry) at the North-West University. I did my PhD in Metallurgical Engineering and Material Science part-time at the University of Pretoria while being employed

at Mintek (Council for Minerals Technology). I started as a Scientist-in-training at Mintek in 1991 and climbed the ladder to a Scientist, Senior Scientist, Group Head, and Manager of the Advanced Materials Division. Early in my career, I had success with technology transfer and commercialisation, which remains my passion in terms of technology development. After 21 years at Mintek, I made a career change and took up a professorship at the University of Pretoria in 2013 and became the Head of Department in 2016. I have set up a high-tech incubator, TuksNovation, for the University of Pretoria in collaboration with Small Enterprise Development Agency (SEDA) to assist students to start their own technological-based enterprises. TuksNovation will be launched on 6 August by Minister Zulu, Department of Small Business Development. I take an entrepreneurial approach regarding challenges and as far as possible, rather convert them into opportunities. Further, if I cannot solve a challenge myself, I ask people to assist; this creates good friendships and strong long-term networks. I cannot say that my challenges were different or less/more because I am a woman.

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

I am a task-driven person and, over the years, have learnt to balance this with people-orientation leadership. In the digitisation age that we live, very often, I find that people do not respect one another enough, e.g. it has become too easy to quickly send an e-mail without thinking it through, copy many people in on mails, set up meetings without proper, planned agendas, and so forth.

What does good, effective leadership mean to you and how do you demonstrate these qualities?

Good, effective leadership should be to the benefit of the people whom you are involved with. I believe a leader should empower his/her people and provide them with opportunities to grow and enhance their self-belief. Content people create a pleasant, sharing working environment. ▲

Proudly supporting South African exporters and investors

The Export Credit Insurance Corporation (ECIC) of South Africa was established 17 years ago in July 2001, when it was given the mandate of filling a market gap through the provision of medium- to long-term export credit and investment guarantees by underwriting bank loans for political and commercial risk insurance cover on behalf of the South African government

The short-term transaction market was amply catered for, but medium- to long-term export transactions still had a need for a dedicated export credit agency, hence, the formation of the ECIC. Acting as a catalyst for private investment, the ECIC steps in where commercial lenders are either unwilling or unable to accept long-term risks

Along with the ECIC's major shareholder—the Department of Trade and Industry—the ECIC makes use of market research tools and specialised business development units to create new insurance products that support the government's export promotion objectives. The revised performance bond insurance product, which was launched in 2016, is one such example.

"The ECIC has recently developed new products, including lines of credit, lease and return of plant equipment. It also continues to be a catalyst for an increased lending capacity by financial institutions by entering agreements with other export credit agencies (ECAs). In this way, it creates a framework for both re- and co-insurance," explains the Chief Executive Officer, Kutoane Kutoane.

"To this end, it has adopted a comprehensive plan of action aimed at actualising cooperation programmes for mutual benefit in conjunction with, among others, BRICS ECAs, Afreximbank



May 2018 visit from AVIC

and African Trade Insurance. The ECIC is also able to price African risk more competitively, given its knowledge of the African market. The ECIC addresses obstacles through facilitation and by aiding in the release of funding required for infrastructure, which is of a particular concern to global organisations seeking a presence in Africa," says Kutoane.

He explains that export credit is imperative, considering capital exports are long-dated assets. It is customary for firms to finance

such exports with bank debt for cash flow management purposes. Export credit financing is, therefore, an important and key aspect of international trade.

"The ECIC is committed to sustainable business through innovative solutions, operational and service excellence, business development and strategic partnerships. In enabling frontier markets to optimise production, the ECIC is effectively motivating a positive socio-economic impact. Our mission is to provide export credit and investment insurance solutions in support of South African capital goods and services by applying best practice risk management principles," explains Kutoane.

The ECIC provides trade credit insurance to companies on the condition that a percentage of the goods for export are bought in South Africa; the balance of the goods can come from other countries.

"By doing this, we support development in the host country but also encourage local procurement and sourcing in Africa," says Kutoane. "We have a strategic focus on Africa. Simply stated, the company facilitates and encourages the South African export trade by underwriting loans and investments outside of South Africa. This will help contractors win international capital good and service contracts," he adds.

Most of these goods are earmarked for large, long-term projects, which can take anything



up to 15 years to repay the debt. These include infrastructure projects, such as the building of roads, power plants and telecommunication projects.

“We give the lenders—the banks and other financial institutions—the comfort to provide long-term credit to these companies,” says Kutoane. “For the lenders to take on the risk in these jurisdictions, they often require risk cover. With this assurance, companies can expand their footprint responsibly. The ECIC also helps companies mitigate risk—that’s how we add value,” he says.

The corporation also provides political risk cover for cross-border capital investments. There are some major risks against which the ECIC provides insurance to exporters. These include liquidity shortages, heavy public debt, dependence on a volatile single-tradable commodity and weak local currencies. Kutoane explains that, without this insurance, most banks wouldn’t provide financing.

In addition, through its role of underwriting bank loans against political and commercial risks, the ECIC enables bankers to better mitigate the risks associated with financing exporters of capital to high-risk global destinations, particularly in Africa.

Since its inception, the ECIC has played a remarkable role in facilitating and supporting the construction and expansion of projects on the continent in different sectors and at different levels. The ECIC’s participation has enabled various economies to optimise their production and export potential in strategic sectors such as mining, agriculture, energy and infrastructure.

Historically, the ECIC’s main risk exposure has been in the mining and power sectors, along with the infrastructure and telecommunications sectors, says Kutoane. The company currently has the highest exposure to Ghana, with Zambia and, more recently, Mozambique, also featuring prominently on the company’s books. “We’re focusing on a few big projects in the gas sector in Mozambique,” he says.

Kutoane says he expects high volumes of trade activity on the continent but admits there are regions where the ECIC can do with more exposure, particularly in East Africa, West Africa, and some northern parts of the

continent. “There’s a lot of room to do more business,” he says.

Increasing African trade

Earlier this year, in June, Afreximbank and the ECIC officially launched the South African –Africa Trade and Investment Promotion Programme (SATIPP), a US\$1 billion financing programme to promote and expand trade and investments between South Africa and the rest of Africa.

Under the terms of the SATIPP, Afreximbank and the ECIC will work together to identify, prepare and appraise trade transactions and projects; explore co-financing and risk-sharing opportunities; and share knowledge, with a particular emphasis on intra-African trade matters, through technical cooperation, staff exchange, research and joint events.

Addressing businesspeople, media and stakeholders from the public and private sectors, who attended the signing ceremony, Dr Benedict Oramah, the President of Afreximbank, said that the joint-initiative would support businesses through capacity-building and market information initiatives and would help small- and medium-sized entrepreneurs to join regional supply chains.

It would also provide advisory services and guarantees to South African investors seeking trade and investment opportunities in Afreximbank African member countries, added Dr Oramah.

According to him, the initiative provides a platform for the realisation of Afreximbank’s strategic objectives in line with its strategy, IMPACT 2021: Africa Transformed, which prioritises intra-African trade, industrialisation and export manufacturing. It also aligns with South Africa’s strategic goal of expanding trade with the rest of Africa.

Also speaking, Kutoane said, “We realise that one of the best ways to enhance our exporting capabilities as a country is by intensifying mutually beneficial trade with the rest of the continent. The programme will provide direct funding, guarantees through traditional ECIC routes as well as provide knowledge sharing and advice on how to access those opportunities. It will enhance the ability of South Africa to

demonstrate relevance on the continent. The ECIC has played a crucial role in the Africa growth agenda that culminated in the launch of the South African – Africa Trade and Investment Promotion Programme with Afreximbank. It is aimed at enabling South Africans to access a larger African market at an affordable cost. This will also close the gap as trade finance is one of the ingredients to promoting intra-African trade. It has been said that there is a huge trade finance deficit of over US\$100 billion in Africa,” said Kutoane.

The ceremony also served as a platform to introduce and discuss the Intra-African Trade Fair (IATF) being organised by Afreximbank in Cairo, Egypt, from 11 to 17 December 2018. The fair is being held in collaboration with the African Union, it’s being hosted by the Government of Egypt and is represented by the Export Development Authority on behalf of the Ministry of Trade and Industry.

“South Africa has a wealth of goods, equipment, expertise and services to offer the rest of sub-Saharan Africa and its drive to make inroads into these markets goes hand in hand with industrialisation programmes. The government is only too aware of the need to develop industries and, in turn, jobs and exports to ensure the country climbs out of the recent recession,” says Kotoane.

“The government’s drive to increase industrialisation and job creation throughout the country is something we are heavily supporting in the push to increase capital equipment exports. We have a new integrated national export strategy, which is good for South Africa. This has brought much more clarity into the export framework. The strategy also brings together all the participants involved in the export chain or cycle, including those involved in the technical side, policy and financing, to provide a united approach for the promotion of South African trade and exports,” concludes Kutoane. ▲

The ECIC is a registered financial services provider.FSB No.30656

Contact:

*T: +27 12 471 3800 | Email: info@ecic.co.za
www.ecic.co.za*

RIC puts innovation excellence first

Rieger Industrial Consultants (RIC) is an industrial engineering service provider helping blue-chip organisations, in a broad cross-section of industries around the world, to save on operational and strategic expenditure

Formed in 1989 by astute Engineer, Ido Rieger, initially from a small home-based business, RIC has grown into a cornerstone of the industry, with offices in South Africa, Argentina and Israel.

Rieger and his team take pride in having experience in a wide variety of industries, making way for the effective cross-pollination of ideas to ensure that integrated solutions and implementation will be relevant, competitive and up-to-date.

“It’s important to note that industrial engineering is a very generic field and it can be applied very successfully to an extensive range of industries, both commercial and non-commercial. Specifically, we have done a great

deal of work in the beverage industry, plastic industry, automotive industry, FMCG, packaging industry and in the warehousing and distribution industry, to name a few,” says Rieger.

In all those industries, technology plays a big part as we move into the next Industrial Revolution. However, Rieger relies on more than just technological upgrades to reduce companies’ operational costs. In parallel to using sophisticated optimisation, simulation and mathematical models to affect meaningful changes in the companies’ bottom line, Rieger believes much in the traditional solid foundations of industrial engineering methodologies, principles and practices to achieve measurable results.

“The technology certainly has a major effect on industry but it doesn’t change the

principles and the way it’s being done. The engineer approaches a challenge, you use technology to your advantage and we certainly do that quite extensively, but the principles of industrial engineering and going through an operation and making it more efficient or making it lean—reducing costs of operations and so forth—those principles remain similar,” he explains.

Less is more

South African companies like to compare themselves to overseas competition in terms of lean management and efficiencies, especially in the highly competitive logistics and food/beverage industries, but according to Rieger, more work needs to be done.

“There are some South African companies that are doing well but, generally speaking, there are always opportunities to improve. In actual fact, one of the principles that guide us in the work we do is the principle of continuous improvement.

“We go to a factory or operation and we improve it. We reduce the cost, or we reduce the time it takes to load the truck, or we increase the production out of the production line. Once we achieve this improvement and we implement changes, then the most important thing will be to establish a culture and practice of continuous improvement,” Rieger says.

Understanding the business

Delivering a number of services in the industrial engineering



Ido Rieger, founder of Rieger Industrial Consultants, provides training to the members of one of his company’s blue-chip clients

arena, RIC prides itself in having experience in a wide variety of industries.

Rieger continues, “We endeavour to develop a long-term relationship with our customers in order to fully understand the operation. We get involved on the shop floor to understand the operation from the bottom up. We work together with the MD or directors to understand the strategic objectives of the organisation and the challenges that they face. We, as industrial engineers, are very well-positioned to provide solutions and to bridge the gap between the strategic aims of the organisation and the operational realities of the shop floor,” he says.

Blue-chip clients and international experience

Rieger goes on to mention who some of the blue-chip clients are that RIC has helped save millions of Rands in operational and capital expenditure. “We are fortunate to work with, learn from and contribute to a long list of respected clients. Some of our major clients include South African Breweries, Distell in the Cape, Coca-Cola Bottlers, Famous Brands, Widney producing components to the automotive industry, Supreme Spring in the steel industry making springs for motor cars etc. In addition, we had the good fortune to do and experience work internationally, including South and North America, Europe, China and Australia,” Rieger says.

IoT

The Internet of Things is a big talking point, and the question is; how could that further increase savings and efficiencies?

“The Internet of Things connects with this whole notion of big data and where everything is going these days in technological trends, and so, one of the biggest aspects of operational excellence and continuous improvement has to do with being able to measure and manage relevant key performance indicators (KPIs) within the operation. You can’t improve what you can’t measure, otherwise, you’ll never

know if you’re making an improvement or making a difference,” says Senior Engineer, Louw Venter.

Rieger insists that an engineer cannot only rely on technical upgrades to increase performance, but needs to apply the correct methodology. Above all, the full commitment to continuous improvement and the relentless drive to innovation excellence, always in line with business strategic objectives.

“We use technology quite extensively in the form of optimisation, modelling, simulation, data analysis etc. We have advanced mathematical models and techniques that allow us to analyse a situation or industry and to find a solution that provides for better operational performance,” he says.

The “bottom line”

So, exactly how much can a company save by getting a company like RIC to streamline their operations? Rieger points out some impressive savings for multi-national customers.

“The objective is always to increase output and reduce input. I am extremely ecstatic when we go and we work on a production line and, after a couple of months’ hard work, the place is running 10 or 20% more efficiently. It’s an amazing sense of pride and accomplishment. Just to touch on water consumption, in a project that we did two or three years ago for Famous Brands, we reduced the water consumption by almost 60% at a certain plant. It was a major achievement, as, apart from the money that the changes allow them to save, we made them greener and increased their level of sustainable business. We are immensely proud of that,” Rieger enthuses.

An attitude advantage

RIC has done a lot of work in both Africa and South America and sees a difference in attitude between the two continents, which are often in competition with each other within industries such as mining, tourism, the movie industry, agriculture and manufacturing.

“South Americans tend to be very eager to boost their capabilities. They are open to new ideas and advice. They listen and have an eagerness to learn and take on board information that they can adapt to enhance their processes. They are very happy having someone from wherever, be it from South Africa or Europe, come in and help them get better. They are not shy about wanting to improve, whereas, in South Africa, it’s a mixed message.

“Some organisations are very forward-looking and very eager to advance further and some organisations are not willing to embrace change and are content with their level of performance, which may not be functioning at the optimum level—something I, myself, cannot stand.

“It’s all about the continuous improvement principle that we mentioned earlier. You have to want to be dedicated to getting a little better every day. A lot of people, even management, they want to invest R5 million or R20 million into new machines and plants, and yet will not invest the R1 million or R2 million required to get their existing plants working more efficiently. For me, that is very frustrating,” he explains.

“That mindset will typically change after a successful industrial engineering intervention,” he continues.

Effective leadership

The approachable Rieger ends off by outlining his keys to effective leadership, with decades of experience leading his own team of experienced engineers.

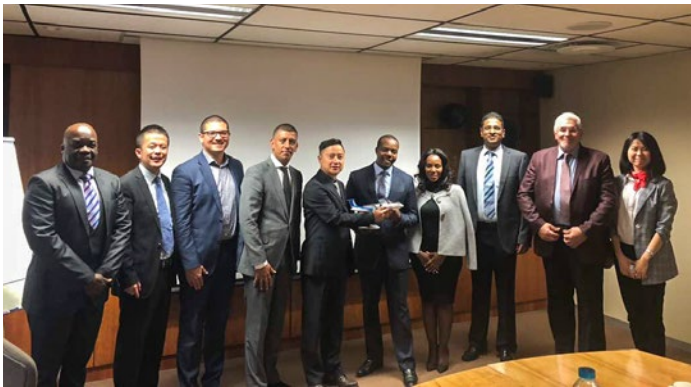
“One needs to select and continuously, even on a day-to-day basis, develop and nurture the people around you until you reach a stage where you trust them 100% and can fully rely on their honesty, integrity, professionalism and competence,” he concludes. ▲

For more information about RIC please visit <http://www.ricgroup.net> or contact Ido Rieger Tel : +27 11 887 0795



South African Aviation company partners with AVIC

Fly Modern Ark (FMA) is a new airline formed in collaboration with AVIC by a group of senior experts in aviation



May 2018 visit from AVIC

The organisation endeavours to meet the growing demand for consulting services in the prevalent environment of airport and airline privatisation and where there's a need for an experienced "human resource" with the momentum gained by the privatisation of airlines and the liberation of African skies.

