EDITION 405 JULY 2019
WWW.LEADERSHIPONLINE.CO.ZA
RSA R29.95

Leadership

INTERVIEWS • INSIGHTS • INTELLIGENCE

SA'S #1 AWARD WINNING BUSINESS MAGAZINE

Together as one
The Spirit of Ubuntu

25 years of hope and despair
Psychologically, our nation is traumatised

Louis Pulzone
LFP is moving mountains

Author Jeetendr Sehdev
The Kim Kardashian Principle

ISBN 0251-9988

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18 – 20 AUGUST 2019

@ EMPERORS PALACE, KEMPTON PARK, GAUTENG

The Health Professions Council of South Africa (HPCSA) will hold its first ever National Conference from 18 – 20 August 2019 at the Emperor's Palace, Kempton Park, Gauteng.

The Conference will provide an opportunity for delegates across all health sectors to engage on regulatory matters in the healthcare environment, including the shifting global and local healthcare trends.

The theme for the event is: **"Regulating the Health Professionals in the 21st Century"**, with a focus on the role of the Regulator in Universal Health Coverage as well as looking at the Regulators' contribution towards advocating for good health and well-being.

The conference will attract delegates from the various disciplines within the health fraternity. The Conference will also feature both local and renowned international speakers within the healthcare industry. There has been a number of emerging trends within the healthcare environment such as innovation, technological advancement, shortage of resources, financial viability and others.

It is envisaged that the Conference will provide practical solutions to these and other challenges faced by healthcare practitioners. The HPCSA National Conference will serve as a "meeting of minds", at the same time providing a networking environment for healthcare practitioners. The Conference will also feature an exhibition and most importantly the inaugural HPCSA Health Merit Awards to acknowledge fellow colleagues who have contributed immensely in assisting the HPCSA to deliver on its mandate.

Other programme highlights include:

- Interactive sessions that focus on the emerging gaps in the current regulatory framework in relation to universal health coverage and the impact of the current ethical rules in the delivery of universal health coverage to ensure a sustainable healthcare system.
- Issue-based breakaway sessions that will allow delegates to explore different perspectives on the workforce environment, the required skills and capabilities, the role of education and training systems in preparing health practitioners for future, Ethical Engagement in the Digital Era, and Digital Innovation and the Wave of the 4th Industrial Revolution.

For registration and event details please visit the HPCSA website at
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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.

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Luyanda has over 16 years of experience ranging from acquisition marketing and client relationship management experience within the online gaming, telecoms, retail and NGO sectors.

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FA PRINT
PUBLISHERS
NEW AFRICA PUBLICATIONS MAGAZINES LTD
SUBSCRIPTIONS
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RSA: R343 (per annum)

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The alchemy of change

"All's well that ends well," as is famously articulated by ancient writers, including Shakespeare, should serve as an inspirational phrase that will guide and shape the destiny of the discourse and the economic transformation programme. The phrase speaks of a troubled start, riddled with challenges, yet promises a happy ending that compensates for the difficulties experienced along the journey.

Transformation is a necessary evil that comes with uneven pain, pleasures and affects everyone, though in different shapes and forms. For South Africans, it represents centuries of varied forms of societal changes, which, unfortunately, are ongoing and which will persist for many years to come. The positive aspect of transformation is necessary to create a relatively equal society and a harmonious socio-economic environment. Negatively, however, its prolonged periods and various transitions are uncertain and deny the current society its end benefit.

Economic transformation is at the apex in a hierarchy of competing interests and challenges. It is necessary, given its ability to influence and impact on the rest of the other imperatives. With prudent economic distribution, the majority of people are able to reap the benefits and take care of their wellbeing in terms of health, education, shelter and other basic necessities. For as the ills of economic exclusion persist and the majority are impoverished, the unemployed live in squalor and the country will never be at peace.

At the core of economic discontent is the political system, characterised by the pernicious confluence of power, politics and economic self-interest. Thus, political power remains the hallmark of economic interest in a highly contested arena. The modus operandi is to leverage power, control and influence key institutions in pursuit of selfish economic interest. It necessary to highlight upfront, that the socio-economic arena upon which the politicians, the wealthy and the powerful are flexing their muscles is riddled with acute poverty, unemployment and ever-increasing income inequality.

Just like the river in Laing writings, economic transformation must lead us to a destiny: "There is a mystery about rivers that draws us to them, for they rise from hidden places and travel by routes that are not always tomorrow where they might be today. Unlike a lake or sea, a river has a destination and there is something about the certainty with which it travels that makes it very soothing, particularly for those who've lost faith with where they're headed."

Mother Africa has bestowed upon us, plenty of fish in the sea, arable land, rich mineral resources, beautiful skies and many other natural resources. We must not fail her in cultivating these resources and sharing and distributing them among her children and the many generations to come.

Publisher's Note

THABO OWEN MOKWENA
Publisher

Leadership

I am because we are

When I first heard of the word, "Ubuntu" and the concept behind it, I was pleasantly surprised. My surprise didn't come from the power of the philosophy but, rather, because it is the general philosophy black individuals are raised by. There are obviously variants in thinking based on tribe, gender, geographical context and personal preferences but on the whole, the Ubuntu philosophy is the common way an African child is brought up.

Originating from southern Africa, Ubuntu, pronounced in Zulu as ù únt ù, means "humanity", and is often translated as "I am because we are", or "humanity towards others". It's regularly packaged in a philosophical sense to mean, "the belief in a universal bond of sharing that connects all humanity".

Closer to home in southern Africa, the term has been adopted as a humanist philosophy known as Ubuntuism, propagated in the Africanisation (the transition to majority rule) process of the southern African countries during the 1980s and 1990s.

Since the transition to democracy in South Africa with the Nelson Mandela Presidency in 1994, the term has become more widely known outside of southern Africa, notably popularised to English-language readers through the Ubuntu theology of Desmond Tutu. Tutu was the chairman of the South African Truth and Reconciliation Commission (TRC), and many have argued that Ubuntu was a formative influence on the TRC.

The question then becomes, why is all this important? It's important because the philosophy and thinking behind Ubuntu can curb some of the runaway problems plaguing our nation and the wider continent. Corporate greed, selfish, self-serving interests, corruption, bribery and other vices seizing our organisations can be turned to look towards the future if we apply the thinking of Ubuntu.

Sadly, I do not have enough space to delve deeper but I hope you, the reader, will take more time to explore the thinking behind Ubuntu. One of our key features will give you pointers in the right direction. I hope you enjoy this edition and above all, be encouraged to read more on the philosophy. I am because we are.

Editor's Note

EVANS MANYONGA
Editor


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We are where your customers are.
G+D Mobile Security, a part of the G+D Group with more than 11,000 employees worldwide, opens up a new personalisation bureau in Johannesburg, South Africa. With 5,300 experts in over 40 sales and partner offices all over the world, we are now happy to advise and support this growing region with years of experience and comprehensive solutions locally. This will enable you in meeting the challenges of the digital transition in the financial industry and to capitalize on its opportunities that is happening as we speak.
In August 2019 we are launching this new personalisation bureau as a step in investing in an evolving region and putting our customers first: we are where your customers are!
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LFP is moving mountains

Transformation becomes relatively easy to implement if it is led by a transformed and motivated individual as is the case at LFP, which has a youthful CEO who exudes passion for his job

Agents of Transformation, LFP was formed six years ago, and has moved mountains in terms of what it has been able to achieve over this relatively short period of time.

"We call ourselves Agents of Transformation because of the change we effect on the landscape of companies with regards to BEE," says Louis Pulzone, founder and CEO of LFP Group. LFP stands for Leadership, Focus and Passion.

"It's important to know that within the BEE environment, people are very reluctant to implement because they don't understand the actual benefit of BEE to the company. We started with this Agent of Transformation drive where we educate companies on the right way to implement BEE strategies within a company," says Pulzone.

LFP only started with training in 2013 and has now diversified to become the only company that provides a turnkey BEE solution. "What that entails is, we do everything from consulting, to software development, to verification facilitation, to the implementation of enterprise supplier development (ESD) skills development initiatives, etc. Our company has also been really focused on BEE and as I have said, it's ready to change people's minds from BEE being a grudge purchase in many ways to BEE being a revenue growth strategy. So far, we have done so successfully for well over a thousand clients over the past seven years," he says.

The company is 30% owned by employees, the majority of whom are black. Pulzone says as an Agent of Transformation, the company has had to transform internally first.

Pulzone went to an agricultural school in Kroonstad and then started working for a JSE-listed company soon after school. He worked for the company for seven years and then started consulting in a training department in a services environment.

"I started aggressively pursuing temporary employment services versus permanent employment. Then, I developed the idea that if we can employ people temporarily, why can't

we employ them permanently? And that was essentially where my journey started from a services perspective, and more so in educating companies and then educating people," says the passionate CEO.

He started consulting in that space first, assisting companies to take what used to be temporary employees via labour brokers and giving them permanent positions. He says temporary employment was a way for a lot of employers to get away from the proper employer-employee relationship, hence they preferred to have labour brokers.

LFP has 250 permanent employees and about 300 temporary employees who are moving into permanent employment. Most of its employees are based in Gauteng, where the company's head office is located. LFP also has large offices in the Western Cape in Bellville and in Wadeville in KZN. It also has satellite branches in Port Elizabeth, East London and Bloemfontein, and will soon be visible in Mpumalanga and Limpopo.

LFP offers mainly generic courses at the moment, namely administration, management, marketing and contact centre. Thus, its expertise lies mainly within a services environment.

"From our learnerships side, we recruit, we train and then we place them in employment. In most cases, if you have very unique skills, you limit the employability to a smaller number of companies versus when you train administrative courses. Everybody needs admin people, so we can easily place them in permanent employment. Our company has always been about permanent employment," says Pulzone.

He attributes his company's success in BEE to integrity and knowledge. "In a BEE environment, the entry level is very low. What I have discovered is that in skills development, specifically within BEE, everybody nowadays is a BEE consultant. If you have worked in a procurement position in some company in South Africa, you are suddenly a BEE expert. I think we succeeded because we pick the best people who understand and share the same values as us of what BEE can do for companies in South Africa and for the South African economy. I think that credibility is key. Once a company partners with us, they know that they will get credible solutions," says Pulzone.

LFP has a trust—the LFP Transformation Trust. One of its trustees is Ntabiseng Phoshoko. Ntabiseng was the company's first employee. She is now the commercial director, having gone through 11 promotions. She started as a facilitator.

LFP is not a BEE verification agency as accredited by the South African National Accreditation Systems (SANAS), but it discovered that its clients were scared to use any verification agency, hence, corporates turned to it for advice.

They consulted with LFP on which verification agency to use, since some of the SANAS accredited agencies were losing their accreditation for various reasons.

"We decided we were going to do verification facilitation where we go and check the infrastructure. So, we go out and partner with some of these verification agencies and see the credibility of their work before introducing clients. What clients then enjoy is a better understanding of the process and they also then know that this verification agency they pick would not jeopardise their accreditation for whatever reason. The industry is, in most cases, not very credible, so we took it upon ourselves to go and check their credibility," says Pulzone.

Currently, LFP works with EmpowerLogic and Moore Stephens, and refers its clients to them because it knows they are credible. "The industry is contaminated by fly-by-nights. An interesting thing is that when we started on this journey six years ago, we were the only ones doing this, but now there are 63 people doing exactly the same thing in Johannesburg alone. The unfortunate thing in this environment in the South African economy, is that people pick compliance partners based on price. Based on these numbers, it's important to do your homework to ensure that you partner with a credible supplier. I can tell you most of them do not know what they are doing," says Pulzone.

LFP is a Skills Education Training Authority (SETA) accredited institution, training is their biggest business and is split into two sections. The first one is off-site solutions, which typically accommodate unemployed people, more so disabled people.

It has a recruitment company that continuously recruits and assesses unemployed disabled people in order for them to go on a learning experience. It then goes to corporate companies, does scenario planning via its consulting division and helps place the disabled people in jobs.

The second training solution is the online learnership platform that is also the only one that has been accredited by SETA. LFP has been

audited by SETA and this online platform is the only one of its kind. The online programme caters to about 2 500 students at present. That platform has such a massive benefit for employees and companies as well.

"With that platform, we can now implement training solutions without costing the company productivity and upskill the people who are in employment and do it with the intention of what BEE is supposed to do. This platform is going to transform the way learnerships are being delivered in South Africa," he explains.

LFP became motivated to focus on training disabled people when Pulzone checked the equity scorecards. He found that companies were not employing disabled people and that did not sit well with him because some people were selectively being excluded from the economy, yet the BEE code's intention is to include everybody in the economy.

"We place great emphasis on finding employment opportunities for disabled people have have showed employers that they should not be scared of employing disabled people. We have successfully taken black unemployed disabled people, 85% of them women, and placed them in employment in six years," says Pulzone.

He believes more could be employed if more companies were educated on the need to employ disabled people. He says companies should realise that employing disabled people is good for their BEE ranking and, therefore, their growth. Of the 12 000 total number of students under LFP, about 9 000 are disabled.

In terms of the Fourth Industrial Revolution, Pulzone says he is excited about it, although many people think it will result in a decline in jobs.

"I see it as an opportunity to create jobs. We have created a number of apps and platforms that communicate to anywhere. I can give someone a tablet and access to Wi-Fi and I can give him a qualification. To me, that in its own should be an employment creator. I am attending Singularity University to get into that mindset.

"Imagine developing a platform that has consultants, verification agencies, HR people, etc.

"We place great emphasis on finding employment opportunities for disabled people and have showed employers that they should not be scared of employing disabled people" who have been vetted by us and who can service corporate South Africa. Now, imagine creating a platform for a large corporate, taking that platform to Soweto, they register on that platform and they can immediately communicate with a large corporate, such as Tiger Brands, about something they are able to supply. They will be able to do it at a cheaper cost, and so not only do I save Tiger Brands money, but I am also creating a real opportunity for somebody who could not receive access into a supply chain of large corporates," says Pulzone.

He says people must use the Fourth Industrial Revolution to speak to one another—massive corporates to the small guy and vice-versa.

"We have developed software and apps, and everybody has access to a cellphone. So, there is so much we can do in that space and it excites me. Why should so many people fear the loss of jobs as a result of the Fourth Industrial Revolution? I think if we sit together around a table, we can create a lot of jobs from this because we can now easily bring people together. We can create a mentorship programme in a virtual reality world for a manager, for an added skill. We can use so many of those tools to become more productive, hence, creating more jobs. More productivity means better company growth and more growth means more jobs. I am an entrepreneur and I always see job opportunities where others may not," says Pulzone.

In terms of the challenges LFP has experienced in 2019, Pulzone says they have noticed a very low entry level of consultants and skills development providers into the BEE industry. He said because the entry level is so low, non-credible people are communicating information to clients. As a result, a lot of people visit LFP lamenting how they have been misled.

On the positive side, LFP has launched new software that's going to be free for BEE users.

"We created an industry-specific BEE calculator that communicates not only to you within your company, but also to us, so that we can also consult for you for free because our intention is to implement BEE strategies successfully. The software that we are launching within the next month is a big step towards that. The tool is free for companies, the consultation is free, so we are really there to help them.

He says people must use the Fourth Industrial Revolution to speak to one another—massive corporates to the small guy and vice-versa

"We have also become involved with Miss SA as an associate sponsor. It's outside of our normal scope but we honestly believe in women's empowerment and what that can do for South African leadership as well. LFP employs 85% women. I think Miss SA is a good platform to communicate with our women and to promote youth empowerment," he explains.

With regard to the advice he would give to people aspiring to get into his field, Pulzone says hard work is the answer. "People need to understand that nothing comes for free. I have mentored and spoken to many people who are younger than me and I always tell them they must be prepared to work very hard. Surround yourself with people who are smarter than you. "Read a lot of books and study leadership. To succeed, you have to be passionate about what you are doing. If you get into business for money without passion and motivation, you are unlikely to succeed because money comes and goes," he says.

When it comes to leadership, Pulzone says it is a helping role. To be a successful leader, you have to be a server by nature. Leadership is a supporting role and not about being at the top. Pulzone has numerous role models and cites Steve Jobs as one, saying he loves what Jobs did and that he changed the world. His persistence in changing the world was unequalled. For him, it was never about the money.

He also admires Nelson Mandela. "When I read about him, what he had to go through, how he persisted on his path to change the world and the benefit it had for us, that was massive for one to achieve in a lifetime," he says.

In closing, Pulzone says those who want to become entrepreneurs must realise that there are more opportunities in third world countries than in the first world.

"People must realise that becoming an entrepreneur in first world countries is difficult and that where South Africa is positioned at the moment, it is an entrepreneurial cloud and you just have to go for it," he concludes. ▲

Babington Maravanyika

"From our learnerships side, we recruit, we train and then we place them in employment"

LFP has launched new software that's going to be free for BEE users

The state of SA's ocean economy

South Africa is a large consumption country for aquafarming produce, which isn't surprising, considering that the country is largely surrounded by the ocean

A lack of the latest technology is one of the biggest threats to the industry; it is also the reason that much of the potential within the industry remains untouched. In a country that is desperate to create sustainable avenues for job creation, this is a sad reality.

The maritime territory for South Africa sits at 1.5-million square kilometres, more than the 1.2-million square kilometres of landmass. This means that there are huge unexploited opportunities out there that could lead to great growth and development. Operation Phakisa has hardly been a success as of yet but President Cyril Ramaphosa has made mention of the Blue Economy and the ability it has to create great economic growth.

In order to grow the industry, the first step has to be better regulation of the industry. Great research efforts need to be put into what fish stock we have available and which fish there are a shortage of.

Sustainability is key to the industry as the country's fish need to be sustainably harnessed in order to ensure that the industry is consistently functional. Many people in South Africa rely on the industry on an informal basis, which makes it even more baffling that more focus has not been placed on ocean economy.

Creating sustainable livelihoods is key to the future of the country's marine life and, indeed, the future of the South African economy. The largely untapped market of aquafarming needs to be taken advantage of.

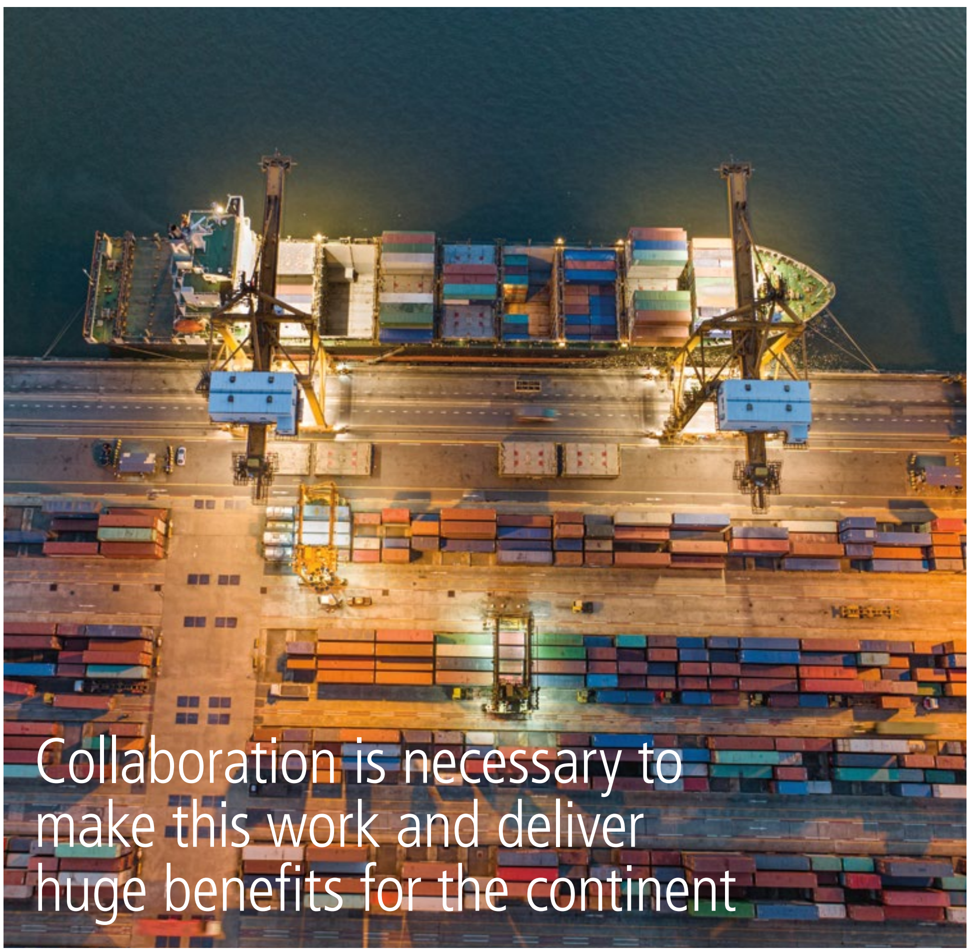
It is not only South Africa but Africa as a whole that has missed out on the economic growth opportunities.

Recently, the organiser and founder of the Africa Blue Economy Forum (ABEF), Leila Ben Hassen, said, "There needs to be more awareness of the blue economy and a realisation of how important it is to the future of Africa. Governments are beginning to understand this and beginning to implement policies but it still needs the private sector to grasp this and to look at how they can work in partnership with governments and other organisations to make this succeed.

"Collaboration is necessary to make this work and deliver huge benefits for the continent enabling it to meet the United Nations' Sustainable Development Goals. ABEF 2019 will begin to lay the foundations for this collaboration process."

On a continent in need of an improved economy, this is an opportunity that simply cannot afford to be missed. Seventy per cent of African nations is coastal while over 80% of the continents' imports and exports are done via sea transportation.

According to a report done by the University of Stellenbosch in 2017, aquaculture has become the fastest-growing agricultural production system in the world over the last 40 years. A reported annual growth rate of 7.8% is quite an astonishing figure.



The benefits and risks of aquaculture

Aquaculture presents vast economic opportunities, however, there are certain risks too, especially when the process is not controlled and regulated.

The University of Stellenbosch's 2017 report states the benefits and risks.