Since its inception, the organisation has executed some challenging assignments in Africa and abroad—and has become one of the leading airport/airline consultancy organisations offering integrated services and often project concept to commissioning services.

"We wish to serve our clients by providing the highest quality professional services that address their business interests. We attract, recruit and retain the most knowledgeable and passionate professionals and we provide a collaborative culture that enables them to thrive professionally and personally. We deliver superior financial results to the investment

community while contributing to the community, which we live and work within," says the founder, Theunis Crous.

FMA's airline division, together with the Aviation Industry Corporation of China (AVIC), offers its services for the benefit of people living on the outskirts of the cities—from secondary airports such as Queenstown,

Ladysmith and others, as well as from rural areas. "We have ten 56-seat aircraft as well as two cargo aircraft, which are able to land just about everywhere, as long as there is a landing strip," explains Crous.

Routes will be similar to those offered by currently operating local carriers, says Crous, but the difference is that FMA will offer its services in some rural and quieter areas at lower rates.

FMA and AVIC are in the process of booking services for passengers and setting up maintenance and training schedules, and will keep travellers posted, once the aircraft arrive and flight tests are conducted.

"Average prices we will be much cheaper and all flights will not be from ACSA airports," says Crous. "The airline will fly to rural areas all across the country, as at the moment, eight airports in these areas are not being serviced. With a little bit of upgrading, these airports can be serviced. We can even land our planes on a gravel landing strip," he adds.

Recently, FMA entered into a successful partnership with AVIC. Crous explains that FMA's investor was the China Development Bank. FMA acts as the facilitator and local partner for the Chinese government-owned aircraft manufacturer, AVIC XAC, which manufactures Fly Modern Ark's aircraft.

It has also obtained the necessary certificate from the Civil Aviation Authority for the AVIC aircraft to fly in South Africa and has submitted an application for an airline license. The company has a purchase agreement with AVIC XAC to buy 12 aircraft: 10 passenger and two cargo aircraft.

"We partnered with AVIC, mainly because of the excellent backup services they offered," says Crous, adding that China's Joy Airline uses the same type of aircraft. "FMA owns aircraft, unlike other airlines that lease the aircraft," he says.

While FMA has some Chinese investors, Crous says the airline is fully South African-owned and run with a strong B-BBEE backing and the investment structure is such that it will be able to offer very low fares on all its routes.

"FMA has a proven track record of delivering excellence in aviation technical consultancy services to its ever-expanding client base, stretching from Zimbabwe to Mozambique. We, at FMA consistently exceed the expectations of our customers, not just in terms of service quality but in all aspects of the business. We pride ourselves in being able to understand the individual needs of clients, we practice the continuous improvement in our systems and quality management techniques and render our absolute best service possible", concludes Crous. ▲



The MA aircraft series, manufactured by AVIC, XAC Commercial Aircraft Company Ltd. includes the MA60 passenger aircraft/MA600 passenger Aircraft/MA600 freighter.

The MA700 aircraft is in the development stages and will be launched to market in the near future.

The MA700 aircraft is focused on the regional flight solution for the next generation.

The MA60 and MA600 series aircraft have been sold to over 18 countries and have implemented "The Belt and Road" initiative.

Fly Modern Ark

Tel: +2711 199 2555

Cell: +2783 984 1169

Email: info@flymodernark.com

South African Partners

AVIC

Tel: +86 298 908 1903

Tel: +86 137 5996 8759

Email: biny@avic.com

Corporate and investment banking from a female perspective

In 1977, three entrepreneurs started a small financial structuring house in Johannesburg. What began as three men living hand to mouth as they fought the odds, is now home to one of the largest financial services groups in Africa—FirstRand Bank Limited.

The Group is also home to respected, forward-thinking Solutionist Thinkers who focus on empowerment from within and challenging the norms. Emrie Brown, the Co-Head of Investment Banking at Rand Merchant Bank (the Corporate and Investment Banking arm of FirstRand Bank Limited) is one such Solutionist Thinker and a 20-year experienced Investment Banker. She says the founding fathers of the FirstRand Group, Laurie Dippenaar, GT Ferreira and Paul Harris (who replaced Pat Goss), instilled an owner-manager culture in the bank, which, until today, forms the foundation for how employees relate to the organisation. It also dictates how people work together to ensure the continued success of the bank in a fast-changing world.

“Everybody here is passionate about solving problems for our clients,” she says. “We live against the grain and ask the difficult questions. We believe this approach is what differentiates us from our competitors. It is also what compels us to make sure we’re doing right by our employees,” she adds.

Co-heading up the Investment Banking Division (IBD) is no small task. The business includes M&A advisory, equity and debt capital markets, long-term lending (including project finance), underwriting and distribution, both here



Emrie Brown

in South Africa and in sub-Saharan Africa. It also covers specialised sectors such as infrastructure, real estate, mining and oil and gas. Their clients include large corporates, sovereigns, investment holding companies, financial sponsors, real estate developers and investors and the list goes on.

Brown and the IBD team boast an impressive track record with the M&A advisory team at the top of the DealMakers League Table by deal value in 2017 and the lending businesses being market leaders in their respective industries. Some notable clients for whom RMB acted as corporate adviser and/or sole mandated lead arranger for funding are Vodacom for their new BEE deal, the Roggeveld Wind Project (the lowest renewable energy tariff bid to date), The Foschini Group and Exxaro, to mention a few.

It's not all about money

RMB has a Solutionist Thinking approach to business, which is the common thread that runs through the organisation—pushing employees to challenge the norm to think differently.

“A key part of RMB’s success is, therefore, dependent on attracting and retaining top talent that can thrive in this environment. Top talent has no boundaries determined by race, gender, sexual preference or disability. Therefore, it is crucial that we ensure that RMB is perceived and experienced as a workplace where everyone can achieve their career aspirations,” Brown says.

As a female in a management role with an impressive list of achievements under her belt, Brown realised that she could play a role beyond the day-to-day business of lending money to ensure true diversity is achieved at RMB.

“Gender is an important pillar within our overall diversity and transformation strategy. It is a key element of diversity and one that is

recognised globally as needing attention. The financial services industry has traditionally been a male-dominated one with few women feeling compelled to move into this sector and even fewer sticking it out when they do," she says.

"At RMB, we've recognised this and are intent on changing the dialogue and the statistics. In 2015, RMB launched a gender equality initiative Athena, which aims to create an environment where women feel empowered to achieve their individual career goals and to grow the number of women in financial services. Athena is, however, not a women's conversation. Instead, it is a business imperative with a clear agenda to focus on both men and women for gender equality. I haven't faced many challenges as a woman across the span of my career and I think this is because I bring a good dose of what can be seen as male attributes to the table—a high-risk appetite, a healthy level of confidence, resilience, tenacity and the ability to not back down in the face of adversity," she says.

"On the flip side, research is showing that to be a true leader, feminine traits such as intuition, adaptability, understanding and being a team player are becoming just as vital as traditionally male traits, so, ensuring a fine balance of both in leadership is key," Brown adds.

Athena was started by seven female RMB employees who were passionate about levelling the scales. Now, three years later, the project's exco consists of 16 individuals, including three men, who ensure that the five pillars that address what is believed to be holding women back from achieving success in the workplace are continuously top of mind. These pillars are Men matter, Discretionary time management, Teaching women to lean in, Career lifecycles and Networks and Sponsorship. The team's dedication and focus in these areas have resulted in the elevation of the deliberate steps required to ensure RMB becomes a truly diverse corporate and investment bank where people, irrespective of race, gender, sexual orientation or disability, can thrive.

The proof of the pudding, in this instance, is certainly in the tasting, as there are now far more women at the exco level than in 2014. The team has, however, not achieved its goal of 30% representation set in 2015 just yet, but as more women now believe they can lead at RMB, the Athena team are well on their way to meeting their target and aspire to get closer to the 50% level.

A leader's perspective

"The stereotypes about women in leadership are the same worldwide and present in all male-dominated industries," says Brown. "It is actually best summarised by a phrase coined by Ken Clarke in the run-up to the election of the new British Prime Minister about Theresa May being a BDW (Bloody Difficult Woman). When a man has strong views, he is seen as assertive, whereas, when a woman has strong views, she is seen as bossy.

"At RMB we believe that you don't have to 'man-up' to be successful, but leadership is still weighed very carefully because it is the true role models, who will shape the future leaders of an institution, that we hold very dear," she says.

Brown says leaders are identified by the people who follow them rather than the people who follow their instructions. To be a leader at RMB, you have to provide direction, guidance, inspiration and motivation while showing passion, enthusiasm, confidence, commitment and ambition.

Her own leadership style is an inclusive one that is built on connections and ensuring that "we take what we do seriously but we don't take ourselves too seriously". She says to be a true leader, one must be able to motivate people to rally behind a common goal. A few innate traits need to be realised, she says:

- You need a vision. Your teams need to know where you want to go, how to get there and what success would look like while understanding the role they play in achieving this goal.
- You need buy-in to that vision. As leaders, we need to be able to influence, make the difficult decisions and develop people. All of this is only possible in an environment of trust, which is built by being authentic, consistent and courageous.
- You must lead by example. Demonstrate the behaviour you expect from others. Work towards your vision with passion, persistence, tenacity and enthusiasm. If you don't believe in the power of your work, why should your team?
- You must acknowledge successes and failures. People, irrespective of how confident they are, thrive on being recognised for their achievements and being shown empathy when they fail.
- You must empower others. RMB is proud of its owner-manager culture, which gives

people a sense of ownership. Teams are challenged with high expectations and are then empowered to deliver on them. Empowerment brings with it a sense of accountability.

It's not all about women either

With a focus on leadership development and diversity at the heart of the company, it comes as no surprise that it is RMB's goal to stay ahead of the curve where digital transformation is concerned.

With a sister company that is highly awarded for being one of the most innovative banks in the world (FNB), RMB is acutely and consistently aware of the need for agility in a world where digital transformation is continuously shaking the industry up.

"Generally, because capital markets and investment banking are dominated by complex front-, middle- and back-office processes, the rate of change is slow, but we have teams to ensure that we are informed and able to deliver customer-centric solutions in line with the ongoing evolution.

The future is digitally diverse

"I see a few major themes playing out in this space and all of them are exciting," Brown says. "RMB is currently experimenting with machine learning and deep learning algorithms associated with artificial intelligence. The potential here for simplification and the speeding up of processes is inspiring. We're also looking at robotic process automation, which simplifies processes that are human-intensive or require multiple platforms.

"Blockchain and smart contracts are being tested at our innovation hub, the RMB Foundry, and the Internet of Things may well become relevant for us in our trade and working capital space as the technology matures to the point where goods can be tracked globally and with ease.

"Very pertinent and relevant to all in the financial sector, however, is advanced analytics, which empowers us to extract valuable insights from the masses of data recorded on a daily basis," she explains.

However, the reality, as shown by recent research, is that 72% of the opportunities in investment banking lies in the ability to automate internal processes," she concludes. ▲

Setting the standard for document safety and compliance

The award-winning Saryx Engineering Group's product offering, HSEC Online is redefining safety and compliance standards

Ingrid Osborne, the co-founder and Managing Director, discusses their innovation and shares the importance of diverse talent in the industry, the vision to empower people and future opportunities in the global market

Please take us through your company's journey—when was it established and what were some of the challenges you faced as a female entrepreneur starting a business in what can be considered a male-dominated industry?

Julie Mathieson and I founded Saryx in 2007, initially, as a provider of engineering services, ICT and process control and automation for large industrial corporations.

At the time, most Saryx employees were working on client sites, away from the office, and required many legal and compliance documents, carried in large lever arch files. We figured there had to be an easier way. So, we built a web-based system that digitised company safety and compliance, allowing a company to track document compliance itself, as well as securely share these documents with clients in a collaborative workflow platform, accessible at any time.

Enter HSEC Online, which was initially our own internal system to make our jobs easier, until we realised that our peers and clients had an even bigger problem that this system could solve. It replaces the traditional lever arch file system used by most, if not all, companies in the heavy industry sector. Once a company has moved across from a flawed, cumbersome and outdated compliance system to the digital



Ingrid Osborne, co-founder and MD

experience of HSEC Online, there is simply no going back.

To remain competitive in our industry, we understand the value of having a diverse workforce at all levels of the organisation and to stay innovative in our industry, we require diverse talent. This is the most critical challenge we face in our industry because diverse talent is hard to come by. The lack of talent and the existing gender inequality within the engineering sector means that this combination is not always possible. Despite the great strides made towards gender equality over the last century, there are still a number of industries where women remain underrepresented in the workplace. Engineering is one of those industries. One of the major contributing factors to this underrepresentation is the lack of female role models in the field. Access to female leaders and mentors

in the engineering sector is almost non-existent. Young female engineers, therefore, have few mentors with whom they can relate to and with whom they can discuss the difficult work environment they find themselves in and how to balance a home life with a professional one.

What are the various services you offer and what makes them unique? What would you regard your competitive advantage to be?

Our services cover a range of skills, C&A, ICT, database administration and traditional electronic and electrical engineering, that when used collaboratively, can be a most effective combination, which is difficult to beat. With this combination, there is not much we can't do. Our competitive advantage is our agility and flexibility as an organisation. We have removed the red tape of traditional corporate structures when it comes to innovation and development and this enables us to change direction, implement and execute the rapid development and deployment of new ideas and solutions.

Your vision is to provide a complete Shared Value strategy to support your business continuity and unlock growth opportunities. Please can you tell us more about what this concept is, the importance thereof and how you execute it?

During 2015, Saryx Engineering Group initiated rigorous planning to fulfil very specific Broad-Based Black Economic Empowerment objectives in order to transform ourselves into a more competitive supplier of engineering, ICT and other services, to large corporates and parastatals.

The primary objective is to create Shared Value through Collective Impact. The priority is to support the real empowerment of young black people who face a daily and lifetime struggle to uplift themselves through social and economic inclusion. This cause contributes to shareholder and client value. This empowerment starts with upskilling people, mentoring them on their journey, with the ultimate objective to create a qualified employee pool from which business may select and employ these candidates. And then continuing to upskill, mentor and coach them, so that they may take their place in the management of the businesses, eventually becoming business owners and direct suppliers for our business.

In June, you were announced as the overall winner of the 2018 FNB Business Innovation Awards. What did winning this award mean to you in a personal capacity as well as in a professional capacity, in terms of affirming your business model?

The FNB Business Innovation Awards aim to recognise and celebrate the efforts of high-impact entrepreneurs who have embraced many challenges to create world-class, industry-disrupting and scalable companies.

FNB has partnered with Endeavor, who select, mentor and accelerate the best high-impact entrepreneurs around the world. They focus on the scale-up, not the start-up, because that is where Endeavor believes the highest job and wealth creation happens. So really, they provide entrepreneurs with access to funding, markets, talent and a support system with the purpose of helping them to think bigger. Being chosen as a winner among the nine finalists in South Africa fundamentally affirms our business model. We have done some amazing work and continue to evolve while moving the needle in the industry using new innovate and technological tools. The win, and the process leading up to the win, has provided an unbelievable platform for personal growth. It has provided an enormous learning opportunity with all the support systems to go along with it and with the added advantage of access to an unparalleled global network of mentors and business leaders.

With regard to future opportunities and global markets, how does winning

this award take you a step in the right direction?

FNB Business will sponsor us to participate in the coveted two-day Endeavor International Selection Panel (ISP) in Argentina this year in September. On one hand, the prize enables us to network with like-minded businesses and industry leaders to build a better, bigger local business with a global footprint.

On the other, the prize provides an extremely exclusive fast-track ticket to global markets to showcase our company and our product on a global scale but with the support of mentors and business leaders. It's really the "Willy Wonka" golden ticket.

We are looking forward to meeting top local and international business leaders and other candidates from around the world who have made it through the rigorous multi-step selection process. We hope to become Endeavor Entrepreneurs and take our product to the global market. We look forward to the potential created within this environment, no matter what the outcome, and believe that we will walk away with way more than we can ever give. HSEC Online has redefined safety and compliance standards and set the bar in terms of safety and compliance. We hope to carry this forward globally as, to date, we have yet to see anything come close to what it has to offer.

The Fourth Industrial Revolution and the Internet of things (IoT) are upon us. How is it transforming the industry and how is Saryx embracing Industry 4.0? How important is it to evolve with the changes?