Benefits:

- Job creation (community improvement),
- Increased revenue on numerous levels,
- The attraction of local investment,
- An increase in scientific knowledge and technology,
- An emphasis on the protection of coastal waters from pollution, especially in the case of molluscs and seaweed culture,
- It can provide a viable socio-economic alternative to capture fisheries, especially in overfished municipal waters,
- A reduction in fishing pressure on certain wild stocks through aquaculture,
- An increase in fish supplies,
- The conservation of social structures,
- Improved infrastructure in rural areas,
- A cheap source of animal protein for the masses in rural areas, including those countries with no access to the sea,
- Can be developed on land, which is no longer suitable for farming and/or on land in conjunction with other farming systems, or major water bodies, whose natural productivities have shown signs of decline from overexploitation or environmental degradation,

Creating sustainable livelihoods is key to the future of the country's marine life

- Can be operated either on a small scale, at a low cost, and utilising family/community labour, or on a large scale, at a high cost, and utilising more machines and fewer hands and, in both instances, fulfil the objectives for which it was established,
- Can be small or large scale, can be carried out on land-based sites and in fresh, brackish or saline environments, can make use of extensive, semi-intensive or intensive methods for a great variety of culture species with different economic values,
- Products can be sold fresh or processed in either the domestic or the international markets.

Risks:

- Conflict with other users of water bodies such as lobstermen, fishermen or migrating fish,
- Excess pressure on wild stocks used to create high-protein feed pellets,
- The amplification and transfer of disease and parasites to wild fish populations,
- The pollution of water systems with excess nutrients (fish feed and wastes), chemicals and antibiotics,
- The compromise of native gene pools if farmed fish and native species interbreed,
- Can threaten the livelihood of fishermen,
- An unpredictable enterprise for small local communities due to its susceptibility to severe weather, predators, disease and global competition,
- Can compromise the aesthetic beauty of the coastline,
- Environmental damage, which enhances the risk of import bans from the EU and the US because of environmental concerns,
- Conflict over resource usage and the creation of a resource sink,
- Limited attention to the social role of aquaculture and inadequate support to smallholder farmers,
- Trade restrictions, if not targeted at achieving sustainable practices, can limit economic development and local food supply,
- Restricted domestic and intra-regional markets, the dearth of market information; restrictive trade barriers, challenges to implementing international standards, including the lack of support mechanisms to achieve this goal.
- Fortunately, the risks can all be managed and, more importantly, be avoided by properly regulating the industry and using modern technology.
- The industry is already an exceptionally fast grower and is showing no signs of letting up anytime soon but commercialisation brings its own set of challenges.
- It is often skewed towards big farmers or companies who have the financial resources while those who farm on a small scale are left to fend for themselves. It is also a largely male-dominated industry.
- Many poor households rely on fish, not only as a source of protein but for income too, especially in developing countries.

The aquaculture industry, blue economy or ocean economy, whichever you prefer to call it, requires drastic attention and changes in South Africa if it is to ever fulfil its potential. Plans are afoot, which will hopefully be driven by both the public and private sector. It needs to be an inclusive industry that benefits all.

Staff Writer

fp&m seta

Fibre Processing & Manufacturing Sector Education and Training Authority

FUTURE PERFECT

SKILLS DEVELOPMENT

FUTURE PERFECT SKILLS FOR A BETTER SOUTH AFRICA

As we rewrite the script of Africa, in the midst of the Fourth Industrial Revolution, a time when Skills Development is most pivotal to the success of the realisation of the South African Dream of a better life for all who live in it, Fibre Processing and Manufacturing Sector Education Training Authority (FP&M SETA) CEO, Ms Felleng Yende and Team have shown their dedication to the realisation of this propitious dream.

In an Awards ceremony officiated by the Honourable Minister of Higher Education & Training, Dr Naledi Pandor, held on 14 of March 2019 in Gauteng, hope was indeed restored for a better tomorrow for South Africa.

CEO of the FP&M SETA, Ms Felleng Yende and her dedicated team took the spotlight when her SETA was awarded the highest accolade on the evening by taking Gold in the category for Most Outstanding SETA in the country. This category recognises the FP&M SETA for its stellar performance against the set targets, governance, compliance, management, corporate services, financial sustainability, partnerships, innovation and creativity.

Ms. Felleng Yende, an astute leader at the helm of a well-oiled machine, who firmly believes in her team, diligent work, excellence and skills development did not disappoint; exceeding expectations beyond contemplation when she became the only SETA CEO to be recognised for her outstanding contribution to the National Skills Development Strategy (NSDS) amongst other Skills Development Impact Organisations relating to innovation and creativity, accessibility of information, skills development participation, accomplishment, community involvement, leadership, ethics and integrity.

The establishment of the FP&M SETA came to being in April 2011 after government took a decision to cluster sectors in order to strengthen value-chain linkages between related industries.

The SETA consists of 13 sub-sectors namely the clothing, footwear, forestry, furniture, general goods, pulp & paper, textiles & wood products sectors. Although classified individually, the sub-sectors are closely integrated. Together they create tremendous value in the lives of consumers by converting lumber, pulp, natural, synthetic fibres, animal skins, that hide into finished consumer products.

CEO, Ms Felleng Yende and her team at FP&M SETA walked away with multiple awards at the National Skills Authority (NSA) Awards Ceremony 2019.

In reality, you cannot complete a day without using a product manufactured in the fibre processing & manufacturing sector.

Twenty-five years of hope and despair

In psychological terms, our nation is traumatised. Trauma involves the re-enactment of unresolved pain and shock over and over again, in order to find some way towards a regaining of empowerment and a sense of justice. This has been South Africa's story over the last quarter of a century.

At the time of going to press, this writer had time to reflect on the national and provincial election results of 2019.

Most importantly, the ANC, despite the Zuma-era of below 50% opinion polling, managed to hold on to a 57% majority nationally.

It is difficult to see how this was not some kind of Ramaphosa effect—a return to Mandela's heir, as opposed to a campaign and organisation spearheaded by another Zuma.

But 57% is the ANC's worst performance yet and probably a clear indicator that if radical improvements are not made, they will lose in 2024.

"Only three of the world's 79 democracies—Botswana, Malaysia and Namibia—currently have a governing party that governed on its own for longer than the ANC," the Princeton Political Analyst, Dr Leon Schreiber, wrote in his book, Coalition Country.

There is the Zanu-PF option-simply staying in power even at the cost of destroying the state.

Could it even be possible that the ANC sees the Zanu-PF as a model, its leaders cynically trying to loot the ship as they believe its sinking to be an inevitability?

Some answers to this question were meant to be given by the naming of the President's Cabinet.

Strangely, Ramaphosa was unable to name his Cabinet, as planned, straight after his inauguration. Herein lies a parable.

Karl Marx wrote that history always presents itself in pairs: "The first time as tragedy, the second time as farce."

Zuma was the leader of the coalition of the wounded, the successor denied his chance by the neoliberal sell-outs of Mbeki and Manuel, by apparently trumped-up corruption charges.

And now there is the David Mabuza situation. Mabuza was formerly a key member of Zuma's so-called "Premier League" but, surprisingly, became Ramaphosa's "king-maker" at the Nasrec Conference.

Whilst he is still currently the Deputy President of the State and the ANC, he has long been under the clouds of corruption, conspiracy to murder and fraud.

Now, along with 20-odd other high profile members of the party, he is facing the ANC's Integrity Commission, but is insisting his name be cleared before he is sworn into the new National Assembly.

Zuma and Mabuza; Mandela and Ramaphosa?

In other words, the ANC has two apparent strands: a strand of corruption and state capture, as well as a strand of conciliatory nation-building.

Tellingly, Ramaphosa has never denounced either Zuma or Mabuza. Why not?

This quandary is perhaps the perennial question of the ANC and its 25-year rule.

The ANC as it came to power

The Reverend John Langalibalele Dube, in his inaugural speech as the first President of the ANC stated: "Although, as a race we possess the unique distinction of being the first-born sons of this great and beautiful continent; just awaking into political life, born on this 8th day of January, in this year 1912...

"While teaching ourselves to walk boldly and upright before all mankind, we must still be careful ever to seek out the way where wisdom leadeth, treading softly, ploddingly, along the bright path illumined by righteousness and reason—the steep and thorny path, yet the only one that will safely and surely lead us to our goal, the attainment of our rightful inheritance as sons, daughters and citizens of this beautiful country."

One sentence stands out: "...we must still be careful ever to seek out the way where wisdom leaded, treading softly, ploddingly, along the bright path illumined by righteousness and reason..."

By the time the ANC came to power over a state ravaged by Apartheid, the People's War, and the bankruptcy caused by the National Party, this desire to tread carefully had been transmuted into an ideology known as the National Democratic Revolution, which placed the ANC, in alliance with Communists, as the vanguard of a new socialist state. This despite the fall of the Soviet Union and the opening of markets in China. Yes, Mandela tempered this, persuaded by the Chinese and Big Business that the socialist model would spell disaster.

This notion of being a revolutionary movement as opposed to a congress, or party, has led to the ANC's biggest failures since 1994.

This was not the revered Albert Luthuli's vision for the ANC. In his autobiography, Let My People Go, he constantly refers to the ANC as "Congress", as though it were a parliament for the struggle rather than a government-in-waiting.

Intriguingly, Luthuli did not believe the ANC would one day govern South Africa. He was of the opinion that the ANC would have to form smaller political parties out of the various

This notion of being a revolutionary movement as opposed to a congress, or party, has led to the ANC's biggest failures since 1994

Ramaphosa needs to derevolutionise his party

ideological factions, which were working together under their auspices.

This proved not to be the case. The revolutionary concept of a vanguard movement won the day.

A party for the poor?

Yes, the ANC has done much for the impoverished in 25 years. Sanitation, electricity and housing have been extended to millions.

Projects like the Gautrain, the Soccer World Cup, the once effective SARS, show that pockets of excellence have been accomplished under the ANC. Social grants have eased an unbearable burden of poverty upon millions, whilst a black middle class and elite have grown significantly.

The country has not been plunged into civil war. And whilst we are still one of the most violent countries in the world, the murder rate has come down.

But there is a reason why the ANC has lost power in Cape Town, Johannesburg, Tshwane, and the Western Cape, and are now at their lowest ebb electorally.

A crumbling state?

Billions of rands have been lost to state capture. State-owned enterprises are places of looting and not economic development. The government at all three layers—national, provincial and local—has failed.

In the main, hospitals are not places of healing; schools are not places of learning. Some black academics have described ANC-governed education as worse than the despised Bantu education of the Apartheid era.

Crucially, mother-tongue education has largely disappeared. Skilled graduates are in shockingly short supply, while teachers' unions thrive.

This lack of competence directly affects foreign investment and, thus, employment. It is simply a fact that unemployment is higher than at the end of Apartheid.

Even under the so-called neoliberal regime of Mbeki, his fondly remembered economic growth did not dent the unemployment rate. The liberalisation of trade did not solve the decline of the mining and textiles industry.

By 2000, Mbeki had recognised the World Trade Organisation (WTO) order he had readily embraced did not provide the foreign investment that the loosening of tariffs was meant to achieve.The state did not achieve the competence or policies necessary to ride a wave of global growth, in which billions were lifted out of poverty as developing nations played the globalisation game with intent and unity of purpose, and ameliorated or prevented deindustrialisation.