If history has taught us nothing else, it's that Industrial Revolutions propel us forward. They create new and exciting innovative opportunities, which only serve to improve economies and society as a whole. With these changes come entirely new job descriptions; new services and business opportunities emerge and the entire working landscape is revitalised and, ultimately, the quality of life is improved.

At Saryx, we are really excited about the approach companies are having to Industry 4.0 and IoT. Cross-integration between products is becoming simpler, which means we can select best-of-breed products and string them together seamlessly to achieve our objectives. At Saryx, we are constantly looking for ways to know

more about field data, the best ways to collect this data, the best ways to represent this data—all for the purpose of business improvement, revival and empowerment.

This continuous real-time access to data changes the entire business process and creates improved ways of doing things. Small, smart improvements are redefining the landscape of how we do this. Things like intuitive maintenance, which leads to equipment longevity and real-time safety and compliance all contribute to, ultimately, creating a better workplace for the whole organisation.

And this is the whole point, as a society, we want greater sustainability, less wastefulness, less of an environmental impact and more itinerant, personalised services with greater inclusion. This is what Industry 4.0 and IoT are doing. Organisations and governments need to embrace this disruption for the benefit of everyone.

Are there any prevalent stereotypes about women in positions of leadership, particularly in male-dominated industries? How has the industry's view transformed over the years?

I think we still live in a predominantly 'women "take care" and men "take charge"' stereotype. Women in leadership positions, particularly those in male-dominated industries are vulnerable to negative stereotyping and are generally seen as inferior to their male counterparts. What has transformed over the years is at least an education or awareness about our potential to stereotype. To help advance women leaders in masculine occupations, organisations need to be especially vigilant against stereotypes by educating individuals about the stereotyping processes we are all guilty of, male and female, and equip them with skills to self-monitor perceptions. In having said this, I feel the same goes for women in business—always remain open-minded, not all men are equal. The "old dinosaurs" will be encountered less and less.

What does good, effective leadership mean to you?

To me, it means inclusion and collaboration, the ability to change and adapt, all sprinkled with a touch of courage.

Collaborate, adapt and be brave. ▲

Transforming Samsung's greatest resource

Samsung, one of South Africa's most-loved brands, has grown from a small trading company based in Taegu, Korea in 1938 to the top global brand we know today, employing more than 320 000 people in 73 countries worldwide, more than Google, Apple and Microsoft combined—making people Samsung's greatest resource



Bess Skosana, Head of Human Resources: Africa, Samsung Electronics

From very diversified consumer export roots, Samsung Electronics was founded and entered the electronics industry in 1969 with the formation of several focused divisions. Since those early days, Samsung has followed a simple business philosophy—to devote its talent and technology to creating superior products and services that contribute to a better global society.

The company continued to grow as an international corporation and established a presence in the South African market in 1994.

“All along, we have been channelling our relentless drive towards developing innovative

technologies and solutions for our customers. We are passionate about providing a diverse

product range and hi-tech services to the consumer market, but people are equally important to Samsung as a business. Samsung sets a high value on its people and technologies,” says Bess Skosana, the Head of Human Resources: Africa, Samsung Electronics.

As a key brand and technology player in South Africa, transformation and corporate social investment is very important in Samsung in South Africa. “We invest generously in people. We fund education and assist in setting up schools with much needed technology like laptops etc. We also provide much-needed technology to the healthcare sector and we run similar projects across the rest of the continent.

“Transformation touches gender equality in our male-dominated industry. I believe that women are thriving at Samsung. If we look at the stats, we currently have 41.7% females employed, up from 37.1% in 2015. But it is also important that we continue to support these women, and 37% of women have been promoted within the company,” she says proudly.

While Skosana believes that there are more opportunities for women now than in the past, more could be done to

improve the development of women in both the private and public sectors. “I am truly proud of Samsung’s Engineering Academy, which trains young students to become technicians.

“We started with a focus on female technicians and trained 20 women in 2015 alone. Since then, we have trained an equal mix of both men and women, and every technician trained is either placed as a business owner or employed by dealers in their after-sale service departments,” she says.

She believes a lot of value can be unleashed through mentor initiatives and collaboration with universities on programs for developing women.

“We need for women to come together and mentor and coach younger women in their various fields of business and industry. At Samsung, diversity is a priority. We have hired quite a few highly skilled, experienced and influential black women and men, and I think we are doing the right thing to move forward and achieve these goals,” she says.

“Samsung offers Employee Resource Groups (ERGs) for employees to interact. The Women in Samsung Electronics group offers all women an opportunity to communicate, engage and share knowledge. These groups are a great opportunity to network with a lot of other women in other parts of the world, where we support each other as women,” Skosana explains.

Skosana remembers the days where women received little credit for any progress they made in their careers but globally, she has seen how these perceptions have changed. “Successful women in technology understand that they have to work hard to achieve success, from top CEOs heading up big companies to COOs and CFOs. However, locally, we haven’t got it right yet but we are working hard and earning our stripes. A big part of the challenges is making sure we understand the business, systems and industry influencers,” she says. She also believes that a good education with the right attitude is a critical foundation for any new career.

“Don’t be afraid to make mistakes and learn from them. This will guide you in making better decisions in the future and staying true to your identity. Diversity is key in any workplace and I think the female touch is often necessary to allow for diverse views. Don’t try and be a man,

instead, make sure you bring your feminine ideas to the workplace,” Skosana says.

As a black woman, Skosana sees herself as privileged, following the opportunities she had access to from when she was just a child. She attended school at St Theresa’s Convent in Rosebank. She went on to study a social science degree at the University of KwaZulu-Natal, completing her honours at their Durban campus before starting her career at the EDS Group.

“I was the first graduate trainee brought into their HR space. They trained me, took me through the whole value chain, and I was quickly promoted to HR Consultant and one year later, to a managerial position. I was very privileged to have experienced so much in my time there,” she says. Skosana has also worked for Vodacom, the National Gambling Board, PMSC, Nampak, Barloworld, Absa and the South African Bank Note Company.

Barloworld approached Skosana and it was during this time that she studied for her MBA at the Gordon Institute of Business Science (Gibs) of the University of Pretoria.

“I was very privileged to attend the programme, where learning and networking opportunities were abundant. It can be tough in business, especially in very male-dominated industries, and having to deal with that as a black woman is even more difficult. I have learnt that sometimes you have to flex your position of power. There were always those people who didn’t want to talk to me but I am too resilient and too strong for my own good. I sometimes think that maybe I just have a high threshold for pain,” she jokes.

For a brief time, Skosana tried consulting but found herself walking through the doors of her new home in September last year. “I considered myself very lucky because there are many unemployed people in the market who are struggling to find a job. These last nine months have been an interesting journey. Our CEO, Sung Yoon, has been wonderful and he has shared with the strategy and vision for Samsung, going forward.

“When it comes to transformation in business, I get things done. I’m the right person for the job, even though I have ruffled some feathers in the past. In the nine months I’ve been here, I have grown employment equity by 10%, and when it comes to hiring, Samsung

wants focused people who will stay and help us achieve our full potential.

“I personally prefer people who are straightforward and I am also a straight talker. I find people to be both difficult and interesting and I love it. I always say that what makes me is a combination of my career and my spirituality, and it gives me a sense of purpose. My motto is that this is not a job, but a calling. I’m a risk taker and I’ve enjoyed opportunities where I was tasked to set up an office from scratch, developing and implementing everything from policies, processes, and systems throughout the HR value chain,” she explains.

“While there have been times where I have had to be strong, I have learnt a lot about my strength from the spiritual aspect of my life, where I pray and believe things will work out at the end,” she adds.

She employs a combination of leadership styles to guide her ability to manage processes, systems, and people, taking principles from both a democratic and autocratic style. “Sometimes you have to be autocratic when dealing with lower-level staff who don’t understand the strategy. I also believe in being a servant leader, where you serve your people and lead by example. This is where you mentor and coach people and make yourself open to your people. I also believe that there must be balance and while it’s sometimes fine to be hard, it’s also okay to be soft when you need to,” she says.

“I help people to achieve their dreams and this is very important to me. As much as I’ve had great mentors such as Victor Ramsingh, Lungi Ndlovu, Joan Pieters, Dominic Sewela and YJ Kim, to mention a few, I have also had to grow spiritually, after all, we are spiritual beings—not just superficial beings. People operate on a much deeper level, so you need to understand where they are coming from, use your cultural and spiritual IQ and once you have that, you can always solve problems from there.

“To succeed in business, you must have confidence in yourself. Know who you are and work hard on developing and improving yourself. It is also very important to build relationships because these will either make you or break you. As women, we are our own promoters and as a woman, we always work hard—twice as hard as our male counterparts, I think,” Skosana concludes. ▲

Empowering you to build long-term wealth

Co-founded by Koketso Sylvia Milosevic, Wealth Alliance is a wealth creation and education business that teaches clients to change their perspective on money and gain financial independence through property investment

What is the concept of wealth and why is it so important to foster a good relationship with one's money?

The understanding of wealth is different, based on one's belief system and mindset. We were all taught to work hard for 40 years of our lives and then retire happily. Unfortunately, this system doesn't work anymore and relying on a job and retirement is not a solution for long-term wealth. Life should be a rich experience and should provide you with more happy moments doing what you really love, instead of working for someone else and helping them to reach their goals and dreams. Money is there to help us have and do things and once we understand how to build long-term wealth, we can do more things we love and, simultaneously, we are able to help others do the same. Investing in property is the ideal vehicle for building long-term wealth for generations to come but it does require the proper knowledge and education and that's where Wealth Alliance comes into play.

How was the concept for Wealth Alliance conceptualised and who were some of your technology and marketing partners?

Wealth Alliance was created with an idea to help people learn the right way of investing in property. We gathered the top property experts in the industry and created the programme based on our experience and expertise. We wanted to create the most complete property educational programme on the market that will help our students reach financial independence. The programme is based on Napoleon Hill's bestseller *Think and Grow Rich*. Hill spent 20 years interviewing and studying the 500 wealthiest people in the world. He discovered that all of them had something in common: 13 powerful



Koketso Sylvia Milosevic (Dressed by Obriani)

principles. These principles are quite simple and the majority of people would know about them, however, not a lot of people know how to apply them. We used these principles and applied them successfully to property investing. I am a certified Think and Grow Rich instructor, it took me 17 weeks to study them and now I am able to pass the knowledge to my students. The most powerful ones that resonated with me are having the burning desire to succeed, believing in the process, learning from your failures, having a clear plan on how to reach your goal, being determined and persistent to

succeed and, with the help of a proven mentor, the goal is not so distant. So far, close to 20 000 people attended our events and many lives are changed for the better, thanks to this programme. Our business partners are experts in the marketing and technology space as well as web development, with years of experience, and with all our involvement, we were able to bring a worldwide brand to South Africa.

By applying these principles, what can be achieved? Please tell us about some of your property investment successes.

The principles are so powerful that, by applying them, one can reach any level of success—not just in business, but also in life. I was a struggling Property Investor for about eight years. I made lots of mistakes and lost money. I did not know why I was not moving forward until I read the book. I realised I was trying to do it on my own, I didn't have a clear plan or the right knowledge and, more importantly, I didn't know anyone who could be my mentor and who could teach me the right way of investing. One of the most powerful principles is Mastermind Alliance—surrounding yourself with like-minded people who understand the value of property investing is crucial. I started going to property events, I then went to the UK for a property mentorship programme and was mentored by one of the top property specialists who taught me the right way of investing in property. Today, I own a multi-million-rand property portfolio, doing capital flips, back-to-back deals, investing in the cash flowing properties, purchasing properties at the auction and I am busy with residential developments. The majority of this, I was able to finance without using any of my own money. This is one of the most valuable lessons we teach our students—that, in property, you don't need to have money to make money.

What type of training do you provide and how does it empower students to change their perspective on traditional wealth creation?

As a part of our property educational programme, we provide free events where people can understand how we invest in property. We also offer an advanced masterclass with our property experts where several strategies and investing processes are explained and a proper structure is created for the students. For students who are ready to move forward, we have personalised coaching and mentorships with our property experts. In our education team, we have capital flips, auctions, buy-to-let and other strategy experts as well as residential and commercial property specialists. Our programme

covers the 15 most powerful strategies and various ways of raising finance and gives the right clarity to the student on which steps to take and how to reach their goals. To succeed, it is essential to have the right mentor by your side and based on that, we have gathered the top property experts as a part of our team. With our guidance, students have a clear path towards achieving their life goals.

What were some of the challenges you faced as a female entrepreneur starting a new business?

The main challenge was a feeling that I don't know enough. What I learnt from the book is that you don't need to know everything but you can hire people who are experts and who can help you reach the next level. Doing this not only made me smarter but it also set me free. I was able to focus on growing my portfolio, knowing that I have a team of powerful experts on my side. The first mistake one can make is to try to do it on one's own. In any business, and especially in property, one needs to work with the team of experts instead of spending valuable time trying to learn different things. To be successful in property, you do need to have proper insight into business but is also very time-consuming to try and become an expert in many areas. In my property business, I have a team of 12 different experts and this is such a life-saver, knowing that I have them all around me.

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

I am from Ga-Rankuwa, Pretoria. I developed a passion for property investing from my mother, who built her own house by herself. I worked overseas for over a decade and, at the same time, invested in property, expecting to see the value increase over a period of time. To my surprise, the value of the property didn't increase as expected and that was the moment when I realised that there is something I don't know.

Things got worse when my father lost his job at BMW. The lifestyle my family had needed to change. I realised that a job is not the security and one should never rely on only one source of income. I started learning about property and since then, I've never stopped. One should never stop learning and growing. There are so many opportunities out there, which only a person with the right knowledge is able to see.

What inspires and motivates you on a daily basis and enables you to effectively carry out your role?

Nothing fills my heart with more joy than seeing the success of my students when someone has seen the light and I have given them hope. Understanding that this is much bigger than me and seeing the success and change we are making in other people's lives is something that is keeping me moving forward. I am also building a legacy for my beautiful twins, Stefan and Jasmine, and they are always there, along with my husband, to remind me who am I doing this for. Building a legacy and changing peoples lives are the core principles of Wealth Alliance, my own life and my family's life.

What does good, effective leadership mean to you and what is your leadership style?

I'm a huge believer in empowering people, being a role model and sending the right message—a good leader should do exactly that. Empowering people while staying humble is one of the great qualities I've always had and that is just a reminder to me that my mission is much bigger than myself. I see leadership on a much deeper level and, for me, it is extremely important to see my students change their lives for the better and see the people around me grow. When I talk to my students, I always see the best in them, I see kings and queens with great potential and I see myself as a vehicle that can take them to that greatness. For me, if you are able to inspire and help people to change their lives for the better, and you ask for nothing in return, you are a true leader. ▲

A corporate finance advisory firm that's making its mark

Identity Advisory, a black-owned and managed boutique corporate finance advisory firm, provides corporate finance and debt advisory services to the private and public sectors

Intity Advisory was co-founded by Moeketsi Setai and Ernest Kwinda in collaboration with Identity Capital Partners (ICP). ICP is a women-led investment holding company co-founded and led by Sonja De Bruyn Sebotsa. Identity Advisory is a Level 2 Broad-Based Black Economic Empowerment contributor.

Launched in August 2016, Identity Advisory offers numerous services, including black economic empowerment (BEE), debt advisory, mergers and acquisitions, disposals and valuations across all industry sectors.

“Depending on the skills required to meet our clients’ needs, we bring in specialists to ensure that we are able to deliver on our advisory mandate,” says Kwinda.

“In this way, we are able to pool resources to ensure that we offer our clients the best possible service,” he adds.

One of the company’s strongest advisory offerings is BEE deal advisory. “With our background and experience, we offer strong BEE advice, so this is one of our strongest offerings. However, we are not really looking to niche ourselves as a BEE advisory firm and are casting our net as widely as possible. In time, we will find our niche,” says Kwinda.

Although mainly focused on South African clients, Identity Advisory does look for opportunities in the rest of Africa, particularly in the Southern African Development Community.

“The launch of Identity Advisory came from an entrepreneurial ability and desire to build

a new and independent advisory offering to provide a different take on the financial landscape in South Africa,” says Setai.

Traditionally, the South African market has been dominated by the big banks, which offer multiple products.

“It is inevitable that, often, banks find themselves conflicted because they advise clients on one product, but also sell others. There are

with banks. We are able to provide independent advice, with our clients’ interests at heart, so that they can develop and grow their business.” Identity Advisory ensures that it understands its clients’ needs, objectives and challenges so that it structures a solution to advance its clients’ respective businesses.