According to Bloomberg, our economy is now the third most miserable in the world.

How do we spell redemption?

The deficiencies in ANC governance are legion. But one crucial lesson of the past 25 years can be spelt out.

We are a traumatised nation. And trauma is re-enacted until its energies are transformed away from a sense of anger toward a new and shared purpose and strength.

Ramaphosa needs to derevolutionise his party. He needs to break the traumatic cycle. He needs to bring us together.

He knows we need a new patriotism, instead of constant revolution and its cycle of political adrenaline that threatens to burn out all sense of civic purpose amongst the citizenry.

But time is running out. ▲

Chris Waldburger

Together as one

A divine spark to do good

Ubuntu: "I am because you are"

Nelson Mandela's heart was like no other. His entire legacy is built upon forgiveness and humanism. Mandela dedicated his life towards fighting for the freedom of all South Africans. As we celebrate Mandela Day, we pay tribute to his legacy and commemorate all the good work he did, instilling a philosophy relatable not just to South Africa but to the rest of the world—the Spirit of Ubuntu.

Man is defined and characterised by many measures. One of the many philosophies Nelson Mandela is known for placing value on is the Nguni Bantu concept "Ubuntu", which symbolises openheartedness. Mandela's passion for what is considered one of Africa's most profound world views remains permanently etched in us. He spent twenty-seven years in prison, being systematically tortured, oppressed, restricted, racially segregated and separated from his family. He encountered the detrimental negative results that came with the Apartheid government. Yet, he still believed in Ubuntu, an ideology used in a philosophical sense, to say we are all bound together in ways that are invisible to the eye.

He believed forgiveness was not optional but necessary. The Spirit of Ubuntu was so deeply rooted in him that when he was elected President of South Africa in 1994, he spent years practising what he preached. In his quest for a new, democratic South Africa and for the peaceful termination of the Apartheid regime, he was awarded the Nobel Peace Prize. He led without bitterness, focusing on bringing peace and reconciliation, instilling procedures and policies that would unify South Africa.

In one of his speeches, he said: “No one is born hating another person because of the colour of his skin, or his background, or his religion. People must learn to hate, and if they can learn to hate, they can be taught to love, for love comes more naturally to the human heart than its opposite,” and these words reflect the tremendous power of Ubuntu.

Where was this philosophy derived from? It dates back as far as the mid-19th century; very few people know that the word Ubuntu is a term that was taken from Zimbabwe. In the Shona language, it is referred to as “Hunhuism”. This indigenous political philosophy was initially presented for the new Zimbabwe after Southern Rhodesia was granted independence from the United Kingdom. From Zimbabwe, the concept was taken over to South Africa in the 1990s as a guiding ideal for the transition from the Apartheid government to majority rule. In a world ravaged by fundamentalist intolerance, social distress, economic inequalities and military conflict, humanity urgently needed a unifying concept. This is what birthed the Spirit of Ubuntu, and Nelson Mandela stressed the importance of Ubuntu in his speeches about reconciliation.

It has since become a world view of African societies and is widely considered Africa’s most abiding principle. There are various interpretations of Ubuntu but the most consistent features it encompasses are its leadership philosophies. They emphasise the collectivism and formulation of genuine and lasting relationships that precede material things.

The post-colonial era seeded many new ideologies, but one of the greatest things Africans learnt from imperialism and colonialism is how to survive through brotherly care, not self-reliance. Those who are strong help others—communal action to alleviate human suffering. Ubuntu says all our actions have an impact on others and on society, it is the essence of being human, focusing on the fact that you can’t exist as a human in isolation. We are interconnected, therefore, your actions as an individual affect the whole world.

Mandela believed forgiveness was not optional but necessary

Ubuntu is the human experience of treating people with respect and possessing a spirit of solidarity and compassion, practising non-racial segregation and treating all humans equally, and aiming to be an individual who values brotherhood and sharing. The way you approach life should endorse a spirit of community, society, harmony, hospitality, respect and responsiveness towards one another.

There are many ways people can show Ubuntu, including:

- The way you talk—being positive and uttering kind words.
- The way you smile—it should be friendly, natural and hearty.
- The way you greet should be friendly, enquiring about one’s well being
- The way you practice moral values.

What this means is that we act out of compassion, based on an understanding of our common human condition. My being and your being are the creation of our collective being, proving that each one of us owes our existence to another. In leadership positions, Ubuntu can be a strong foundation upon which to build business thinking, serving as a compass of moral ethics.

Another person who strongly values and stresses Ubuntu through his theology is Archbishop Emeritus Bishop Mpilo Tutu, who is well-known for invoking Ubuntu ethics to evaluate South African society. Credit should be given to him for familiarising politicians, scholars and activists around the world with the term. He believes that when dealing with wrongdoers and victims, there is no justification for an eye for an eye. According to him, South Africa was correct in dealing with the Apartheid era and politics by seeking restorative justice. Tutu feels Apartheid did not only prevent races from identifying with each other, but it also inhibited solidarity with one another. He believes Apartheid made people less human. They failed to share power, wealth, land and opportunities with each other.

One of his most prominent claims is that Apartheid damaged not only black people but also white people. Despite it resulting in most white people becoming well off, they were morally corrupted and not as good as they could

Those who are strong help others–communal action to alleviate human suffering

be as human beings. For Tutu, reconciliation meant wrongdoers and those who benefitted should acknowledge their wrongdoing and seek to repair the damage that they did. In his words: "Unless there is real material transformation in the lives of those who have been Apartheid victims, we might as well kiss reconciliation goodbye. It won't just happen without some reparation."

Tutu's idea of humanness, harmony and reconciliation stresses his rejection of the western idea that what is valuable about us as humans is our autonomy. "We are different so that we can know our need of one another, for no one is ultimately self-sufficient. The completely self-sufficient person would be sub-human," he said.

Ubuntu was one of the major philosophies that were used in the Truth and Reconciliation Commission (TRC) framework. Mandela's new democratically-elected government wanted to create a course of action that would serve as an example to the rest of the world. Legally, the TRC was based on the National Unity and Reconciliation Act (NURA) of 1995. The passage from the 1993 Interim Constitution Act states: "The adoption of this Constitution lays the secure foundation for the people of South Africa to transcend the divisions and strife of the past, which generated gross violations of human rights, the transgression of humanitarian principles in violent conflicts and a legacy of hatred, fear, guilt and revenge. These can now be addressed on the basis that there is a need for understanding but not for vengeance, a need for reparation but not retaliation, a need for Ubuntu but not for victimisation."

The intention of the new democratic government was clear; Mandela's objective was to make provision for restorative justice, instead of punitive justice, to unify South Africa. Tutu shared the same sentiments. All this is evidence that Ubuntu was at the heart of South Africa at its most sensitive time. The new Constitution and the Truth and Reconciliation Commission were the measures put in place to restore the country. The TRC's main task was to unearth what the Apartheid government had done using its three main structures: the Human Rights Violations Committee, the Amnesty Committee and the Reparation and Rehabilitation Committee.

The positive connotations surrounding Ubuntu show us the extent to which it was really a need for South Africa in order to secure understanding and reparation. National unity is the most important principle that secures a successful government.

As we celebrate Mandela Day, we need to reflect and celebrate the legacy he left, a legacy of doing good when no one is looking, a spirit of consideration, humanness, brotherhood and respect. ▲

Tavonga Jacqueline Manyonga

The Kim Kardashian Principle

While representing Rhodes Business School at a recent conference of the global Association of MBAs (AMBA) in Istanbul, I met celebrity branding expert, Jeetendr Sehdev, Author of *The Kim Kardashian Principle: Why Shameless Sells (and How to Do It Right)*

He had been invited to give a presentation on his thoughts about leadership from his book, which achieved instant *New York Times*, *Wall Street Journal* and *Washington Post* bestseller status when it came out two years ago. It has been shaking up principles and notions of leadership, branding and marketing ever since.

His opener to an audience of business school directors and business thought leaders from around the world was a screened image of 'reality' TV/social media star, Kim Kardashian's much-debated, much-flaunted derriere. From Facebook to People magazine to *The Sun*, Kim's derriere is regularly discussed the world over.

The question Sehdev put to the AMBA conference was: "Is Kim smart or not?"

There were naturally lots of laughs, comments and quips. Answering his own question, Sehdev said Kim is extremely smart and explained why. He said that "in a world where a big booty can break the Internet [as Kim's has] and where the President of the United States is a 'reality' TV star", self-obsession is a must-have. Kim has it in heaps and she has transformed her self-obsession into an industry that has made her a very rich, very famous woman.

The secret to her success is that she flaunts her flaws, or masterfully orchestrates her apparent openness. She talks about her flaws, including whether the size of her bottom makes her happy or sad. In so doing, she gets people to feel they know her well; they relate to her;

they feel that if they passed her in the street she would stop and say "Hey, it's you!" That's good branding, that's successful marketing, that's a leadership ability.

Kim, Sehdev explained, is so much more than a pretty face and bouncy booty on Instagram, she is a mega-entrepreneur, she knows what she wants, she goes to extreme lengths to make it all happen and she appears not to care what her detractors think of her. That's smart, that's self-made. Not unlike Donald Trump.

Millions of people the world over continue to wonder "how a bankrupt businessman with a tanking reality TV show" managed to become the 45th President of the United States. Sehdev said it's easy to answer. He's the Kim of the Oval Office and that's what a significant proportion of Americans wanted.

He said that Trump, unlike most leaders of democracies, does not try to bring everyone together. To the contrary, he is a "polarising personality" who thrives on strong supporters and strong detractors. Polarising personalities, Sehdev continued, "know exactly what they want, when they want it, how they like it, and most importantly they are not afraid to show it".

Trump "declares his beliefs loud and proud, political correctness be damned". No one can remain neutral about him—you either love him because he's a "ground-breaker" or hate him because of his "gutter politics". What has this achieved for Trump? The presidential seat and heaps of airtime globally. No US president has ever achieved more airtime. As Sehdev puts it: "They might call Trump a train wreck but he is the only president the world couldn't take its eyes off."

So, what is Sehdev saying about leadership today? That if you want to get to the top, whether it be the celebrity charts or business and world leadership, you need to be self-obsessed, uncompromising, unapologetic and ruthless; you need to act without any sense of shame or modesty, and you need to say and do whatever occurs to you, irrespective of the consequence, because you are not there to make friends?

"Not quite," responded Sehdev. He explained that developing friends in today's ultra-competitive world is not enough. He encourages leaders to act with full self-conviction because authenticity is the key to mobilising savvy, younger generations with highly-tuned authenticity detectors. Remaining true to who you are and what you believe is Sehdev's definition of authenticity.

From this foundation, you need to develop a fanatical following, he explained. "If you want your ideas or products to be loved, obsessed over and shared, particularly with the largest sector of the population—the Millennials and Gen Z—then you need to follow the lead of the most loved, obsessed over and shared celebrity there is—Kim Kardashian, who has a massive, fanatical following and has aligned millions of people towards her vision. To achieve this, you need to follow the Kim Kardashian Principle, based on the six tenets of SELFIE. These are Surprise, Expose, Lead, Flaws, Intimate, Execute.

Kim Kardashian personifies these tenets, he explained, and they apply to whichever form of leadership you are in or wish to pursue.

Most famously, the media reported that Nike adopted the rules from The Kim Kardashian Principle to launch one of the most talked about advertising campaigns in recent history with Colin Kaepernick. A guiding principle of his book is to "sacrifice everything if you believe in something", which Nike translated in their new campaign tagline with Kaepernick as, "Believe in something. Even if it means sacrificing everything."

In his book, he writes: "People want to know what you think, how you feel, and what you stand for. And *that* is the definition of emotional intelligence that resonates with audiences today. Nothing is more compelling than a person with complete faith in their convictions. That is the sine qua non of leading ideas today.

> "Like celebrities, successful business leaders today make their agenda personal, often dominate the boardroom, and nearly always look good while they're doing it"

I've learnt it's less about self-regulation and more about self-confidence.

"It's not about being comfortable with others but first showing that you are comfortable with yourself. It's not about a focus on others; it's about a focus on yourself and your bullshit in all its glory. After all, you can't fake chemistry, and you can't turn on other people if you're not turned on yourself."

In the chapter on 'Lessons of Leadership' Sehdev, who has an MBA from Harvard Business School, writes: "Seeing the way leadership works in the real works is a tad more enlightening than reading case studies at Harvard Business School.

"Like celebrities, successful business leaders today make their agenda personal, often dominate the boardroom, and nearly always look good while they're doing it. Not only do they ignore "rules" and 'expectations', they roll right over them. It's this inner passion, conviction, and refusal to fit neatly in a box that has redefined the world's can-do attitude and creates a real connection with today's audiences.

"The stakes are high, and the only way to connect with Millennials is to show them that your passion—whether for technology, medical innovation, or spreading mayhem—is real and unstoppable.

"Leaders and the breakthrough ideas they generate have less to do with old-school notions of consensus, collaboration and considered reasoning and more to do with getting things done in complex, interdependent systems in which people pursue multiple, often conflicting agendas—aka whatever you need to do in order to do exactly what you think, is right. In doing so, you hit an emotional nerve with audiences."

Sehdev explained that CEOs, like the late Steve Jobs and Elon Musk, achieve what they do because they have a ruthless star quality, which, he says has become a requirement in business and leadership today. Neither are described as likeable people; they are described as brilliant, autocratic taskmasters who surround themselves with extremely talented people. They drive themselves and their team to extremes in their goal to change the world. Jobs profoundly changed the world of connectivity and communication. Musk is striving for a multi-planet world even if he doesn't live long enough to see it happening. Does this sound like democracy and consensus? Absolutely not. Are they game changers, rule breakers and pioneers in the history of the world. Certainly.


Jeetendr Sehdev

Most of Sehdev's principles are completely contrary to the servant leadership principles and ethics we espouse at business schools and in corporate governance, where humility and striving for consensus are the qualities to be admired. I personally grappled with much of what he said. His support for the movement against modern slavery, for example, seems to be at odds with his 'dominate the boardroom' approach. Not so, he contested. At the heart of his philosophy is freedom–freedom of individual expression and human rights. He believes everyone has the right to be free and live fearlessly without moral judgement from others; that is, unless they are doing something illegal or harmful to others.

It is these anomalies that are interesting to unravel, and it is through listening to or reading polar opposite views like Sehdev's that we are given the perspective from which to reassess where we stand on principles of leadership, where we feel we should shift with the times and where certain principles and ethics don't change.

Looking around the conference room at the AMBA presentation, it struck me how Sehdev had masterfully focused everyone's attention. Whether they liked or hated what he was saying, they were paying full attention to him, which is what leadership is about.

He went on to outline some of the lessons he advocates for leadership in his book, lesson one being *Fear is Your Friend*.

He writes: "Fear is continuously labelled as a negative force, one that can only lead to violence, destruction, and distrust. From the get-go, we've been told to fight it or hide it, from others and even from ourselves. We often deny fear because we're ashamed to feel it. People who use fear to rule are demonised as tyrants and dictators, and ideas that use fear to spread are quickly deemed exploitative and unethical. But what about the positive aspects of fear that have been proven, time and again, to help us reach our goals and protect us from danger?

"... Fear is an incredibly powerful force when it comes to connecting ideas and audiences. The most influential figures don't deny this reality but wholeheartedly embrace it. In doing so, they build greater self-confidence and become stronger and more authentic individuals...Great leaders have used the power of fear to create culture-changing movements...

In the build-up to World War II, Winston Churchill rallied his troops and citizens by openly acknowledging that the coming conflict would have a huge death toll and cause British citizens unbearable pain...Churchill was talking to exhausted people still recovering from World War I. The Brits could have refused to follow their leader, but they had faith, believed in Churchill's wisdom, and respected his honesty. They felt the fear, embraced it, and went back to war."

It got me thinking about South Africa. We are tired of all the fighting, violence, corruption and joblessness. We are tired of being told how things are improving when we can all see the rot. We want our president to tell it like it is and what is being done about it. It is precisely the absence of this that has created the space for parties like the EFF to grow.

The extent to which President Ramaphosa is prepared to act on what he thinks and believes is right, and be decisive will be his and South Africa's make or break.

There is widespread anxiety about the factionalism in the ANC and if the leadership continues to dither and try to be all things to all people, they will fail. If they take decisive steps about critical matters such as state capture, and the corrupt are sent to jail, there will be a lot of people who hate the leadership for this, but many more will love and respect them, and stand behind them, come what may.

People are drawn to leaders who get things done and we hope that President Ramaphosa will start to demonstrate this. He certainly has the star quality required, perhaps he needs to exercise a bit of SELFIE.

Following the presentation, I avidly read Sehdev's book and found it an easy, entertaining and thought-provoking read. I also read a few reviews on it too. *Forbes* called it "the most buzzed-about business book of the year". Michael Levin at *The Huffington Post* named it "one of the most influential books of the year".

Even those who hated it could not ignore it. Ellie Shechet, in her review on the gossip blog Jezebel (which Kim fans might read), wrote: "Although I kept meaning to put it down and never, ever pick it up again, it continually struck me as a perfect, deranged artefact of the Trump age. Money is speech, corporate interests run the executive branch and our president is an image-obsessed swindler exclusively interested in attention-getting–it's only natural, in times like these, that we'd get a book that frames success as a virtue predicated on ruthless self-interest and overexposure."

She describes Trump as "an ideologically confused moron who only managed to package himself as 'authentic' after spending 10 years on *The Apprentice*, confusing Americans' understanding of the concept".

I mentioned to Sehdev that I was going to write about him and he said he would love to come to South Africa. I laughed and said we probably couldn't afford him (but secretly we would love to get him out here.) Thank you, Jeetendr, for leading astray the holy cows of leadership and getting us thinking about Kim. ▲

Professor Owen Skae,
Director of Rhodes Business School

“You said it!”

Mzwandile Makwayiba, the NEHAWU President, cautioned the South African Communist Party (SACP) against defending Gordhan. He gave SACP's Deputy General-Secretary, Solly Mapaila, an ultimatum at the union's policy conference, saying:

“The SA Communist Party (SACP) must choose if they want us or if they want Pravin Gordhan.”

President Cyril Ramaphosa, in his conclusion on the State of the Nation Address debate, said:

“The State of the Nation Address was not merely about dreams. It was about the lived reality of our people and setting out what we need to do to achieve the South Africa we want. It was about articulating a vision and a direction for a government programme.”

Mmusi Maimane, the DA Leader, speaking at the National Assembly State of the Nation Address debate, said:

“Honourable members, giving school children smart tablets is not the Fourth Industrial Revolution, it is the Third Industrial Revolution. We should be preparing our children for jobs that don't yet exist. We should be equipping children for coding, digital design and programming. These are tough decisions. That's why it hasn't happened. So, instead, we talk about dreams, faster horses and, as some on Twitter would say, Wakanda. Our nation is in trouble, but we can change it by building a resilient nation with well-equipped people.”

Energy Mutodi, the Zimbabwean Deputy Minister of Information, in his response to Zimbabwe's 0-4 loss to the Democratic Republic of Congo, tweeted:

“Warriors of shame: After courting President ED to fundraise for the team, we are shocked and displeased by their dismal performance. It's clear the coach is a spent force. Players are weak and helpless. It's time for new players, new coach…of all teams ndombolo hit us hardest!”

Caster Semenya, on running in the World Championships and her testosterone case against the IAAF's new rules. told reporters:

“If I'm not running 800m, I'm not running World Championships. No 1 500m, no nothing. I'm just going to take a vacation and then come back next year. My goals are the 800m and to defend my world title. So, if I'm not allowed, I'm not allowed.”

Elvis Chipezeze, the Zimbabwean goalkeeper, issued an apology to the nation on his Twitter account, following Zimbabwe's 0-4 loss to the Democratic Republic of Congo at the ongoing Africa Cup of Nations, saying:

“I am here today to again apologise for the mistakes I have made and the embarrassment I have caused. I make this apology to my nation and my teammates, also not forgetting the technical staff.”

Julius Malema, the EFF President, speaking during the SONA debate at the National Assembly, referenced the Global Citizen event where Oprah Winfrey introduced President Cyril Ramaphosa as Mandela's preferred successor, saying:

“We were abused here by an election campaign that saw people like Oprah Winfrey rented and brought here to tell us about how (former President) Nelson Mandela wanted you to be President. There is no sign of what he saw in you that we can see.”

Rep. Alexandria Ocasio-Cortez called out Ivanka Trump in a tweet for accompanying her father to the G20 summit, saying:

“Being someone's daughter actually isn't a career qualification. It hurts our diplomatic standing when the President phones it in and the world moves on. The US needs our President working the G20. Bringing a qualified diplomat wouldn't hurt either.”

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Leading from the front

An angel focused on educating

A son of Mpumalanga with an outsized personality and passion to match, Mduduzi Manana is leading the charge to transform education in South African. In a world where the Fourth Industrial Revolution demands high-level thinking and critical skills, the Mduduzi Manana Foundation is ensuring that no African child is left behind.

The Foundation was launched in 2012, the same year Manana was appointed as Deputy Minister of High Education and Training after three years serving as a member of Parliament. It was this time spent in public service that taught Manana about the limitations of Government: "I realised that Government is a highly regulated space. They follow certain principles, there are certain things that they cannot do, and there are budgetary constraints. There was so much that I wanted to achieve, but I realised that actually government can only do so much."

At that point, Manana decided he could do his own lobbying in the private sector to get more people involved in education. "Only after I went to government did I appreciate that education is not government's responsibility alone. If anything, industry has to play a greater role, because students are being educated and skilled for industries."

As Deputy Minister, Manana saw that the National Student Financial Aid Scheme (NSFAS) lacked funding to cater for all deserving students. Moreover, because NSFAS funding is limited to students at public institutions, some career paths were excluded. This is where the Foundation stepped in.

"A number of young people who wanted to be pilots came to me because NSFAS only funds students at public universities. None of our 26 universities offer aviation studies, so they have to go to private flight schools. However, the NSFAS system is not financially equipped to respond to such a demand. The Foundation is a vehicle to mobilise the private sector to get our young people into these flying schools, for example," Manana explains.