“As much as we’re trying to build an advisory business, we believe we understand and appre-

Identity Advisory ensures that it understands its clients’ needs, objectives and challenges so that it structures a solution to advance its clients’ respective businesses

not many independent advisory companies that walk side-by-side with their clients, giving them truly independent advice without trying to cross-sell products from other divisions,” says Kwinda.

“As independent advisors, this is a space that we can rethink, we can feel the market and play our role. This is how we distinguish ourselves from other players in the market,” he adds.

Setai agrees, “We have both worked for traditional banks and our clients appreciate that we are able to give them insight into some of the thinking, structures and nuances, which they might not necessarily appreciate when dealing

ciate the challenges our clients face in growing their business,” confirms Setai.

“Understanding our clients’ needs and the areas in which they want to grow and develop comes from our experience in the industry. Thus, we have an affinity with our clients and are able to advise them on any blind spots and pitfalls they may face,” he adds.

Identity Advisory’s team has a collective 60 years’ experience in the industry, with team members contributing various skills and experience from investment banking and deal origination to closing the deal and post-deal relationships.



Moeketsi Setai

Both Setai and Kwindu, leaders with an open-door policy, are proud of what Identity Advisory has accomplished so far, not only in a short space of time but also in a very tough financial market.

“Still being in existence in a very tough market and also getting some good mandates, when the company is still so young, are some of our achievements,” says Setai.

Leaders behind the brand

Setai completed a Bachelor of Arts, Economics Honours degree in the United States and “fell into investment banking at Standard Bank”, where he spent about nine years before leaving to pursue entrepreneurial opportunities.

Having spent about 20 years in the financial services sector, he focussed on asset management before returning to corporate finance advisory prior to co-founding Identity Advisory.

Kwindu spent some time in the corporate environment before becoming a Project Accountant with De Beers, where his interest



Ernest Kwindu

in corporate finance was sparked. He joined Rand Merchant Bank (RMB) in 2004, as part of its corporate finance team, and has been a ‘dealmaker’ ever since. Kwindu took on various roles within RMB, including driving transformation within the business, and as a member of the Investment Banking Division’s board.

“What resonated with me are the challenges the financial sector faces with regard to transformation. When I left RMB in 2016, I really appreciated the challenges we face as a country. Given the skill sets I have gained over the years, I wanted to become part of the solution to the problems the country faces, including transformation of the financial services sector,” says Kwindu.

“I thought that instead of looking at existing businesses and following the safer route, why not start our own business in financial services? The idea was attractive, particularly making a contribution to finding solutions for the unemployment crisis our country faces,” he adds. You know it’s difficult to start a business but

if people like us, who have experience, haven’t got the courage to do it, we have a problem. This was one of the drivers for creating a business in the financial services sector, to create employment and provide opportunities for the youth who would normally not get the opportunity to work for an investment bank.

“We take people who are young, straight from university, to work with us. They get exposure to investment banking and learn quickly. We develop them as young dealmakers but we do appreciate that they might not stay with us for the long term.

“For us, one of the greatest yardsticks of success is to see our dealmakers move on, join the bigger banks and become successful dealmakers,” says Kwindu.

Setai believes that education never stops. “Regardless of your profession, the thirst for knowledge should never stop. Try to acquire as much knowledge as you can and learn something new every day, whether it’s through the experience of someone who has done it before or someone who has failed. We’re always in comfort zones in South Africa and we shouldn’t be scared to fail because it’s actually not a failure, it’s a lesson learnt, particularly in business,” he says.

Looking ahead, Identity Advisory is firmly focussed on ensuring that the company remains a successful boutique corporate finance house. Not one that’s merely black-owned, but one that’s successful in its own right.

“We want to develop ourselves and the business so that we become a trusted advisor to our clients, where they see us as the people to go to when they need assistance and solutions,” says Kwindu.

Another strong focus is on growing the team and developing the company’s product offerings. “Whilst corporate finance is our initial offering, as time goes by, we aim to develop other product offerings within the business,” he adds.

With a value of transactions over R16 billion in under two years, Identity Advisory is certainly making its mark when it comes to providing independent, bespoke and strategic financial advice across the public and private sectors. ▲



Leading creatives: the power women of Ogilvy

Part of one of the world's largest communications networks, Ogilvy South Africa boasts a significant number of women in top leadership positions

This reflects the company's commitment to inclusivity and diversity, both of which are "important factors in our transformation agenda", says Joanna Oosthuizen, who serves as both the Chief Operating Officer (COO) of Ogilvy South Africa and the National Managing Director (MD) of Ogilvy Public Relations and Influence.

Ogilvy's pursuit of diversity is not simply driven by the wider social requirement that workplaces reflect the diverse demographics of our country. It's also a recognition that there is a very real link between diversity and enhanced creativity. "Creative cultures are only enabled through a variety of talent," notes Ogilvy's Director of Talent, Angela Madlala.

Gillian Bridger, the Managing Director of Ogilvy's health practice, also attributes the high number of leading women to the vision of a former CEO, Nunu Ntshingila-Njeke, whom she describes as "one of the most inspirational women and bosses I have met".

"She certainly saw the value of women in advertising, because advertising is aimed mostly at women: we buy the goods, we're the decision-makers in the home and for the children and often for our husbands," says Bridger. "We're in an intuitive business and women are intuitive. I think she saw the value of that and a lot of women were appointed during her time," she adds.

In short, as Ogilvy's Johannesburg MD, Elouise Kelly, says, "Women have shown that they can do the job."

Vicky Buys, the MD for Ogilvy Cape Town, agrees, saying that now is the time for women to take full advantage of their opportunities. "This is our time. Never before has there been more understanding of the positives that women can bring to leadership roles," she says.

There has arguably never been a time when good leadership has been so critical to the marketing industry, as the diverse changes

and opportunities confronting the industry continue to roll in at a breakneck pace.

As in many industries, marketing is being squeezed by clients' tightening budgets, along with the increased demand that every cent spent be thoroughly accounted for, and the return on investment measured with innovative precision. In addition, the entire industry is being turned on its head by the rapid changes brought on by new technologies and the advent of social media, where communication has become a two-way conversation, as the Chief Delivery Officer, Tracey Edwards, points out.

"Considering the expansion of media channels available to consumers, fragmentation has made it a lot more difficult to reach consumers," she says. "The challenge today is to be aware of every communication discipline and to know how to effectively integrate the various communication solutions and options available. Agencies need to become ever more customer-centric and ensure that fast-turnaround consumer solutions become more prevalent. This means we need to become more nimble and quick thinking," she adds.

These developments and the accelerating speed with which everything has to be achieved can present specific challenges when it comes to dealing with creative staff—in particular, with finding and retaining good people. According to Oosthuizen, the available talent pool is shrinking, as staff are increasingly poached; not only by other agencies but by completely different industries. And, as all of Ogilvy's power women agree, managing creative talent can be quite different from managing people in other fields.

"Creatives and the creative environment function differently to corporate environments and they always have," says Kelly. "We've tried, at the agency and in the industry, to close that gap in terms of how we operate in relation to our clients. The challenge is to implement this without taking away from the creative process and



Joanna Oosthuizen



Angela Madlala



Elouise Kelly



Gillian Bridger



Tracey Edwards



Vicki Buys

the creativity that has made our work stand out. We are having to be more corporate, and to force our creatives to think in different ways, ways in which they are not always comfortable. But we're living in a world of flux and I think that if we don't change and our creatives don't start thinking differently, then we run the risk of losing business, losing clients and perhaps not being able to respond to the market as fast as we need to. This is especially crucial in this digital age, where consumers have unprecedented access to information and are able to compare competitors at the drop of a hat. We've got to be agile. And that means that with the creative process of brainstorming great concepts and creative ideas, we just don't have the luxury of time that we had before," she elaborates.

"Creatives need room to dream and time to let their ideas percolate," agrees Edwards. "Structure and deadlines can be at odds with this, so managing creative talent is a question of finding a happy medium," she explains.

Having held leadership positions in other industries, Madlala says that leading in a creative industry is differentiated by "requiring the ability to lead in constant states of opposing tensions. It's a constant balancing act of ensuring that creativity is nurtured and enabled and that commercial priorities are achieved, finding the right balance of being well-organised and planned whilst still creating the opportunity for spontaneity and playfulness".

Creativity brings with it a broad range of personalities, says Oosthuizen; along with a more personalised, quite emotional environment. "There are a lot of talented people in our agency; we're managing very passionate, high-performing people. So, you need to be a leader who can understand people and work with different personalities," she says.

Given that creative leadership brings with it so many considerations, what is the best way to take on a management role within a creative environment such as Ogilvy's? The company's leading women have

plenty of advice for young, up-and-coming creatives looking to move into leadership. More than one of them emphasises the need to have a genuine passion for the work, given the potentially arduous hours and the need to be "always on".

"You've got to inspire people, leading by example and leading from the front. You cannot flag, or they will flag; you've got to bring your 'A' game, or they don't. And don't ever ask someone to do something that you're not able or willing to do yourself," says Bridger.

It is crucial to seek out training and mentorship, says Oosthuizen. Many creatives reach the top of their game and then move into a leadership role, only to find that managing people can require an entirely different skill set, one that doesn't always come naturally to everybody. Establishing some form of support on the journey can be invaluable. And it's not only about technical development, as Madlala points out—developing good emotional intelligence and self-awareness is similarly important.

"Learn how to lead yourself first. Know your strengths and weaknesses and surround yourself with people who complement your skill set," says Buys.

Ogilvy's strong cohort of women in leadership continues to assert itself within the agency, and the company's performance is soaring. Ogilvy picked up an unrivalled five awards at the recent Apex Awards for strategists and returned from the Cannes Lions with eight awards, including a Grand Prix. This proves that gender empowerment is not just a social responsibility but a business imperative that drives growth and improves competitiveness.

As more women help to shape the marketing messages we are exposed to, they are reshaping society itself and building a more representative community with a diversity of views in which the next generation of women can thrive and find ever greater inspiration.

Changing and improving the agricultural sector

Founded in 2014, Impumelelo Agribusiness Solutions is a privately black-owned company with a team boasting an extensive combined experience of over 30 years in various sectors. Dr Mduduzi Ngcobo, Director and CEO, discusses the latest developments in the agricultural sector, the role of technology and the topic of land redistribution.



Please could you tell us about your background, education and rise to the top?

I have extensive experience in the postharvest industry and in research. I worked for Dole South Africa where I held various technical positions and, although based in South Africa, I worked in Namibia and Egypt as a Table Grapes Assistant Technical Manager. While working at Dole SA, I was seconded to Dole Europe, where I was based in Rotterdam (Holland) and worked with the quality team doing postharvest quality inspections. I also held the Research and Innovation Manager position at the South African Perishable Products Export Control Board (PPECB). My last official job was that of an Institute Manager (Senior Manager: Research) at the Agricultural Research Council (ARC). My expertise includes packaging technology of fresh produce, the optimisation of storage

requirements, the development of export and shipping protocols, quality management systems including inspection services and phytosanitary issues, as well as trade regulations and policy matters. I have published peer-reviewed articles in international journals on various aspects of packaging and postharvest quality management of fresh produce. It is on the basis of this extensive experience and zeal to make a meaningful contribution towards change and improvement in the agricultural sector that Impumelelo Agribusiness Solutions was established.

How does Impumelelo help the government to meet their agriculture targets?

If one looks at any of the sectoral challenges that the government is trying to address, it is often very difficult to solve it in a one or two financial-year period due to the complexity of the challenge. At face value, it may look easy to address the issue of land distribution and the inclusion of black farmers into the mainstream agricultural trade by simply increasing the size of land redistributed to black farmers or simply increasing the number of farmers having access to arable land. It is, however, a bit more complex to make each of these farms a successful and sustainable farming business enterprise. I am not saying it is impossible to make such an initiative a success and sustainable, but I am saying it is complex. Complexity comes with the multi-dimensional (discipline) nature of the initiative in order to make it a success. Impumelelo Agribusiness Solutions is blessed with a well-experienced team of professionals that include

crop scientists, horticulturists, animal scientists, forestry scientists, agricultural economists, food inspectors and a civil engineer. Having such a skill set enables Impumelelo to come up with and successfully implement pragmatic solutions that are measurable and on time. In this way, we are able to assist the government to meaningfully achieve its targets.

What are some of the latest developments in the agricultural sector? Have we seen the worst of the drought?

There are emerging technologies, such as the Biotechnology Platform at the Agricultural Research Council, which seek to fast-track the current crop improvement methodologies and produce crops that can thrive under drought and adverse environmental conditions in a shorter-than-usual period of time. We have seen the worst of drought in the last century, with 2015 being declared the driest year. I can only hope that the worst is over, as the impact of drought does not only affect production but results in job losses and other unwanted consequences.

How will technology and artificial intelligence (AI) play a role in agriculture, going forward, now that the Fourth Industrial Revolution is upon us?

The Fourth Industrial Revolution is, indeed, here and I am glad that agriculture is not left behind from this fast-moving train. The latest advancements in technology include precision agriculture, farm management software, the use of drones, which assist in producing 3D maps for early soil analysis, crop spraying, the assessment of crop health and irrigation by

remotely identifying drier areas of the fields. Also, with a smartphone, the farmer can use the app to monitor the crop on his or her farm from anywhere in the world. Another recent technological advancement is the use of NIR technology to detect various quality defects on fruits even before they become apparent to the naked eye.

In recent years, we have witnessed great technologies, such as vertical farming and the advancement in hydroponics, where you grow more in confined spaces. Technology is already playing a critical role in agriculture and, going forward, it will enable us to solve a lot of food-related challenges.

How do you ensure that all your stakeholders are involved from start to finish?

Our stakeholders are very important to us and, therefore, it is imperative that we take them with us through the journey, allowing them to feel part of the process every time. We achieve this through stakeholder engagement meetings and workshops, information dissemination through publications and progress reporting.

How do you maintain excellence in all areas of the business?

Each division is headed by a qualified expert who lives the culture of our organisation, which is underpinned by our values. Our values are innovation, adaptability, commitment, authenticity and service excellence. Even though we strive for service excellence, I personally ensure that we do not become complacent and we achieve this through the continuous improvement and investment in our employees.

What is your key differentiator from the competition?

Our company is founded on the basis of extended experience and in-depth knowledge of the sector and the value chains. We have been able to package our service offerings to bring about solutions to all segments of the value chain. We understand the landscape we operate in, and we are well-conversant with the challenges in the sector. We bring our values to each and every project we are involved in. Lastly, we allow our work to speak for itself on the basis of tangible outcomes.

Please can you tell us about some of the achievements Impumelelo has enjoyed in recent years?

Impumelelo Agribusiness Solutions (Pty) Ltd., has recently been appointed and designated as an assignee by the Ministry of Agriculture, Forestry and Fisheries in terms of Section 2(3) (a) of the Agricultural Product Standards Act, 1990 (Act No 119 of 1990) to undertake quality inspections on all regulated processed products imported and locally produced for sale in the Republic of South Africa.

Impumelelo is also currently a strategic partner to the Mpumalanga Economic Growth Agency (MEGA) in the management of their Government Nutrition programme, where, amongst other things, we ensure that food of a good quality is supplied to the recipients.

As we celebrate Women's Month, are we seeing more equality and transformation in farming? What more can be done?

The economic exclusion of women in South Africa is well-documented and farming is no exception. However, since the inception of the Democratic Project in 1994, a lot has been done by our government through various interventions, to ensure that our women have access to the very same opportunities that men enjoy. Although more needs to be done to achieve equality, I have witnessed the increased participation of women in agriculture over the years. The Department of Agriculture, Forestry and Fisheries and the provincial Department of Agriculture have been hosting the annual female entrepreneur awards, which seek to highlight the role of woman in agriculture, while encouraging others to participate in this male-dominated industry.

Land redistribution is a key talking point. What is the best way to get a better representation of farm ownership in a sustainable way?

The ongoing land debate currently taking place in our society cannot be postponed any further. The land question must be resolved speedily. Post-land reform, I believe that land ownership will be reflective of the country's demographics and the current agrarian structure will change drastically. A lot of work lies ahead, particularly in the agricultural sector, which will welcome a

lot of new entrants. It is my considered view that the new land redistribution programme should be biased towards women and the youth who constitute the largest section of our population. While this will increase their participation in this important sector of the economy, it will also ensure that we have a young generation of food producers, given that the current cohort of farmers is old. The current land debate is more focused on land access and little is said about the government's support, post-land redistribution.