Mduduzi Manana

The private sector has been very receptive. "Initially I thought maybe the private sector is not willing. On the contrary, government is not demanding that the private sector play a role because Government erroneously believes it has all the solutions. When I personally went to the private sector for help, the private sector was very obliging. Of course it carried weight that I was a Deputy Minister.

"To date, the Foundation has funded more than 50 graduates who are now in the workplace. Four of them are pilots. This is just one organisation. The private sector through their CSI programmes can do the same."

Social compact

The role of government, Manana believes, is to facilitate dialogue so that all parties can contribute. "The private sector especially should direct a portion of their assets to education, healthcare and so on. My motto is we can only be a developmental state if there's a social compact between government, private sector, non-governmental organisations, and civil organisations. Once there is a sense of working together for the common goal of a prosperous South Africa, then we will have achieved what we wanted when we spoke of a democratic South Africa."

Regarding the Fourth Industrial Revolution, Manana calls for a coordinated approach. "There has to be synergy of efforts. There has to be a single, coordinated coherent national strategy, and that will require government, the private sector and more universities to come to the party. I want universities to do the necessary research on how to drive this digital age programme within our education system. Whatever new approaches we develop must be research based. Currently many government departments are talking about the Fourth Industrial Revolution, but somewhat incoherently. Then you have the private sector pursuing its narrow and ambitious interest rather than striving for a common goal."

Equality through education

For Manana, education is above all an equaliser: "With the Foundation and through the many government programmes I led, I have taken young people from the deep rural areas, who are very poor, who had come from broken families, and put them into the education system. We gave them all the support they needed—they finished their schooling, acquired their degrees and went on to work, and life changed almost immediately after that."

However, many high school students are simply not prepared for tertiary studies, with unfortunate results. "My focus is on rural youth. There's a high rate of first-year drop-outs in our universities, and most of them are from rural areas, township schools, poor families. Billions of rands in funding are going down the drain because students are overwhelmed by the realities of tertiary education. Often they have never used a scientific calculator and that hinders their progression."

For Manana, the solution is to prepare learners from an early age: "It is impractical to begin promoting the skills which are most critical in the country such as engineering only when students get to university. They've got to know about these skills and opportunities

MDUDUZI MANANA
FOUNDATION

when they are still at high school, so that they then choose the right subjects. Strong career guidance from an early age would entice them to pursue these kinds of post-school studies, which will then improve their employment prospects at a later stage."

Manana distinguishes between unemployed and unemployable youth. "In South Africa we're not dealing with the issue of unemployed but unemployable youth. That is why we have to import skills from time to time from outside. At some point the Medupi project was short of welders, which we had to take from Thailand, for instance. Now these are skills that we are not producing. Not all young people must go to universities. You can't have more young people preferring to go to universities than to vocational institutions. We need artisanal, vocational and occupational skills.

"I learned that Germany owes a lot of its success to investing in vocational education and training, so I drove the project of promoting Technical Education and Vocational Training (TEVT) colleges. Now they have become very attractive because of the work that we did within five years after the establishment of the Department Higher Education."

Future skills

A major part of South Africa's chronic skills deficit is a skills mismatch owing to a lack of mathematics skills.

"There's a lot of skills mismatch, first and foremost where young people are starting at universities and entering the wrong programmes, programmes that will not lead them to employment. If you visit universities, you will walk into a maritime class and find only a few young people, but there will be hundreds of students in the Faculty of Humanities. There is nothing wrong with that faculty but we are now called upon to explore more scarce and critical areas of study. If you ask the Vice-Chancellor what is happening here, where are these people going to work, the Vice-Chancellor says, 'career guidance is not the responsibility of the universities' and they are right because the core mandate of universities is research and development, teaching and learning and community engagement, Manana explains.

"We did a skills audit and found that the overwhelming majority of occupations in high demand in South Africa require mathematics, science and accounting. Consequently, as a Foundation, our primary goal is to eliminate the skills mismatch. We want to harness the collective skills of young children so that they develop interest for mathematics at an early age. People perceive mathematics as difficult, hence they run away from it. Others opt to do mathematics literacy or Maths Lit, which does not really take them far because the scarce skills programmes require the original maths.

"We are focused on Early Childhood Development (ECD) because we wanted a seamless movement from pre-schools to primary schools so that by the time they get to primary school they are already familiar with and interested in numbers and mathematics. Then when they get to high school, they have the thirst for knowledge."

> "My focus is on rural youth. There's a high rate of first-year drop-outs in our universities, and most of them are from rural areas, township schools, poor families"

Here, the private sector has a ready-made role. "We are running a very big Science, Technology, Engineering and Mathematics (STEM) programme donating scientific calculators and mathematical instrument sets targeting rural and township schools because these are enablers for our young people to succeed in ther learning. I am passionate about STEM and if we get it right then we will be guaranteed a steady economic growth. A scientific calculator costs about R200—a lot of money for a rural mother.

"We are hoping many companies will join us. We are engaging companies in towns where we have made a footprint, for instance, the mining towns in Mpumalanga. A mine cannot operate without artisans or engineers," says Manana.

Self-development and leadership

With a BA in Politics and Sociology from the University of KwaZulu-Natal and an honours in International Politics from UNISA, Manana has a passion for continuous self-development.

"I am completing my Master's degree this year in Global Diplomacy with the University of London, after which I will start my PhD. Learning is a life-long process. You always want to develop as an individual to become a better person and a greater contributor to the development of our country."

Manana's personal leadership style reflects his principles. For him, self-development is the key to a sustainable legacy.

"I always encourage associates to acquire new knowledge all the time. Harness more skills, don't be comfortable with the degree you acquired some ten, fifteen, twenty years ago. My vision is for the Foundation to continue delivering to our people long after I have gone, and associates must have the knowledge to be able to do that."

To develop the capacity for leadership among his workforce, Manana encourages employees to be solutions-driven.

"When they come to me, they shouldn't tell me of a problem but rather present the solution they are already thinking of, just to touch base. It is very important to create leaders after you, and that is one way to do it." ▲

Creating skills in the maritime sector

South Africa has the potential to become an internationally recognised maritime nation, with a dynamic Blue Economy that could send the gross domestic product (GDP) and job creation into overdrive


Soraya Artman, SAIMI's Director of Operations

For this to happen, the maritime sector has to invest in developing the skills required by the jobs that will be created in a demanding and competitive international environment. This daunting responsibility falls to a relatively new institution—the South African International Maritime Institute (SAIMI). SAIMI's Director of Operations, Soraya Artman, tells us more about the journey that lies ahead.

The maritime sector is a relatively new avenue for Artman, who began her career as an articled clerk with a firm of accountants and auditors, obtaining a finance degree in the process and subsequently managing the portfolio of clients. From there, she joined Spoornet as a Management Accountant before spending 14 years at a medical aid administration company, working her way from Financial Manager to General Manager of client relations and completing her Master's Degree in Business Leadership at the same time. After that came a five-year stint as Finance Manager at the Nelson Mandela University Business School, until the opportunity arose for Artman to apply for her current position as Director of Operations at SAIMI, which she has occupied for one year.

"What attracted me was that the maritime industry is so very broad, has huge potential and is extremely interesting. It could make a significant positive contribution to the economy because it is so largely untapped, although a bit of work needs to be done to make it more sustainable," says Artman.

SAIMI was created through the efforts of the South African Maritime Safety Authority (SAMSA) and the Department of Higher Education, and with the support of a broad base of public universities, colleges, SETAs, the maritime industry, the government and representatives from the African maritime sector.

In 2011, the Maritime Skills Development Study was commissioned by the South African Maritime Safety Authority (SAMSA). Later that year, the Maritime Skills Summit was also convened by SAMSA with the

SAIMI

SOUTH AFRICAN INTERNATIONAL MARITIME INSTITUTE

Department of Higher Education and Training and Transport. Both of those activities resulted in a recommendation to establish a dedicated national institution focused on maritime skills development. Further to that, in 2013, SAMSA commissioned a feasibility study that confirmed the clear need for a national institute focused on maritime education and training. Consequently, SAIMI was established in 2014.

As a new institution, SAIMI received a three-year funding allocation of R311 million from the National Skills Fund through the Department of Higher Education to initiate and manage its skills development. Further responsibilities include drafting the National Maritime Skills Development Plan and managing the core National Cadet Programme. In other words, SAIMI will be at the forefront of crafting South Africa's future maritime workforce, in conjunction with other organisations and institutions.

"We are hosted by the Nelson Mandela University but as an independent institute that services the entire nation, we work with all other universities and colleges in the country.

"The overarching objective of SAIMI is to develop the contribution of the maritime sector to the economy of South Africa and Africa at large, by effectively coordinating quality education, training and research with partner institutes," says Artman.

Blue-sky thinking

The potential contribution of the Blue Economy or Ocean Economy cannot be understated. South Africa has a coastline of about 3 900 kilometres, and its maritime territory makes up about 1.5-million square kilometres, which is greater than its landmass of 1.2-million square kilometres. This represents largely untapped economic and natural resources, which point to tremendous potential for economic growth and job creation.

More than 30 000 vessels pass South Africa's coastline annually, with 13 000 docking in the country's ports, but we are not necessarily making good use of those opportunities. Then, 300-million tonnes of cargo and 1.2-million tonnes of liquid fuel are also transported along our coast annually. There are also some 80 oil rigs in the range of the Western Cape.

"I don't think people fully understand the opportunity," says Artman. "We have potential offshore resources of approximately nine billion barrels of oil and approximately 63 trillion cubic feet, equivalent to 40 and 370 years of consumption respectively. We've also got 20 new marine protected areas—which were declared in 2018—that are advancing the protection of South Africa's rich coastal and ocean biodiversity to 50 000 square kilometres, approximately two-and-a-half times the size of the Kruger National Park. Overall, this could amount to a contribution of R177 billion to South Africa's GDP and one million jobs by 2033—provided that we as an institute, along with the government and the private sector, develop the environment for exponential growth," she adds. Furthermore, the ocean's economy has the potential to provide job opportunities for South African youth.

Already driving this development is Operation Phakisa, which the government launched in 2014 to accelerate the development of the Blue Economy through detailed planning and targets. By February 2019, Operation Phakisa had unlocked investments of almost R30 billion and more than 7 000 jobs—with SAIMI driving the enhancement of South Africa's capacity for maritime skills development, education, research and innovation.

Priority projects include working groups on eight areas targeted for capacity development: aquaculture, marine protection and governance, maritime transport, marine manufacturing, offshore oil and gas exploration, small harbour development and coastal and marine tourism.

Artman explains the SAIMI approach: "In a specific focus area, the first thing we generally do as SAIMI is to conduct a skills audit to determine what the needs are, where we are currently and what the development needs are going forward. Within those working groups, we identify challenges and solutions to delivering the skills target in order to support the comprehensive National Maritime Skills Development Strategy. We are not the only players in this field, because we have to include several other government departments within the working groups as well as the universities and colleges. We basically act as the facilitating body, coordinating all of these activities countrywide."

4IR at sea

Today, no discussion of skills development can avoid the topic of the Fourth Industrial Revolution, which has already had a massive impact on the Blue Economy as the maritime sector grapples with the effects of increasing digitalisation, data-driven business, analytics, cyber piracy and the advent of autonomous manufacturing shifts.

"Technology will play a key role as the medium of instruction where we are involved, with the rise of e-learning, distance space-learning and simulated training, so that is really our focus area in terms of how we need to adapt our teaching and learning methods to be able to get across the skills that learners need to acquire in the system.

"The next generation of mariners will have to be fluent in using technology. Technology is all-pervasive, impacting on all aspects of economic and human activity, and there's a need to ensure that South African and African maritime education and training meets the needs of the global maritime industry that has already embraced digitalisation. We have to embrace the changes that come so that we can continue to be globally competitive," says Artman.

As a leader in this digitally influenced skills development arena, Artman is up for the challenge. She describes her leadership style as a combination of democratic and situational styles.

"I encourage employees to give their input in all decisions, which I believe ultimately enriches the outcome of decisions made, and they feel their way through the process as well. Another key issue is that employees should be developed in order for them to realise their full potential and, furthermore, enjoy their work and the environment in which they work. Then you get the best out of people. Of course, depending on the situation, you also need to adapt your leadership style. In other words, be flexible in order to achieve the most desirable results. Essentially, it's just reading the situation and deciding on the best way to approach it," she concludes. ▲

Skills for a smarter future

The South African labour force is going to need new skills to prepare itself for the emerging industrial revolution, or Industry 4.0

With a rise in new digital industrial technology, everything from manufacturing to mining, construction, medicine and other sectors will be affected, and the labour market needs to rethink skills and career choices.

New competencies in areas such as ICT, computer science and actuarial science will be needed, and there are concerns that the South African education system is not yet up to the task of equipping young people with the skills they need to future-proof them in the coming digital age.

The responsibility to ensure that talents are developed in line with the demand falls largely to the Sector Education and Training Authorities (SETAs), which provide and certify learnerships, internships, skills programmes and apprenticeships to individual industries. These SETAs are monitored by the National Skills Authority (NSA), which, in turn, advise the Minister of the Department of Higher Education, Science and Technology.

"We are mainly here to assist in achieving the objectives set out by the Skills Development Act, skilling the workforce of South Africa and making sure we get the unemployed on board. To do this, we have to ask ourselves how we can prepare these people for the labour market. The NSA also assists the Minister of Higher Education, Science and Technology in the development of the National Skills Development Strategy. We are now working through our third strategy, and this strategy is one that talks to a variety of goals and objectives," says Dr Thabo Mashongoane, Executive Officer for the NSA.

"We also do broad consultation with the South African public, as well as targeted consultation with provincial skills development forums (PSDF) and at a national level, where we engage with all interested stakeholders. We track the progress of the implementation of the strategy annually and engage with Parliament on skills development, education and training," he adds.

The NSA has a responsibility to investigate issues around the various SETAs and has been working closely with them on improving the different sector skills plans. According to Mashongoane, they have appointed a SETA review panel who, for the last four years, has been tasked with ensuring the quality of data reported back from the SETAs.

To effectively advise the minister, the NSA is required to engage with a multitude of stakeholders, from members of business and industry, to organised labour unions like COSATU and FEDUSA, members of government departments, public employers as well as private companies, public training institutions and private universities and colleges.

"Before the NSA was founded, South Africa had a plethora of industrial training bodies. Since our inception, these have been brought down from 27 SETAs—representing various sectors of the economy—down to 21. I think that these remaining SETAs provide a holistic representation of the South African context, driving the economy forward with crucial skills development," he says.

SETAs are established through a levy grant system where a percentage of the national skills levy, paid by employers, is used to fund SETA activities. Eighty per cent of the levy is given to SETAs, with the remaining 20% going to the National Skills Fund, which was created to finance training for disadvantaged groups, particularly the unemployed.

"We also advised the minister on the National Skills Development Plan (NSDP), which was informed by national priorities, as well as the White Paper for Post-School Education. What we realised was that skills

Dr Thabo Mashongoane, Executive Officer for the NSA

NSA
National Skills Authority
Leading Skills Development

development has previously been detached from education and training, and we need to look at how our universities and TVET colleges can better deliver on the demands of industry and the economy.

"A skill review also afforded us an opportunity to listen to the people and look at the current economic sectors. What we are seeing is that the traditional sectors are slowly fading away, paving the way for new economies, like the green economy, for example. We need to look at how best we can capacitate the current skill sets to meet these new demands. This speaks more to curriculum development, where we need to review what we are teaching and make sure it satisfies the needs of these new economies," says Mashongoane.

Many of these new economies speak to the future, the digital economy in particular. According to Mashongoane, we must take into consideration any future skills that may be needed, and provisions have already been made for these skills in the NSDP.

"We are very aware of the fact that we could soon find ourselves approaching the Fifth Industrial Revolution, and we need to be ready. When I look at our country, I see a developing country on the one hand but on the other, I see pockets of excellence similar to developed countries. If we don't properly equip our people, we will forever be left behind. What we have also realised is that we need to move our focus from low-level and mid-level skills to mid-level and high-level skills to be competitive," he says.

The NSA's current strategy focuses on increasing access to higher education and training, looking at ways to equip the workforce with the necessary skills for both their livelihoods and overall productivity. They are also addressing the skills gaps in those students coming from universities and TVET colleges, organising more industry-related training so that graduates are more employable and work-ready.

"We want to open workplaces to become training spaces, from the government and public enterprises to private companies and NGOs. We believe its time to allow learners access to the workplace, be it in the form of an apprenticeship, learnership or internship, for short periods of time to give them exposure to the working environment," he says.

Support and funding for the informal sector are also important, as it currently does not get the recognition it deserves. Mashongoane would like to see the informal sector grow, and educational institutions introducing curricula that teach and offer entrepreneurship as a learning programme are essential to making sure this happens.

"When we talk about informal employment, it includes all people in the informal sector and people helping—unpaid—in their family business. It also includes employees in the formal sector and persons employed in private households who are not entitled to basic benefits such as a pension or medical aid and who also do not have a written contract of employment.

"We have more informal workers than formal workers and we need to work on how we can encourage them to participate in skills development. The National Skills Fund currently provides training grants through projects to rural areas and townships," he says.

While he sees our economy becoming a knowledge-based economy, he says that getting quality data from employers can sometimes still really be a struggle, so efforts are being made to assist businesses to keep up to date with supplying this crucial information.

"Another important issue is that there are more and more people flocking to cities, and the economies in rural areas and townships are being neglected. We must also consider people with disabilities, and how we can better assist this demographic with skills development, going forward," Mashongoane says.

In the past, the SETAs may have been guilty of trying to be everything to everyone and they are working towards being more focused on specific goals in future.

"There are certain projects that, going forward, would be more successful if they were done jointly, or in partnerships. Joint planning with government departments as well as the private sector will have more of an impact. We have also realised that there has to be a combined communication strategy—the SETAs often operate in silos and they communicate in silos, leading to key messages often being misinterpreted by the public. I believe that it is also imperative for us to strengthen our monitoring and evaluation. We have improved significantly on our reporting, but better monitoring is key as we are then able to correct problems quickly," he says.

Mashongoane has dedicated himself to the NSA since 2007 when the body fell under the Department of Labour. The portfolio then changed to higher education and training in 2009, where it is still housed today.

His passion for education started with a career in the automotive industry in the early 80s, where he worked as a Fitter and Turner Apprentice, Quality Assurance Instructor and Inspector for six years. He qualified as an Artisan, then moved to a technical college where he was employed as an Instructor and a Lecturer. He went on to become the Principal of a technical college, as well as a Manager for a cluster of colleges for various portfolios.

He holds numerous diplomas, an MBA and a doctoral degree in educational management. ▲

Executing a wise pivot to beat disruption

How leading companies manage their disruption journey by executing a wise pivot strategy

The findings of Accenture's Innovation Maturity Index, detailed in a previous article, indicate that 76 percent of South African companies are struggling to release trapped value—i.e., they are finding it hard to convert potential opportunities, such as those presented by digital technologies, into actual value. This makes them vulnerable to disruption. A wise pivot could save them.

Our research shows there is a small group of high-growth companies—we call them 'value releasers'—that consistently outperform the rest in the creation of both current and future value. Their advantage: these leaders focus on and building innovation structures and practices that drive differentiation and shareholder value... and they know how to pivot their businesses wisely to the new.

For South African companies, the need for a dramatically different approach to strategy and execution is obvious. Yet, even as CEOs across industries see with clarity the need to change, most struggle to translate vision into action. Fewer still have the tools to steer their organisations decisively and sustainably.

Almost half of the South African executives we surveyed feel unsure or dissatisfied that their company's innovation efforts will position them well to overcome future disruption, and concede that their companies are not prepared for disruption. There is an answer.

Our guidance in terms of how executives can respond to disruption: execute a Wise Pivot strategy that is repeatable.

In a Wise Pivot strategy, companies manage their core assets not as discrete resources with diminishing value from creation through to retirement, but as a dynamic investment portfolio, continuously balanced across three lifecycle stages—the old, the now and the new.

The "old" are products and services that have reached the peak of their growth and either have or are soon likely to stall.

The "now" are offerings in the middle of the development, growing rapidly but already shifting from a focus on innovation to one based on efficiency and eventual commoditisation.

The "new", are emerging parts of the business just beginning their journey, whose speed and trajectory are largely unknown.

To pivot wisely means embracing a constantly evolving strategy, one that integrates all three stages as executives manage their portfolios from one set of assets to the next, growing and reshaping their old core into a new one built with new technologies.

In a recent survey of 100 executives from large companies in South Africa, 72 percent said that they generate less than a quarter of their revenues and profits from new business activities. Even more concerning is the fact that these businesses also do not anticipate that they will be able to generate more than half of their revenues and profits from new business three years from now.

In comparison, Accenture's global survey, which spanned 11 industries and 12 countries, revealed that over 50 percent of large companies optimistically expect that new business will generate more than one half of their revenues and profits three years from now.

Several factors prevent South African companies from accelerating their journeys. These include capital-intensive infrastructures, contractual agreements, outdated technology and a relentless devotion to legacy products, services and brands. In short, they are tied to the past. It's a serious challenge they need to move quickly to overcome.

Companies that do survive disruption are constantly re-inventing themselves, making their businesses relevant to the future. If companies remain overly focused on their core business, they are unable to pursue new opportunities. If they neglect their core business in a dash to the New, they may find themselves short of the investment capacity they need. Finding the right balance between these extremes takes skill and courage.

To pivot successfully companies, need to adopt a new approach to organisational change. This involves making a series of decisions about how to transform and grow the existing businesses, and how to scale new businesses, continuously and synchronously. A wise pivot also requires the right investment strategy to ensure the timing, scale and direction of investments are calibrated.

Making a wise pivot should be a matter of urgency among companies in South Africa where only 10 percent of the companies we surveyed have transformed their core business. Following the Wise Pivot model, companies can position themselves for the digital age in a steady, safe and balanced way by transforming the core (and generating funding for new investment), growing the core, and scaling the new—see Figure 1.