The challenges that confront the current land beneficiaries are well-documented and a lot of lessons have been drawn from that experience, and I would like to believe that they are not going to be repeated. I believe there is an opportunity to adopt a model that will ensure sustainability and profitability. We just have to explore what we have at our disposal. I would suggest a model where we systematically involve the pool of unemployed agricultural graduates in the operations of the redistributed farms, and assist the new farm owners to make their farming enterprises profitable. This, coupled with meaningful mentorship and incubation, would enable us to solve both the land issue and the unemployment challenges, while ensuring profitable and sustainable agribusinesses. Our recent research, as Impumelelo, has found that even where inputs and implements (and sometimes financial capital) are made available, the lack of requisite skills can be a downfall. Impumelelo is ready to partner with our government to ensure that new farmers are not only upskilled but are incubated for a certain period to become successful black commercial farmers who are technologically sound. Our support to the new farmers starts from the farm, through the whole supply and value chain, to the markets, including exports.

What is your outlook for the rest of the year for the industry, and where are there new opportunities for growth?

I believe that things are looking good for the agricultural sector and the area of opportunity for new growth is in agro-processing, which brings with it an opportunity for new entrants, such as the farmers and SMME manufacturers, to play a meaningful role in the agricultural value chains. ▲

A global leader in generic pharmaceuticals and biosimilars

Sandoz is committed to playing a leading role in driving access to medicine worldwide. Raenissa Naidoo, the Head of Pharmaceutical Affairs, discusses their competitive advantage and advancements in the research and manufacturing of new products.

Please tell me about your background, education and rise to the top?

I grew up in Tongaat, a small town on KwaZulu-Natal's north coast, that has produced many talented individuals who are making a great impact in their various fields of expertise. My parents were both teachers, so there was much focus on doing well at school, and I had nowhere to hide as all my teachers were their friends. I went on to complete a B.Pharm degree at the University of Durban-Westville, and quickly realised during my internship year, that traditional pharmacy practice was not my passion. I started looking for opportunities within the pharmaceutical industry. This was not easily achieved in KZN and to enter the industry, I had to relocate to East London to join South African Druggists (now Aspen) in a production role. I subsequently moved to Johannesburg and worked at different multinational innovator pharmaceutical companies, building knowledge and developing expertise in various areas including manufacturing, quality, regulatory, medical and compliance. I joined Sandoz, a division of Novartis, in 2015 as the Head of Pharmaceutical Affairs and in 2017, I was appointed to the board. This year marks 22 years in the pharmaceutical industry—it's been a fascinating journey and I'm sure there's more excitement ahead.

What are some of the key pharmaceutical products that Sandoz offers and has developed?

Globally, Sandoz has a portfolio of over 1 000 molecules that span across many therapeutic areas. So, globally and locally too, we are able to provide medicines to treat a multitude of diseases.

What are some of the advancements in the research and manufacturing of new products?

Sandoz is a market leader in the development of Biosimilar medicines. These are large-molecule, complex-structure products that are similar to innovator biological medicines, and offer patients more cost-effective choices in their treatment options, without compromising on safety or efficacy.

How do you maintain excellence in all areas of the business?

Having an engaged, empowered, collaborative team in place is key to achieving and maintaining excellence and building such teams must become a major focus area for all leaders.

What is your key differentiator from your competition in a very tight industry?

Our patient-centricity, ensuring that the patient is at the centre of all we do, and our product quality heritage set Sandoz apart.

Are people healthier in 2018 and what are some of the challenges that people face on a daily basis?

I think we are healthier in terms of traditional diseases because of awareness around

prevention and the availability of treatment if you're afflicted, but we're struggling with lifestyle demands and seeing an unhealthy increase in destructive behaviours and mental health issues.

Who have been some of your mentors and, for you, what does leadership excellence entail?

My very first mentor and role model was my mum. Her professional work ethic, calm pragmatic outlook, and keen sense of humour was a winning formula—I'm still learning. My husband also embodies these qualities and is a great sounding board.

I've been fortunate to have worked at many multinational organisations that exposed me to people, cultures, thinking and learning across the world, and if you're open to it, even seemingly insignificant interactions can offer new insights and opportunities for growth. It may sound clichéd but I believe that leadership excellence is about walking the talk and making it possible for your team to be their best selves.

Can you please elaborate on some of the highlights that Sandoz has enjoyed in recent years?

Commercially, we have been very successful in launching 'first to market' generics. In terms of human capital, Sandoz has taken action to address the skills scarcity in the pharmaceutical industry by providing internship opportunities



Raenissa Naidoo, Head of Pharmaceutical Affairs

for pharmacists, a sales learnership programme for new graduates and training for pharmacy students. A number of associates who participated in these initiatives are now employed in various areas of the business.

We have also been successful in upskilling pharmacists in regulatory affairs, an area of expertise that is crucial for the industry, but with skills in short supply. Despite all the advances in modern medicine, universal

access to healthcare is still arguably the single largest unmet medical need. At Sandoz, we believe that the biggest changes often come from amazing, small ideas. Sometimes, the only difference between a good idea and a great idea is a little bit of support. To champion this process, Sandoz HACK—a global Healthcare Access Challenge competition—was launched in 2016 and we were very proud that South Africa had a finalist in the top 6.

What is your outlook for the rest of the year for Sandoz?

We are excited about our pipeline and potential product approvals, which will bring more cost-effective medicines to the market and improve patient access to treatment. We are also focused on our culture transformation journey and life-work integration activities, which will see Sandoz becoming a more engaging and satisfying place to work.

As we celebrate Women's Month, are we seeing more equality in the pharmaceutical industry? Are there areas that can be improved?

Sandoz has made significant strides in this area locally, and, currently, more than 60% of our staff complement and 50% of our leadership team is female. Globally, Sandoz is focused on increasing female representation at a country CEO level.

Certainly, there are opportunities for improvement within the industry, especially at executive business leader and CEO levels, and for ensuring that there are no differences in performance expectations or remuneration packages for women.

Please share examples of inspiring leadership that you've experienced recently

In June this year, our global CEO, Vas Narasimhan, visited South Africa and his key message on 'unbossing' denotes a major shift in leadership style from, amongst others, manager and controller to fellow worker and learner. Leaders don't control and micromanage—they coach, challenge, help and enable. They serve and remove obstacles and create teams that take an ownership mindset to their work.

I was also privileged to attend the 16th Nelson Mandela Annual Lecture delivered by Barack Obama. It was so uplifting to be surrounded by thousands of inspired people remembering Madiba's leadership, his humility and great sense of humour.

The message was that, despite all the advances we've made over the last 100 years, some things have stayed the same, including the fight for the equality of women, and there is still a long road ahead.

We all need to step up to help lead the way. ▲

A leading conservation authority



The South African National Parks (SANParks) strives to develop, expand, manage and promote a system of sustainable national parks that represent biodiversity and heritage assets. Fundisile Mketeni, the CEO, discusses the latest developments, the issue of poaching and the opportunities available for women.

Please could you provide us with an overview of your educational and career history, prior to being appointed CEO?

I have a Master's Degree in Environmental Management from the University of the Free State. I have been in conservation for the last 29 years. I started my career as an Assistant Manager at the Double Drift Game Reserve in the Eastern Cape. I rose through the ranks up to a Regional Manager of the province's three game reserves. The focus of my job was Reserve Management and Tourism Operations. In 1996, I joined the South African National Parks as the Manager of the Addo Elephant National Park. In 2001, I moved to the South African National Parks' Head Quarters in Pretoria as the General Manager Operations for 18 of the national parks. In 2004, I joined the then Department of Environmental Affairs and Tourism (DEAT) before the separation of the two portfolios as a Deputy Director General: Biodiversity and Conservation. I spent more than 10 years in the Department of Environmental Affairs (DEA). My main mandate was policy development for biodiversity conservation and lead negotiations in the multilateral environmental agreements (CBD, WHC, UNCCD etc.).

Late in 2014, I was appointed CEO of the South African National Parks.

What set you on your current career path?

Working for present and future generations and also knowing that the environment is the

bedrock for the poor as well as growing up in the rural areas and observing the dependency of the rural people on the environment for their subsistence living set me on this path.

Which aspects of your role do you most enjoy and what does it take to be a good effective leader? How have you demonstrated these qualities?

New thinking beyond what is happening is my passion and venturing into new areas—working with new role players in the sector and beneficiaries of the benefits of the system of national parks. Leading comes automatically and I battle to accept to be lead all the time. I appreciate people in the organisation who are full of energy and who possess sharp minds. I appreciate maturity at the executive management level and respect hierarchy but I detest gate-keeping. I want to reach out to all the staff. I visit the staff, hold 'imbizos' (gatherings) and have CEO management summits with the senior managers as they are also future leaders of the organisation.

Who are some of the role models that have inspired you during the course of your career?

Mavuso Msimang, Wandile Mzazi, the late Dr Ian Player and Valli Moosa.

What are some of the latest developments at the South African National Parks? Are

there any exciting new projects we can look forward to this year?

I am in talks with CEO of NRF about the proclamation of the Square Kilometre Array (SKA) as a new national park. I am looking forward to seeing Kruger National Park land claimants as concessionaires as one of the opportunities in the park. Additionally, I want to see black businesses working with SANParks, participating in business opportunities.

Finally, SANParks will partner with the Youth Employment Services (YES) Programme for youth employment, placement and training in our national parks.

What were the tourist numbers at your parks last year—were there more local or overseas visitors? Is the tourism boom still charging ahead?

We just exceeded the seven million mark. More loyal locals visiting the parks stands at 75%. I am happy with the growth of black visitors to the parks.

Are younger people more aware of the environment and the need to look after it and cherish it?

I am not 100% happy, however, we have a robust youth awareness programme at a school level. I would like to see youth (Millennials) visiting parks but we need to create activities and fun, new experiences for them. If we do that, they will cherish it.



In terms of poaching in our national parks, what is the latest news? Are we getting it under control, and where is the demand coming from?

The killings are still a huge concern in the Kruger National Park, although we saw a decline in the last two years, compared to previous years.

In our other six rhino parks, no killings as yet in the past five years, however, there have been many attempts by poachers, but our security plans are working.

You have some beautiful parks in your portfolio, which is your favourite destination to stay in and why?

They are all beautiful and each park is unique. I am in love with the Karoo landscape, it exudes peace and tranquillity.

In terms of migration, is it possible to have fewer fences so the animals can wander more, or is that a problem for poaching and encroachment on farmlands?

South Africa is a developing country and the human footprint is growing. We do have a parks consolidation and expansion plan where areas of expanding and consolidating are identified but,

at all times, we want to avoid land-use conflict and human-wildlife conflict.

What are your plans for the next few years and how can we further boost eco-tourism?

Growing revenue and looking at new markets, as we know our market profile. We depend on a loyal but likely stagnating market base. We need a balance retaining the current market and attracting a viable new one. Our new marketing plan is focusing on low occupancy parks. We are going to develop activities for young people who are entering the job market. They have money to spend but they need activities.

Are you satisfied with the level of transformation and equality at SANParks

No, there is still a long way to go.

What opportunities are there for women in the national parks of South Africa?

We need the facilitation and development of women-owned enterprises adjacent to the parks. All relevant departments and other stakeholders should do such facilitation and development. SANParks can guarantee the uptake of the products. We are in the market as we procure

many goods and services. We need quality and sustainability.

As we near World Ranger Month, can you talk about the vital role that rangers play in the ecosystem of a park and how they help to protect the animals?

They are the eyes and ears of the organisation protecting our wildlife. They are in the trenches day and night. They provide security in all our parks. They go above and beyond protecting our wildlife, as well tourists as now—the case in point is the Table Mountain National Park.

There are many projects in Africa where planting millions of trees helps with desertification. Are there any plans to plant more trees at your parks, or is there not a need?

There is no need as these parks were uniquely set aside for a reason. They provide ecosystem services and natural benefits to people. They assist with climate change, mitigation and adaptation.

Additionally, they assist with carbon sequestration, they provide clean water, medicinal plants and some shelter. ▲



A leading South African agricultural business

NWK Limited has successfully been participating in the grain and food value chain of southern Africa, mainly in the North West Province, for more than a century. The senior management team shares its insights.



Theo Rabe, CEO

What is NAMPO's importance to NWK and what are your thoughts on the event? What were some of your most popular products on display? NWK has a proud history and connection with

agriculture dating back to 4 May 1909, when NWK was officially registered as De Lichtenburg Coöperatieve Landbouwen Maatschappij under the Co-operative Act no 17 of 1908 (Transvaal). Agriculture is part of our DNA and it will always be that way. NWK has been part of NAMPO for more than 15 years, starting with a small exhibition where Grain Marketing represented NWK. Since 2005, a more holistic approach has been followed, leading to where our involvement stands today. NAMPO is the ideal platform for companies involved in agriculture to use as a base for the launch of a new product or service. Since 2015, our NWK Retail business unit has featured very successfully at NAMPO and our product range for the show targets outdoor and hunting enthusiasts. The general public constitutes a large part of NWK Retail's market, therefore, NAMPO gives us the opportunity to confirm that we are not solely there for farmers. Since 2018, NWK has been involved as sponsor and partner of the Nation in Conversation initiative that takes place during the week of NAMPO. This initiative has made an important contribution to the current land reform debate this year. NWK will certainly continue to be part of NAMPO in the future and would like to ensure, as a dynamic partner of agriculture, that the show goes from strength to strength.

How do you intend to be the supplier of choice, providing excellent customer service to maintain a sustainable business?

In any industry, you normally have quite a few role players who supply the same product or

service, therefore, you need to have an edge on your competition. Our executive management team has the drive to be customer-centric. This means we need to understand exactly what our customers' needs are, backed by excellent service delivery. We strive to perfect this customer-centric approach and we are aware that we need to get all of the NWK group's staff behind us to be successful with our dream. This entails a culture and behaviour change within the group and we see this as a very big challenge.

Is there any new technology that has helped with the drought and water saving?

South Africa is a water-scarce country in general. This has been a major challenge for agriculture over many years in terms of production. The demand for water for agriculture will continue to escalate in the future in order to meet the needs of the ever-growing human population. Agriculture has risen to the water challenge over the last few years, significant progress was made in the productivity of production systems, where, for instance, the grain yields of crops per millimetre of rain received has increased substantially. All of this was made possible due to the large-scale adoption of production systems. Good progress was also made in weed control systems, where the competition for soil water between crops and weeds can now be eliminated to a large extent. However, the most significant gain was probably due to the technological advances that were made with computer software in combination with GPS-technology that made

more technical agricultural solutions possible. Remote sensing with drones and satellites, combined with more detailed information and enhanced control over smaller management zones on the farm, as well as variable rate applications of production inputs, have made a big difference towards better utilisation of farming resources such as soil and water. Agriculture will not necessarily be able to utilise less water in the future, but it will definitely use it more efficiently.

How can technology and innovation overcome the hunger crisis in Africa?

In my view, technology and innovation will not contribute anything to the hunger crisis in Africa. Technology and innovation will definitely help that more food, with lower water resources, be produced at a lower cost. Sections of the African continent have huge opportunities for food production, but because of political and government interference, these giants will not rise before their approach totally changes. Why

then will it not contribute to the hunger crisis? My view is that enough food can already be produced worldwide on a cost-effective basis. These countries that are plagued by hunger have other problems. My view is that if you look at these countries, normally you will find ineffective governments, this leads to social instability and most of the time, a bad education system. If you do not correct these, unfortunately, these communities will always suffer from hunger and other inequalities.



Pieter Kleingeld – CFO

Which of your agriculture products is most popular with farmers and why?

Our products are grouped into five main segments: grain, trade, industries, poultry farming and financial services.

Grain

Our clients mainly produce maize (predominantly white maize) and sunflower and are mainly dependent on our grain storage and handling services and our marketing channel

to grain buyers. We also offer SAFEX Soft Commodities broking services to our clients on a non-discretionary basis.

Trade

Our trade business comprises a number of product offerings which include agricultural chemicals used to protect crops from insects and weeds as well as organic growth stimulants; liquid and granular fertiliser in partnership with Omnia Fertilizers; we are a proud partner of New Holland and distribute, among others, New Holland tractors, combines and balers as well as a wide variety of well-known brands of ground-engaging equipment and other agricultural implements; we have a large retail segment, which supplies anything from agricultural fuel, oils and seeds of all the main seed companies in bulk to our clients to catering for all our clients' hunting, camping, grocery and DIY needs, and we have a 50% shareholding in an agricultural lime supply business to provide various agricultural lime products to our clients based on scientific precision soil sampling advice given by our agricultural advice division.

Industries

We have a partnership with the Louis Dreyfus Company whereby we originate sunflower seeds from our clients to be crushed in our Epko Oil Seed Crushing plant and supplying the unrefined edible oils to large refineries and the sunflower oil cake to large animal feed producers. The capacity of the plant is sufficient to crush the majority of the North West Province's sunflower crop.

Poultry farming

Our laying farm and hatchery produce mainly day-old chicks for broiler farming.

Financial services

We provide a wide variety of financing products to our clients to satisfy their daily commercial farming needs. We mainly provide production financing to enable commercial farmers to procure their inputs for the current production season as well as term financing for production land, equipment, livestock and other expansions. We also have a 50% shareholding in an insurance broking company (Certisure Brokers), which caters for all the short-term insurance needs for our clients for crop insurance and asset insurance, amongst other products.

How do you deal with rand fluctuations when importing products and what is the effect on pricing?

Although no products are directly imported by NWK into the country, a significant amount of products are imported by our suppliers. This is especially true, considering mechanisation products and fertiliser products. We currently have supplier agreements in place, which include price lists that are fixed for a pre-set period of time. The retail segment has a buyer's committee that meets monthly to monitor the likelihood of any abnormal price increases. Should current market trends indicate a price increase, these goods are procured on the historical price lists to minimise the impact of these prices down the line. Fluctuations in currency, however, will always be a risk for products, but we limit the risk through obtaining timely information and conducting a thorough analysis of the information.

How do you plan your financials and manage risk with a variety of environmental and political uncertainties?

The most important management aspect of our finances is our cash flow management and we have a dedicated treasury function. We finance

our operations through a combination of own capital, which supplies approximately 45% of our needs, overdrafts to finance our debtors book and the day-to-day operational needs, and commodity financing to finance our large grain inventory. We have a well-staffed risk and compliance department that is using in-house developed systems based on proven frameworks (we use King IV, COSO and Cobit) to guide our Corporate Governance framework. Our risks are measured against predetermined risk appetite levels and action is taken where we move outside of our caveats. We have an assurance division with highly trained individuals who provide

assurance on, amongst others, our systems of internal control. We also pride ourselves in employing the best finance professionals.

What are the do's and don'ts when offering finance to customers?

It is important that you understand your clients' needs and businesses very well to enable tailor-made financing solutions. We see each of our clients as a business partner and are always searching for creative solutions to our clients' problems. We rely heavily on land as security for the financing we provide to our customers. Apart from NWK being actively

involved in the structures exploring solutions for the land question in South Africa, we are also participating in the current land debate and watching the developments regarding Expropriation Without Compensation closely, as this may have a serious implication for our security values and ability for our clients to have access to production financing. We also have an emerging farming programme where we provide our young and emerging farmers with finance and agricultural advice with the objective of helping to grow into successful commercial farmers adding to the precious food security our country is fortunate to have.



**Tebogo Benedict Modise, Director:
Transformation**

Are you satisfied with the pace of transformation in the agricultural sector?

This is a far more difficult question than it may appear to be. NWK has been involved in a transformation enhancement programme since 1994. In 2003, a farmer development programme initiative was launched with its main purpose being to commercialise emerging farmers. The

company also has its social responsibility programme that has been running for some time now and it is only starting to bear fruit in recent times. These actions the company has embarked upon is contributing towards the rural economy, job creation and skills development. Agriculture and the process of transformation will, however, always be a fine balancing act between the socio-economic responsibilities while keeping agriculture, as a sector, commercially viable. I believe that transformation has come much further than the general conception might be but there is still room for improvement.

How can we improve and what are some of the measures NWK are implementing?

The AgriBEE Sector Code is the emphasis on priority elements. NWK is not limited to compliance with regard to the AgriBEE Sector Code as the main reason to be part of the transformation. With its vision being: NWK—your dynamic partner in a changing business environment, it is important to live up to its goal. NWK strives to play a positive role in the community. We want to be a partner with all the commercial agricultural producers, irrespective of race and gender. The secret to the successful implementation of the transformation strategy is these partnerships. Instead of competing with stakeholders involved in transformation activities, NWK has chosen to partner with them. This approach affords both parties to benefit from each other's strong points and experiences. NWK has more than 100 years of experience in the sector, with experienced staff and years of data. Within our own financial restraints, we are focussing on conveying the experience gained in agriculture during this time to the next generation of commercial agricultural

producers, irrespective of race and gender. The secret to the successful implementation of the transformation strategy are these partnerships. Instead of competing with stakeholders involved in transformation activities, NWK has chosen to partner with them. This approach affords both parties the opportunity to benefit from each other's strong points and experiences. NWK has more than 100 years of experience in the sector with experienced staff and years of data. Within our own financial restraints, we are focusing on conveying the experience gained in agriculture during this time to the next generation of commercial agricultural producers.

What is your vision for the transformation of the company in the next two years?

I see myself as a partner for all role players in the economic environment. I have some strategic transformation interventions I am overseeing, that will directly contribute to NWK's overall media profile and reputation and, thereby, enhancing NWK's stability and reputation. Personally, I need to ensure that NWK is well-placed in contributing towards the transformation within the province, both internally and externally, and that these changes are sustainable while allowing the economic growth. I see myself in more of an integration than a transformation role, the agri-sector is an area where transformation has been effectively happening for some time now and I believe that this process need not be guided. South Africa needs the agricultural sector to function optimally and actively contribute to the economy. As our country undergoes a major transformation, it's the time of significant opportunity and also of significant threat. Transformation is a process, not an event. ▲

Ambitious in wealth creation, empathetic in leading

Competence and financial security are what will drive South African women to the top

The CEO of Sanlam Investment Management, Azola Mayekiso, was able to clearly identify her career path and purpose when she was only a young student.

And once she made the decision to do something constructive about poverty—an unacceptable reality for the majority of South Africans and one she’s deeply familiar with—her deep-rooted ambition drove her to be unapologetically bold in pursuit of this mission.

She was appointed as the CEO of Sanlam Investment Management in June 2016, heading the traditional asset management business, consisting of equities, fixed income, balanced and absolute return investment strategies.

With more than R700 billion assets under management, Sanlam Investment Group is one of South Africa’s largest asset management companies. The company’s overarching purpose is to nurture and grow its clients’ wealth while making a meaningful contribution to the transformation, growth and development of South Africa’s economy and society. It is with this mindset, as well as a strong focus on client centricity, that Mayekiso is ideally positioned to help drive change.

In the influential position as CEO, Mayekiso, along with other corporate South African women, is laying the groundwork for the next generation, which will hopefully ensure a better future for South Africa.

She’s assertive and passionate towards creating a better future for those less fortunate, so one day, she can help give others what they need; starting with a decent, dignified life with

proper affordable housing and jobs, helping women find a stronger voice in their various roles in South Africa and generating wealth.

Sanlam Investments offers investors, financial planners and institutions a wide range of local and offshore investment products and financial planning solutions that will protect and grow wealth over the long term.

Many factors influence investment performance but Mayekiso and her team manage to successfully deliver strong performances across the board, year-on-year. This is mainly because Sanlam is built on a strong foundation of longevity and innovation, which it maintained for 100 years—successfully adapting to investors’ needs and changing economic landscapes.

Going forward, however, Mayekiso suggests that the management of companies should be approached in a more sustainable manner and not have profit as a sole motive. “Meaning, not exploiting labour, contributing to the social development of South Africa and adopting partnership models in everything we



Azola Mayekiso, CEO of Sanlam Investment Management

do (for our joint prosperity), including how we treat the staff, customers and the supply chain” she explains.

Mayekiso is an experienced and talented leader, she’s globally schooled in finance and evidently understands the long-term nature of investing to create wealth.

However, her ambition, self-confidence and courage were instilled in her youth by a powerful grandmother and hardworking mother. “Two very strong women who provided the discipline, support and wisdom I needed,” she says.

Mayekiso was born in Ngcuka, Eastern Cape, before moving to KwaZulu-Natal when she was 11 years old. After matriculating there, she studied a Bachelor of Business Science in Cape Town. While doing her Honours in Finance, she approached Alexander Forbes. The interview was intimidating, as she was interviewed by the head actuary, but she courageously secured the position as investment consultant where her financial journey in investments and asset management started.

She later obtained a Master of Arts in International Business from the Anglia Ruskin University in Cambridge UK, and an MBA in International Business and Management at the Hanze University of Applied Sciences in Groningen, Netherlands. In 2015, she became a Fellow of the International Women’s Forum in Washington, during which time she studied at Harvard Business School in Boston and at the Insead Graduate Business School in Fontainebleau, France.

From there, she became the Executive Director and Head of Business Development at Vunani Fund Managers before moving on to Sanlam Investment Management. Mayekiso leads with directness, integrity, honesty and empathy, and tries to cultivate a culture of trust.

“The most difficult thing is gaining someone’s trust. It takes years to build and seconds to destroy. To build trust, as a starting point, we just need to get to know each other. It’s a universal expectation that we all want to be understood and fully embraced for who we are, and we want to be liked.

“You can only build trust, though, if you take an honest interest in the other person and

understand where s/he is coming from. When this personal connection is established, it makes conversation easier and more open. Obtain a deeper understanding of a person’s values and share yours. Establish commonalities rather than focusing on things that pull you apart,” she says.

Sanlam Investments has made significant strides in improving black representation with ongoing initiatives that lay out specific career paths and engages in succession planning to empower and develop skills. Sanlam Investments is currently at a level three score according to the standards of the Department of Trade and Industry (dti) in recognition of its black economic empowerment credentials.

Driven by passion and actively striving to be transparent and innovative is what makes it easy for Sanlam to cultivate its culture of diversity and commitment to growth.

“Transformation is imperative and more employees and mid-level management here are actually women. There is a continuous focus on transformation, gender equality and people development and more work still needs to be done, which is a common theme across corporate South Africa. The main problems include women trying to balance career and family commitments in a very challenging work environment.

“Gender mainstreaming is a big thing in corporations all over the world and I don’t think women assert themselves enough. In general, they need to be more authentic in who they truly are when in the workplace, rather than trying to fit the status quo in an often male-dominated environment.

“Having said that, with empathy, some corporate structures could be better set up for women who also try to competently run a household, marriage and raise kids, things male colleagues are totally blindsided by—a situation they simply don’t understand.

“At the end of the day, it’s competence that will help women deliver,” says Mayekiso. “And then they don’t have to play this game of corporate politics, as their work will speak for itself,” she adds.

Ultimately, competence is gained through education, experience, cultivating a greater voice, putting yourself out there to gain

exposure, being brave and getting curious about money and financial security.

For those new to the investment world, the idea of choosing a fund and investing hard-earned money can be quite daunting. “If you don’t understand something, you will be fearful of it,” says Mayekiso.

So firstly, to create wealth, study the investment markets. You can find information online or attend the many seminars hosted by financial institutions. Then, derive a long-term strategy by weighing up your options and plotting your investment journey,” she explains.

Mayekiso suggests starting with passive investments such as Exchange Traded Funds (ETFs) or indexation funds consisting of the top 40 listed companies in one investment vehicle, such as the Satrix Top 40.

“Kickstart your investment journey with an investment objective (goal) in mind. If you’re investing for wealth creation purposes, then understand that it is a long-term investment strategy and you don’t need to watch the markets all the time, just monitor the long-term trend. More importantly, understand what you stand to lose if you don’t invest,” she says. Mayekiso carved a solid career for herself in finance, based on education and dedication. Apart from the degrees, honours and the aforementioned MBA, her role at Vunani included group strategy, business development and investment banking.

She spent a short period at Africa Vukani Investment Management Services as the Head of Retirement Fund Support Services where she drafted the company’s member education curriculum and registered it with INSETA. She was seconded to Vunani Fund Managers from Vunani Capital to co-run the business, driving the business development function.

She served on the Group EXCO, was a member of the social and ethics committee; a sub-committee of the listed entity, and chaired the Vunani Foundation; the Group’s CSI vehicle. Mayekiso is the Executive for Women In Focus at ABSIP and an International Women’s Forum (IWF) Fellow.

With women like Azola Mayekiso, South Africa’s future looks more promising and the African dream of prosperity can become more of a reality. ▲

Kellogg's expansions across Africa

Global food giant, Kellogg's is fast establishing itself as a leading food manufacturer that helps to nourish families so they can flourish and thrive. Its food offering is broad and includes a range of breakfast cereals, potato stackable chips, Pringles, and its convenient snack bar range. The latest addition to its range of brands is the recently-launched versatile and satisfying Noodles range

The company is on a mission to grow across the African continent by connecting consumers and the brand, diversity and inclusion and social relevance. Variables like improved technology, trade restructuring, a better understanding of the consumer and shopper needs make for a compelling case for transnational conglomerates, despite the impending challenges of infrastructure such as transport and energy, the challenges of water resources, sanitation and health services.

At the helm of the Sub-Saharan Africa (SSA) business of Kellogg's is Gerald Mahinda, well-known in the food and beverage industry for his Africa Growth Vision, developing African talent and appetite for innovation. Gerald has an impressive record with more than 20 years of success in creating growth and expansion opportunities for multinational consumer products and service companies in Africa.

Key career highlights include positioning the Brandhouse joint venture as the number two alcohol beverage company in South Africa. Brandhouse also achieved a Total Beverage Alcohol position covering a portfolio of beer, ready-to-drink and spirit brands; one of the most impressive arrays of brands in the liquor industry. His leadership also saw the significant growth of East Africa Breweries (EABL) to become one of East Africa's largest public companies as well as one of the most profitable companies. During his tenure, the company grew market cap to over US\$2.5-billion while



Gerald Mahinda

growing profits tenfold, thereby creating significant shareholder value. This was done by developing strategies that created the region's top-branded firm in its category, top- and bottom-line growth while taking market share from key competitors.

Under Gerald's leadership, Kellogg's is aggressively expanding its food offering and geographic footprint across the African continent. The company recently invested just under US\$1 billion in Tolaram Nigeria Limited; one of Nigeria's leading FMCG companies. This investment in Nigeria is Kellogg's largest single investment to date outside of the United States of America. Kellogg's well-known and

iconic brands, its research and development expertise, combined with Tolaram's strong local sales, marketing, supply chain and distribution capabilities, positions them to become a breakfast and snacks leader in a thriving and promising market.

In gearing itself to accelerate delivering on its purpose; to nourish families with food, Kellogg's has built Africa's second cereal plant in Nigeria with the Johannesburg plant undergoing renovations to expand the facility and modernise its equipment and processes.

The Kellogg's footprint in the rest of Africa is through its partnerships with distributors, which extends to Southern Africa Development Community (SADC): Zambia, Zimbabwe, Botswana, Mozambique, Angola and the DRC. The East African region covers Kenya, Ethiopia, Tanzania and Uganda.

Connecting consumers and the brand

The Kellogg's business is built on a continuous research base to help better understand consumer needs, which, in turn, enables them to create nutritious, nourishing and tasty wholesome foods. Kellogg's has made significant investments through its various research facilities across the globe, which Kellogg's in Africa has been able to tap into in order to deliver great food to their consumers and customers. This is supported by a deliberate and clear brand building investment to further enable them to connect with their consumers.

The consumer's need for affordable food to help nourish their families led Kellogg's to implement a right pack-right price strategy by



making the Kellogg's range of cereals available in smaller pack formats at the right price to drive accessibility. These packs are retailing in traditional trade and in informal shopping environments like spaza shops and street stalls.

The recently-launched Noodles range in South Africa and Egypt, a first for Kellogg's globally, is another unique offering in the company's drive to produce culturally relevant foods that fit into its consumers' lifestyles and needs.

Across the continent, the Kellogg's brand has historically had a strong heritage, is aspirational and strongly associated with quality and nourishment. As a result, Kellogg's® Corn Flakes® won the Cold Breakfast Cereals Category in the 2018/2019 Kasi Star Brands Survey. Kasi Star Brands are brands that enjoy the highest loyalty in South Africa's townships. Kellogg's® Corn Flakes® also won the Sunday Times Generation Next 2018 as the Coolest Breakfast Cereal, as voted for by the Youth of South Africa.

The empowerment of women

Diversity and inclusion are critical to Kellogg's and women's empowerment is woven into how the organisation does business. Kellogg's understands that diversity and inclusion (D&I) are a competitive advantage, better enabling it to attract and retain talent and meet the needs

of its diverse consumer base. Ongoing research has shown that D&I also drive better teamwork, innovation, engagement and productivity. The diversity and inclusion agenda is driven through multiple employee resource groups and in South Africa, Women of Kellogg (WOK) was launched in South Africa in 2016 with an objective to inspire and enable women at Kellogg to feel fulfilled.

Several senior positions across the business are occupied by women:

- Zandile Mposelwa – Marketing Manager Rest of Africa and Emerging Markets/Head of Women of Kellogg SSA (WOK)
- Xolile Mbatha - Research, Nutrition and Technology Director
- Vani Marik – General Manager, Kellogg Tolaram Nigeria
- Tsholofelo Ngobeni – Springs Plant Manager South Africa
- Rithika Baruah – General Manager, Kellogg Tolaram [Noodles] South Africa
- Gwynyth Mchiela – Regional Sales Manager Sub-Equatorial Africa
- Grace Kimani – Regional Sales Manager East Africa
- Dana Smith – Head of Traditional Trade and Emerging Markets
- Furthermore, Kellogg's invests in women's development through programmes such as:

- Kellogg's Power To Lead, an Asia-Pacific region programme for senior managers that addresses women's leadership developmental needs and helps them to establish lasting relationships across the region.
- WOKMATCH.COM, another Asia-Pacific region programme for middle managers. This is a one-on-one mentorship programme

A feather in Kellogg's cap on in driving diversity and inclusion is, in 2017, Kellogg's won the Standard Bank Top Woman Top Gender Empowered Retail Company Award.

Breakfast for Better Days

Because nourishment and greatness are inseparable

At the heart of the Kellogg's brand in South Africa is the "Breakfast for Better Days", a social responsibility programme launched in 2014 that forms part of Kellogg's global promise to donate one billion servings of cereal and snacks to children in disadvantaged communities.

Starting the day with a full tummy is essential for helping kids to get the most out of their school day and, therefore, Kellogg's, with its partner Food Forward SA, serves approximately 25 000 breakfast meals to learners between the ages of five and 13 years old every school day. There is a strong focus towards the low socio-economic communities across Port Elizabeth, Cape Town, Durban and Johannesburg.

Access to nutritious food gives learners the nutrition they need to develop and provides them with the energy need to stay focused in class. Many of the children do not have enough nutritious food at home—in some instances, the Kellogg's breakfast may be the only meal they get for the day.

The positive results of Breakfast for Better Days are:

- The increased attention spans of learners
- Improved learner self-esteem and increased participation in class
- Parents showing more interest in the education of their children and a willingness to assist with serving breakfast to the learners ▲



The indelible image

The full moon rises behind burning moorland as a large wildfire sweeps across the moors between Dovestones and Buckton Vale in Stalybridge, Greater Manchester on June 26, 2018 in Stalybridge, England.
(Photo by Anthony Devlin/Getty Images)



VW throws down the gauntlet

Volkswagen has certainly raised the bar again with their all-new offerings, which have been turning heads on the highways and byways of South Africa over the last month or two. The cars in question are the new Arteon, Tiguan Allspace and Polo.

The Arteon

The Arteon is the latest take on the Passat sedan but with more luxury and space. In reality, it is nothing like a Passat and feels more like an S-Class Mercedes or a 5-Series Beemer. VW has gone all out on this cracker, with its eye-catching styling on the front end, an Aston Martin-like tear-drop body shape and Audi handling, it is a package like no other, and a joy to behold.

They added the same engine from the Golf GTI-R, which pushes out 206kw, for a 0-100km/h time of fewer than six seconds. Now, that's serious speed from a luxury sedan, which retails at R800 000 for the top-of-the-range model.

It turns almost as many heads as the Ford Mustang that I drove a while back, which is unusual for a German executive car. Perhaps it is because it's a fresh face on the market, but VW has really raised the styling bar of late.

The top-of-the-range model has all the mod cons, with the heated seats, which certainly come to the party on cold winter mornings. With 4motion AWD, the handling is first class and I'd suggest that the Arteon would keep up with the Mustang 2.3l on the race track too; its near supercar performance in something that can be sensible and efficient.

Since the emission scandal hit two years ago, I feel that VW has gone all out to produce an exceptional product to regain market share, and the Arteon is no different.



The Tiguan Allspace

The VW Tiguan SUV has been a hit with families around the world and has been a pioneer in creating arguably the world's most popular segment of vehicle—the SUV. And the latest model, the Tiguan Allspace, has built on its heritage and success, now offering a larger seven-seat option.

You can really get a sense of the extra space, with plenty of leg-room, storage and safety features. I drove the 2.0 turbo-diesel model to George and back to Cape Town for an event, and was impressed by the overall appeal and drive-ability of the vehicle. The power-to-weight ratio is on point, while the AWD stuck to the road like glue, and was frugal on fuel at 8-9l per 100km, which is good for a relatively large vehicle.

It has adaptive cruise control and automatic lights that dim when oncoming traffic appears. The auto headlights make a big difference at night and give you one less distraction to think about when concentrating on the road. In terms of technology, the Allspace is one of the most advanced in the VW stable.

It costs just under R600 000, which makes it one of the more expensive SUVs on the market, but has the features and pedigree to back-up the price.



The Polo facelift

The final string in the bow was the all-new Polo (SA's bestselling car), which feels nothing like a Polo, to be honest. The interior, steering wheel and handling could be mistaken for an Audi A3. It feels bigger, more luxurious and better-made than previous Polos—which were always the entry level of the VW fleet.

If this is entry level, then sign me up. The automatic and manual versions are a lot of fun to drive, and the little one-litre turbo pushes out 85kw, if you go for the Highline, which is a touch under R300 000. So, this is no longer a cheap run-around, its little sister, the Polo Vivo, fits into that market better now.

The Polo has officially left college and has received a real job. All in all, I was very impressed with VW's latest offerings, which collectively get 9/10 on the Leadership car guide.

Until next time, happy motoring. ▲

Greg Simpson

The power of a personal brand in becoming a leading female professional

I am the third of four children and my parents never hid the fact that they were really trying for a boy who would be able to take over the farm. Therefore, being born a girl was something not celebrated and I believe, rooted in my far distant memory, this was where my deep sense of gender inequality started, simply being born the wrong gender—a cruel trick played by nature.

Yet today, 46 years later, I am the person I am because I decided to stand up and fight for what is mine in the world—boy or not. In deciding to take control of my narrative and write my own story, without even knowing it, I began building what I consider today to be one of my most invaluable assets—my personal brand.

The essence of what stays behind long after you've left a room, your personal brand is the culmination of your life experiences, unique character, ethical standards and personality. But it is how well you communicate this brand to the world that will ultimately differentiate you from other professionals—something that is particularly imperative for us, as women, who continue to face gender-based disadvantages throughout our working lives.

This ongoing challenge was confirmed by the latest *PwC* report on executive pay in South Africa, which reveals that women remain significantly underrepresented at senior leadership levels, regardless of their industry. Furthermore, women working for listed companies are still earning less than men in all major sectors, with a median pay gap ranging from 5% to 10%,

proving that we still have a very long way to go before we see true equality in the workplace.

This is no doubt an issue that needs to be continually addressed until resolved but until that time comes, investing in a strong personal brand can be utilised by women as a means to potentially bridge the gap created by institutionalised

gender bias and, if nothing else, get their foot in the door for that all-important first interview.

This was my personal experience, having started investing in my own personal brand in the media and on social media a number of years ago, as it was this well-communicated brand that led directly to me landing a job as



the CEO of a local arm of a global company. Allowing my employers, who were based in Paris, to simply go online and see an extensive footprint of the type of person I am, the work I do and the extent of my network, played a major role in securing my first in-person interview in Paris.

Once this personal connection was established, the rest of the interview process was made far easier and my personal brand has gone from strength to strength ever since. Today, I have the incredible pleasure of working on a start-up for Africa's oldest insurance group, Old Mutual Insure. This is a career-long dream of mine and I am able to take all I have learnt over the years to build something truly special.

I believe my personal brand was instrumental in me being nominated as a female global mentor by the Generali Group in 2016. The nomination afforded me the opportunity to follow a programme in which I had the privilege of mentoring one of the leaders from Generali in Greece. This recognition as a leader, particularly when addressing gender equality, is something that I am extremely proud of and will most likely be one of my biggest career highlights for many years to come.

However, starting the process of presenting yourself as a marketable brand can become overwhelming very quickly. It is important, in this sense, to think of building a personal brand as a marathon and not a sprint. An asset that you have to grow and refine over time, your brand will naturally change over the years as you mature, and it is vital to ensure that what you present to the world remains consistent with who you are.

Keep in mind, as well, that every single thing that you say in the media, write on a blog or share on social media, adds a little building block to your growing personal brand. In this sense, you can build an invaluable asset over time, which requires very little financial investment.

Managing this asset with care, however, is essential. This is because, while building a personal brand takes time and reiteration, ruining a personal brand can be accomplished

through one public blunder. Once a comment or statement is released into the public or online, it is very difficult to take back, so be sure that nothing you're communicating can be easily misinterpreted or misrepresented.

In a similar vein, if your goal is to build a sustainable personal brand for professional reasons, it is often advised to keep your private life private, at least to a degree. What I mean by this is to stay clear of any potentially controversial political and religious comments, as well as emotional outbursts about things like bad service or failed relationships.

Having said that, however, the most important aspect of a personal brand building is authenticity and, as such, sharing a bit of well-curated personal information with the world from time to time can help to create a more meaningful brand that people can connect with. A well-placed post about a trip or family vacation, for example, tells the world you are interested in broadening your horizons with travel and that family matters.

Finally, once a strong personal brand has been established, it is important to be mindful that in addition to distinguishing us professionally, it also gives us a voice.

As a woman who has reached a measure of professional success, I believe it is my duty to ensure the conversation about gender inequality continues.

This, however, is not always easy. One of the biggest conundrums I have faced in my career has most certainly been around being vocal, without being "too vocal", about women's rights. The reality, however, is that we currently live in an unequal society. In my previous role, I was the only female CEO in a group of 35 countries. Whilst I appreciate the immense sense of achievement I felt being that one woman, it is simply not right.

A further personal motivation for me is being a mother to a teenage daughter. I will not stop talking about the challenges we face in business and in life as women until I know my daughter will be exposed to equal opportunities in the job market and that she will be paid the same as her male counterpart for doing the same job. ▲

CHRISTELLE COLMAN



Christelle Colman is the Managing Director of Elite Risk Acceptances

A global-centric vote

In the build-up to our elections, many local and national questions are being asked, but what about the global questions?

We constantly talk about globalisation but do we put our politicians and government to the test in terms of what they are doing to advance the global cooperation between nation-states and what South Africa is doing about destructive global alliances and global competition?

In anyone's book, the world is in crisis. We're constantly warned that if we carry on repeating and escalating destructive, shortsighted behaviour, then, if the Earth's life is one hour, we probably have five minutes left to significantly change, or we'll expire.

Therefore, we surely need to be far more global-centric? Surely we need to know what our politicians are doing—or would do if they came to power—about the global pollution crisis, the food security crisis, the fossil fuel crisis, and offer aligned solutions, such as the immediate reskilling of coal miners for the renewable energy industry, which would also reassure them that they won't be losing their jobs.

How do our policies and actions match up globally, and how can we all come together to achieve a better world through an action plan that addresses the world's biggest problems, and to which everyone commits; something the United Nations, World Trade Organization,

European Union, African Union and other international bodies are still struggling to achieve?

You encourage voters in every single country in the world to start asking global questions and seeking global answers in exchange for their vote, say businessman, John Bunzl, and Psychotherapist, Nick Duffell. They call it the SIMPOL Solution and it's explained in their recently-published book, *The SIMPOL Solution: A New Way to Think About Solving The World's Biggest Problems*.

"Humanity is failing to tackle urgent global problems like climate change, tax havens, mass migration and wealth inequality. Meanwhile, voters are rebelling in the form of



Brexit, Trump and the rise of the Far-Right,” the authors explain.

They believe there is just one barrier that prevents all governments from taking action together: “The fear that it would make their national economies uncompetitive. No nation can move first for fear of losing jobs and investment to others.”

Enter the SIMPOL Solution, which is effectively an international citizen action campaign that puts the power back in the hands of the voters, country by country, through an ‘opt-in’ international policy collaboration drive that creates effective meta-governance policies and structures. Hence SIMPOL, which stands for ‘simultaneous policy’.

In an interview published in the online journal, *Economics* (economics.com), with David S. Wilson, State University of New York (SUNY) Distinguished Professor of Biology and Anthropology at Binghamton University and Arne Næss, Chair in Global Justice and the Environment at the University of Oslo, Bunzl explains he’s been working on SIMPOL for 20 years:

“Back in 1998, I was having a Sunday lunch with my family and we were discussing climate change because the kids were covering it at school. Afterwards, my mum unexpectedly confronted me with a question: what would you do about it? Her disarming directness had a strange effect because, almost from nowhere, I responded that ‘it would have to happen simultaneously’. All, or nearly all, nations would have to act simultaneously.”

Bunzl says the problem we are all facing is “Destructive Global Competition (DGC)—the unregulated competition among nations and corporations”. The only solution, he believes, is “the formulation of policies with the welfare of the whole Earth in mind”.

It’s idealistic but it is also logical. If we don’t resolve the global crisis together, do the right thing together and start disassembling the barrier of global competition together, it is going to compromise us all. So how does it work?

By joining the SIMPOL campaign, citizens agree to “give strong voting preference in all future national elections to politicians or parties that have signed a pledge to implement SIMPOL simultaneously alongside other governments. This pledge (the ‘Pledge’) commits a politician, party or government to implement SIMPOL’s policies alongside other

governments, if and when sufficient other governments have also signed on”.

Some would call it pie in the sky, others, like Einstein, would say if we keep repeating the same behaviour while hoping for a different result, that is not only pie in the sky, it’s insanity.

Bunzl told Wilson the process has already been actioned in a number of countries, and it’s growing. “In the UK where SIMPOL is most developed, at the last National Election in 2017, we got over 650 candidates from all the main political parties to sign the SIMPOL Pledge. Of those, 65 are now Members of Parliament (MPs), which is about 10% of all UK MPs,” he says Bunzl adds: “In the last National Elections in Germany and Ireland, both countries with proportional representation systems, we got over 50 candidates in each of those countries to sign the Pledge. Of those, we now have 14 pledged MPs in the Irish Parliament and 11 in the German Bundestag.”

Duffell explains that if you find yourself backing off from the concept before exploring it, that’s perfectly natural as it delves into deep identity and consciousness issues and patterns. Can we let go of nationalism?

“It’s quite natural that humans backpedal when they’re on the brink of a big change. Our challenge today, then, is to really see ourselves in the same boat but that will mean letting go of our familiar ideas of national sovereignty. We have to grieve and then embrace the change,” Duffell told Wilson.

Bunzl adds that it is an inevitable part of evolution. He explained to Wilson that around 2000, he was contacted by the Australian Evolutionary Biologist, John Stewart, the author of *Evolution’s Arrow*, “who suggested SIMPOL had many common features with how evolution had resolved key competition bottle-necks in the past...how each new and larger cooperative social unit pushed competition to higher levels and, today, globalisation means that competition is now global, requiring the urgent evolution of global cooperation between nation-states. And there, I realised, SIMPOL had a potentially crucial role to play”.

Hopefully it does and hopefully, as South Africans, we start by asking our politicians global-centric questions and maybe even becoming the second country, after Zimbabwe—currently the only African member of SIMPOL—to at least explore a different approach and escape insanity. ▲

PROFESSOR OWEN SKAE



Professor Owen Skae,
Director of Rhodes Business School
Twitter: @owenskae

Local strategies for a global impact

In a world that is getting smaller, with business increasingly being conducted across borders and with sophisticated reporting that focuses on more than just financial performance, companies will do well to be more tactical in their accountability processes—marrying big-picture thinking with local performance

What if a company, no matter its size, could align its impact measurement indicators and performance reporting with those of the highest globally accepted development imperatives?

I believe that this is not only possible but also an immense opportunity for any company to amplify its efforts at sustainable business practices, while simultaneously contributing to international endeavours to improve the quality of human lives.

Development goals

Nearly two decades ago, leaders from 189 countries defined their vision of the future and identified eight Millennium Development Goals. Fifteen years later, these goals have seen hunger halved and extreme poverty significantly reduced. Subsequently, a new set of goals—17 Sustainable Development Goals (SDGs)—were developed and aim to end hunger and poverty by 2030.


The SDGs, implemented from January 2016 and supported by more than 150 countries, promote prosperity while protecting the planet. They serve to align global initiatives from a country level to a municipality and business level, and target the complexities of poverty and climate change.

National governments will be required to report on their performance under the SDGs. By reporting against the SDGs, industry and businesses can align their sustainability reporting to global objectives, which often helps in accessing markets and generating international goodwill.

A precedent is established

Over the past few months, we have used work done in the resource efficiency and cleaner production (RECP) field to develop a case study of how companies can use RECP as a tool to meet and report on the SDGs. Businesses and other organisations that adopt RECP do more with less—they increase their materials and energy efficiency, which drives improved productivity. This raises their competitiveness, while at the same time reducing the amount of pollution and waste that they

The SDGs aim to:

-  End poverty in all its forms, everywhere.
-  End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
-  Ensure healthy lives and promote wellbeing for all at all ages.
-  Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
-  Achieve gender equality and empower all women and girls.
-  Ensure availability and sustainable management of water and sanitation for all.
-  Ensure access to affordable, reliable, sustainable and modern energy for all.
-  Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
-  Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.
-  Reduce inequality within and among countries.
-  Make cities and human settlements inclusive, safe, resilient and sustainable.
-  Ensure sustainable consumption and production patterns.
-  Take urgent action to combat climate change and its impacts.
-  Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
-  Protect, restore and promote the sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
-  Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
-  Strengthen the means of implementation and revitalise the global partnership for sustainable development.

generate. All this is directly aligned to the call of the SDGs.

We looked at each of the 17 goals and highlighted a subset with particular relevance to RECP. Six goals (numbers 6, 7, 9, 11, 12 and 13) relating to resources, production, industry and climate were prioritised. These were evaluated in terms of the opportunities, risks and activities that require attention from RECP organisations.

In addition to this, one further goal—decent work and economic growth (goal 8)—was included. In spite of a relatively lower RECP alignment, this goal’s critical importance from a South African perspective meant it deserved special consideration in the manufacturing/RECP context.

SDG 12 (responsible consumption and production), for example, sets out the objective of decoupling economic growth from natural resource use, which is fundamental to sustainable development. Closer to home, the National Development Plan (NDP) Vision 2030 corroborates the necessity of this goal, “Within an increasingly resource- and carbon-constrained global economy, the challenge is to grow sustainably by building the technological base for decoupling the economy from natural resource consumption and carbon emissions. These considerations must be central to a national development strategy.”

The principles of RECP align with this goal through processes to reduce, reuse and recycle water, raw materials, non-renewable minerals, by-products and waste.

Incorporating the SDGs into the reporting mechanisms of a company, whether related to governance and integrated reporting as set out in King III or as part of a corporate communication strategy, can have various positive consequences and benefits for a company. It provides a credible and effective lens through which to communicate. It drives reputation and demonstrates leadership and corporate responsibility. It helps to change behaviours and perceptions, demonstrates relevance for funders and corporate partners and shows certain large customers that the company is ‘on the same page’ as they are.

Encouraging other companies to get on board

Based on the SDG alignment exercise, we developed a framework that companies can follow to

develop their own SDG-aligned reporting/communications strategy. The framework breaks down each of the seven goals and explains how the various indicators in each goal can be used to identify or introduce actions or interventions that are relevant and aligned.

The framework explains which items should be included in which (internal and external) communication platforms, so as to be most effective.

Various national and international sustainability reporting tools exist that will allow companies to link their behaviour to the delivery of certain SDGs.

We advocate reporting on non-financial performance using globally recognised frameworks or methodologies, as companies that measure these activities are far more likely to implement and maintain successful, sustainable business practices.

These companies are also more likely to enjoy reputational benefits and benefit from preferential supplier agreements. Even our BBBEE reporting has SDG-aligned indicators in it. If companies are doing ISO standards, they are already working towards some SDGs.

The NDP also states, “In order for South Africa to achieve its national goals of eradicating poverty, lowering inequality, creating jobs and making the transition to a resilient low-carbon economy, foreign relations must be driven by the country’s domestic economic, political and social demands, as well as our regional, continental and global obligations.”

Using RECP methodologies to align with the SDGs responds to the NDP and will help South Africa in meeting its SDG obligations. All that is required is a different way of thinking about how our local sustainability efforts could align with global imperatives to create a force multiplier for eradicating hunger and poverty while protecting our planet.

The principles of RECP are meaningfully aligned to the SDGs, and companies that understand and implement an RECP-SDG alignment narrative will be well-poised to take advantage of the various associated opportunities. ▲

A report and tool on how RECP can align companies with the UN SDGs are freely available from the National Cleaner Production Centre South Africa.

NDIVHUHO RAPHULU



Ndivhuho Raphulu is the Director of the National Cleaner Production Centre South Africa, as well as the Africa and South African representative to the global RECP Network of UNIDO and UNEP, RECPnet. nraphulu@csir.co.za / ncpc@csir.co.za

Technology accelerates transformation and change

Industry 3.0 was about the optimisation and automation of organisational resources. The Industry 4.0 business ecosystem does not depend solely on the innovation, optimisation and competitiveness of own resources, but on inter-organisational value chain innovativeness, complementarity partner technologies, products, digitisation and supporting service systems as a whole.



Together with partners, innovative inter-organisational value and supply chains are created, operating in a global collaborative business ecosystem.

The primary drivers and causes of these changes lie in the rapid development, availability and affordability of modern key enabling technologies that are knowledge-intensive and associated with high research and development intensity, rapid innovation cycles, high capital expenditure and highly skilled employment.

The bottom line of key enabling technologies is overall digitisation with the Internet of things (IoT) and services. In Industry 4.0, strategic transformation and change are driven by modern ICT artefacts that allow for the introduction and integration of new business models of vertical and horizontal supply and value chains.

Moreover, to achieve success, organisations are compelled to transform and change by abolishing bureaucratic practices and structures while adopting knowledge-based learning paradigms and designs. This demands exceptional governance, supported by transformational leadership excellence and the knowledge of systemic programme management.

Effective and efficient cross-functional and inter-organisational management of projects and programmes in virtual networks of partners emerged as a critical enabling competency for entities operating in the Industry 4.0 economy.

This is centred on people, collaboration and building relationships.

The complexity of modern technologies, i.e., robotics, artificial intelligence, mass data, IoT, integrating information technology and operations technology, etc., calls for the specialisation and sustainable collaboration among partner organisations and demands exceptional talents and well-educated human resources.

Consequently, organisational design, development and governance have entered a challenging new phase.

In the Industry 4.0 economy, organisations that experience a dearth of transformational leadership will have difficulty in maintaining and improving their levels of operational productivity and strategic benefit realisation. Transformational leaders create a shift away from old motiva-

tions of bureaucratic powers towards inspiring people to believe in a vision of economic and social progress. They balance their attention between actions that create progress and the motivation of virtual team members.

Leaders and managers have a duty to ensure that the design for customer needs delivers a competitive advantage.

In the Industry 4.0 economy, an effective and efficient design capability has emerged as an important competitive key success factor due to the advent of modern process technologies and virtual partner networks. Product, service and process design and development have become complex and highly important competitive factors.

When the creation of the product or service is completed and a commercialisation strategy for its production and marketing has been established, attention is turned to designing and developing the operational process for order fulfilment. Product, service and process design and development are best achieved by utilising

a supply chain-based cross-functional project and programme management approach.

Partnering has become profoundly important in the Industry 4.0 economy. Partner organisations come from small-, medium- and large-sized organisations. Great opportunities are emerging for the creation of new small- and medium-sized entrepreneurial enterprises. This boosts much-needed job creation opportunities

and grows the economy in the right direction. Importantly, it dispels the notion that modern technology will lead to job losses (after all, the steam engine led to massive job creation in the Industry 1.0 economy).

Consequently, entrepreneurship has a pivotal and highly important role in the Fourth Industrial Revolution. Entrepreneurs use creative faculties to generate new products or services and exploit a new gen-

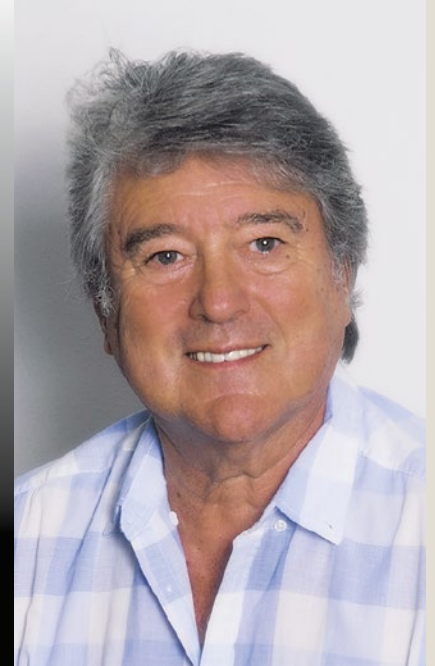
eration of opportunities in the developing collaborative market.

It is profoundly clear that modern technologies and their effect on product, service and process design have a significant influence on how the Industry 4.0 organisation is shaped, lead, managed and governed. Consequently, organisations are compelled to abandon bureaucracy in favour of knowledge-based learning paradigms and structures. Human talent must be better educated and skilled to cope with the new situation.

Processes are structured cross-functionally and are programme-managed. Cross-functional processes incorporate collaborative virtual networks of partners to improve organisational effectiveness and efficiency, leading to much-improved competitiveness. Moreover, partnering boosts small- and medium-sized enterprise creation and concomitant job creation. The resulting transformation and change hold profound benefits for organisations and society. ▲

Leaders and managers have a duty to ensure that the design for customer needs delivers a competitive advantage

PROFESSOR PIETER STEYN



Professor Pieter Steyn, Cranefield College



Caster Semenya: Africa's golden girl

Sport is often viewed through the public eye as a luxury, an enjoyable experience for athletes who are well travelled and who generally do well financially. The public often doesn't see it as the person's job—and, yes, it surely is an enjoyable one—but what isn't observed is what happens behind the scenes. The time spent away from family can take its toll, as can be seen by AB de Villiers' recent comments, post his retirement

However, can any sportsman or woman say that they have had to deal with as much as our very own Caster Semenya? I'm comfortable saying that is very unlikely. Since her days as a promising athlete at school, Semenya has faced ridicule from opposition runners and coaches, and that hasn't changed.

It is often said to athletes that they should shut their critics up by performing on the field or track but in Semenya's case, it is essentially her performances that are attracting all the negative attention.

It is a very delicate situation and once again, after a court ruling earlier this year, she will be forced to lower her testosterone levels in order to compete. This will come into effect in November this year, however, Semenya has filed a legal case before the Court of Arbitration for Sport in Lausanne, Switzerland to challenge the ruling, which she calls "discriminatory, irrational, unjustifiable".

It is rather apt that we are speaking about this now, just as we celebrate Women's Month in South Africa. We are speaking about one of South Africa's greatest athletes and one of the best over 800m in history. But it is difficult to see how Semenya will ever be remembered solely for her two Olympic 800m gold medals and numerous other International Association of Athletics Federations (IAAF) meeting medals

when this cloud looks like it will be hanging over her head for some time to come.

The debate is split on this—in South Africa and the world over. Many believe she should be able to run as a natural athlete while others agree that the court ruling should be enforced to make it an even contest. However, in search of this 'even contest' Semenya is being cast in the public spotlight for all the wrong reasons, without actually doing anything wrong.

Perhaps, no one actually says it better than Semenya herself when, post the court ruling,

Regardless of whether the court ruling is carried out or not, come November, it is unlikely that Semenya's exploits will ever receive the respect they deserve, in some quarters at least

she said, "I am very upset that I have been pushed into the public spotlight again, I don't like talking about this new rule, I just want to run naturally, the way I was born. It is not fair that I am told I must change. It is not fair that people question who I am—I am Mokgadi Caster Semenya. I am a woman and I am fast."

It is easy to sympathise with Semenya. She has done nothing wrong but is being treated like a cheat by some people. Is it that wrong to fight for what you believe in, to fight for the right to compete as the person you were born as? The answer is simple: no, it is not wrong.

Through all these trials and tribulations, and despite the ridicule from fellow athletes and the IAAF, Semenya has handled it better than most of us could ever have hoped. She has put her head down, done the work and continues to perform at the very highest level. Whether that will continue to happen after November remains to be seen but for now, we should be enjoying one of South Africa's finest.

The question remains, is the IAAF discriminating against Semenya?

Sarah Hartley, an Adjunct Professor of sports law at the University of Colorado Law School, recently spoke about the challenges the IAAF might face when Semenya's challenge comes before the court on cityam.com

"Semenya's legal team will challenge the IAAF's Eligibility Regulations for The Female Classification: Athletes With Differences of



Sex Development—the DSD rules—as discriminating against women with elevated natural levels of testosterone without adequate medical science supporting the conclusion that the condition gives them a material competitive advantage,” says Hartley.

She continues, “Semanya will argue that the 2017 study submitted by the IAAF to prove the advantage simply cannot support the exclusion of androgen-sensitive hyperandrogenic women. Semanya’s team will say the DSD rules violate fundamental human rights and cannot be justified by any of the scientific evidence offered by the IAAF to overcome the admittedly discriminatory rules.”

This is not the first foray into this sort of court case for the IAAF. In 2015, Indian Sprinter, Dutee Chand, challenged and won a similar ruling, so why does the IAAF think it will be different this time?

“The IAAF has taken the position that its rules are necessary to ensure a level playing field for women in athletics and that science overwhelmingly establishes the correlation between elevated endogenous testosterone and performance advantage.

“The IAAF justifies its DSD rules on the grounds that the current medical consensus is that athletes with higher androgen levels will experience meaningful advantages. They say this correlation is now proven and that medical intervention to comply is minimal and non-invasive.

“The rules cite a litany of studies in support, but most were relied upon in Chand’s case and deemed insufficient then. The IAAF apparently takes the position that the 2017 study remedies any perceived deficiencies in scientific support for its regulations,” Hartley claims.

On the contrary, Semanya must be buoyed by Chand’s previous success in court and her legal team will have plenty to fight the IAAF with, according to Hartley.

“The study is authored by IAAF-affiliated doctors, raising concerns

regarding its independence. The study also focuses on a specific set of women’s distances and finds less than a five per cent competitive advantage experienced by women with elevated testosterone levels.

“The study also fails to control for other advantages those women may have enjoyed, and made no findings regarding the materiality of the competitive advantages identified. Notably, the DSD rules do not regulate the races for which the study identified the highest level of competitive advantage, while Semanya’s newest focal point—the 1500m—was not even addressed in the study,” Hartley says.

Furthermore, Law Professor, Steve Cornelius, resigned from the IAAF, post the ruling, saying that from an ethical and moral point of view, he cannot be part of it.

Cornelius, who had been appointed to the new disciplinary structure of the IAAF only four months prior to his resignation, was grueling in his letter to the IAAF President, Lord Sebastian Coe.

“I won’t be required to enforce regulations that I feel are manifestly unfair and most likely unlawful in most parts of the civilised world,” he said.

The fact is that this matter will be decided in court. There is no other place where it can be won and lost, which is a pity. Semanya has built her reputation based on her track exploits but will now be at the mercy of a few people and opinions. The evidence that the IAAF has, as can be seen by the experts’ opinions, is hardly solid ground, but anything can happen in such a case.

One can understand when athletes get caught and dragged through court cases for cheating via performance-enhancing drugs but Semanya is as clean as a whistle. She has been put through hell and it continues, simply for wanting to compete—she is a woman and a woman we should celebrate as our own.

Currently, she is running in her natural state, winning and breaking records. Regardless of whether the court ruling is carried out or not, come November, it is unlikely that Semanya’s exploits will ever receive the respect they deserve, in some quarters at least.

However, we will watch our golden girl while she takes to the track and at only 27, her future is bright—let’s hope the court agrees. ▲

Ralph Staniforth



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



Nature has its own pace...



#LiveYourWild



Reservations (012) 428 9111
E-mail: reservations@sanparks.org
www.sanparks.org



South African
NATIONAL PARKS