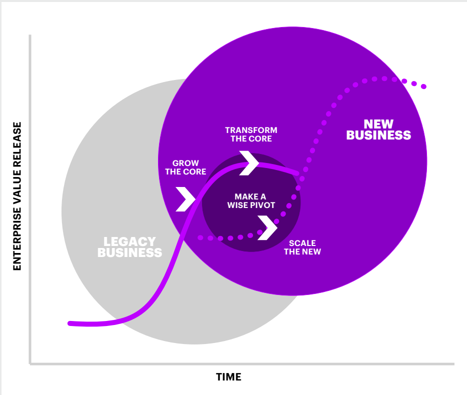


Figure 1

Transform the core to generate investment capacity. This involves investing in processes and functions to increase efficiency and create value in the form of higher profits. This additional cash flow can help fund innovation and growth initiatives.

Vukani Mngxati, CEO Accenture Africa

Grow the core to sustain the fuel for growth. The pursuit of accelerated growth should not overlook growth opportunities in the core business. This may involve finding new customers or markets for existing offerings or innovations that improve customer experience.

Scale the new to identify and scale new growth areas at pace. Innovations—whether new products or new business models—will not deliver the growth and impact the company expects if they are not commercialised and brought to a mass market.

Companies that succeed in the wise pivot can protect their businesses from disruption and look forward to a new S-curve of growth. By carefully scaling and timing investments, they can build "the new" and continue to nurture and grow the core.

Lessons from Rotation Masters

Our global study comprised an online survey of 1 440 C-level executives from companies with revenues exceeding $500 million, across 11 industries and 12 countries. One particular group in this study scored high in their ability to pivot their businesses to the new successfully. They are the top 6 percent of companies surveyed. We call them "Rotation Masters".

They differed substantially from other companies in terms of the high percentage of revenues—more than 75 percent—that they have generated from new business activities over the last three years, as well as in terms of their financial performance.

Rotation Masters also stood out because of the work they did to ready themselves for a perpetual change journey. Specifically, they create three preconditions to help them reinvent their organisation:

- They build sufficient investment capacity for change.
- They enable their organisations to innovate.
- They seek and create synergies between their old and the new businesses.
- Building investment capacity for change

Rotation Masters understand the level of investment required to drive change. They fine-tune their existing business activities by reducing costs, divesting non-core businesses and streamlining assets. As a result, more than two-thirds of Rotation Masters were confident that they held sufficient investment capacity to scale new businesses as well as reinvigorate their existing core business. In comparison, only 39 percent of South African respondents say that they have sufficient investment capacity to transform their legacy business and even fewer (7 percent) are confident about their ability to scale up new businesses.

> Companies need the skill and courage to radically shake up legacy businesses and ramp new investments at the right pace and scale

CASE IN POINT:

Consider UK-based home improvement retailer, Kingfisher. Increasing online product search and purchasing rapidly disrupted the company's traditional brick-and-mortar retail model. In response, Kingfisher introduced a five-year transformation plan to infuse digital innovations into its customer experience and sales channels. It funded this plan through savings achieved through standardisation and cost-saving initiatives.

Rotation Masters are also more likely to make investment decisions that create a deep-seated readiness for change. In the past three years, they focused on improving internal efficiencies (e.g., through reducing strategic cost and increasing workforce efficiency) and by building external networks.

Rotation Masters also view consolidation of tangible assets (cited by 71 percent of respondents) and divesting select business lines (67 percent) as important to build investment capacity for change. However, just 9 percent of South African companies hold the same view across both activities.

Enable the organisation to innovate

Our research shows that leading companies leverage innovation to reposition their companies for the future. They build strong innovation capabilities to help them pivot their business successfully—95 percent of leaders in our survey say they use innovation strategically to unlock value in their legacy and new businesses.

Most Rotation Masters (81 percent) indicate they will have adopted concentrated innovation strategies three years from now; 68 percent of South African companies will follow suit, up from 32 percent today.

A concentrated strategy allows Rotation Masters to spot promising innovations, prototype and test them early. As a result, they are better able to see innovations with highest potential and turn them into a commercial reality ahead of the competition.

In addition, Rotation Masters employ a combination of internal and external innovation capabilities. Notably, they tend to prioritise the deployment of crowdsourcing strategies and in-house corporate development teams (who can identify and acquire the right innovation capabilities externally) more than other companies. They also have a strong preference for the use of innovation centres and research and development capabilities, and they seek opportunities to pilot and test product ideas with end users—see Figure 2.

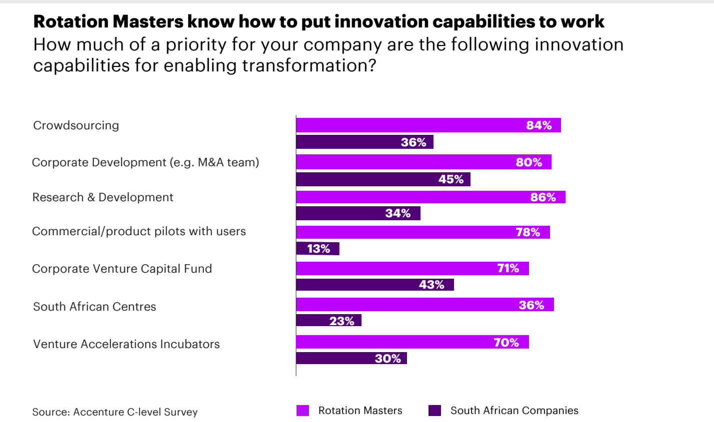


Figure 2

CASE IN POINT:

US-based Ecolab provides a good example of enabling the organisation to innovate. It was an early pioneer in driving innovation through digital technology.

Its business model, which combines chemistry, digital technology and on-site customer service, has enabled it to become a leading global provider of water, hygiene and energy technologies to the food, healthcare, hospitality, energy and industrial markets.

For example, it introduced its 3D TRASAR™ Cooling Water Technology more than 30 years ago. This technology combines chemistry, remote services and sophisticated monitoring and control to improve a range of industrial operations.

Creating synergies between the old and the new businesses

Rotation Masters are explicitly looking for ways to update their legacy businesses and find synergies between the old and the new. We discovered that more Rotation Masters than others are focused on tapping into the potential to cross-sell between the new and legacy businesses. In addition, most Rotation Masters (60 percent) consider the potential to leverage new business in order to reshape the culture of the legacy business.

In addition, developing completely new business models is a high priority for companies well-advanced on their journey. Most of the Rotation Masters in our study (81 percent) consider moving beyond their existing business models vital to cementing future leadership positions in their industries.

External networks are playing an important role in creating synergies between old and new businesses. While expanding into new businesses requires access to investment, a strong appetite for collaboration is important, particularly to find synergies to build on the strengths of a legacy business. Notably, Rotation Masters know how to leverage the power of external networks, such as innovation consortia, collaborative partnerships and joint ventures—see Figure 3. South African companies, by comparison, have been slow to leverage these expansion strategies.

Such collaborations matter, because they enable Rotation Masters to innovate at a higher speed. Nearly 80 percent of Rotation Masters consider it essential to support innovation activities with a wide network of partners and customers.

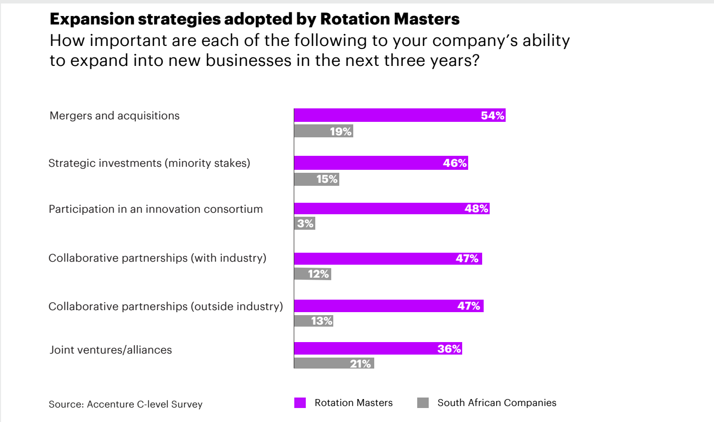


Figure 3

CASE IN POINT:

US healthcare company CVS Health has a long history of pursuing growth strategies and building new businesses alongside its strong core pharmacy business. Established as a discount health and beauty store in 1963, it added in-store pharmacy departments four years later, and continued to pursue a steady transition of its business model. Today, CVS Health is one of the largest healthcare providers in the US, with over 9,800 retail pharmacy locations and over 1,100 MinuteClinics in 33 states.

Making a wise pivot: key priorities

The leader that finds the right balance between the old and the new does not just rely on skills but demonstrates courage. Courage to radically and deliberately shake up legacy businesses, divesting some parts while revitalizing others. Courage to scale new investments at the right pace and scale so that they neither miss the moment, nor overreach themselves.

Rotation Masters are decisively expanding into new businesses while driving deep and continuous transformation of their legacy businesses. Companies in South Africa, depending on their current stage of progress, will need to prioritise key behaviours to move their organisations closer to a wise pivot and emulate Rotation Masters.

Which are you?

Rotation Master. You have decisively expanded into new businesses while driving deep and continuous transformation of your legacy businesses.

You generate 76 to 100% of your revenues from new business activities started in the past three years.

ou have a legacy business that is in full swing of transformation and have focused expansion into new businesses. You generate 51 to 75% of your revenues from new business activities started in the past three years. Rotation Striver. You have a partially transformed legacy business and

> “Accenture sees an opportunity to employ the ‘Wise Pivot’ to drive growth and unlock Africa’s abundance for all”
> *Vukani Mngxati, CEO of Accenture Africa*

recognise potential for expansion into new businesses. You generate 26 to 50% of your revenues from new business activities started in the past three years.

Rotation Starter. You are in the early stages of legacy business transformation with high expectations from new businesses in the future. You generate 1 to 25% of your revenues from new business activities started in the past three years.

And don’t forget the workforce.

An agile, innovative, digital age organisation will require an adaptive, innovation-led workforce. It will thus be critical to pivot the workforce to new business models, orienting teams to support new customer experiences and helping them to acquire the skills they need to function in the New.

To pivot the workforce:

- Recognise the business case. Use automation to fuel growth by reinvesting savings in the future workforce.
- Organise for agility. Create flexible processes; manage the workforce to support both the core business and the new.
- Foster a new leadership DNA. Cultivate leaders at all levels to help pivot the workforce to new growth models.

Make your move

To respond to disruption, companies need to understand where to focus their transformation efforts. Firstly, it is important to understand whether the initiatives your organisation is currently embarking on will collectively yield the best response to disruption.

Secondly, companies need to know how to build sufficient investment capacity, then deploy that capacity to scale new businesses while designing the organization to innovate more pervasively. Companies also need to create synergies between the old and the new.

We partner with companies to help them shift with speed and confidence to transform existing businesses while expanding into new areas of growth. ▲

	BUILD SUFFICIENT INVESTMENT CAPACITY FOR CHANGE	ENABLE THE ORGANISATION TO INNOVATE BY	SEEK AND CREATE SYNERGIES BETWEEN THE OLD AND THE NEW
ROTATION DRIVERS	Drive **growth in the legacy** business to replenish investment capacity (e.g., via digital marketing)	Deliberately direct investment to **scale new business** activities (e.g., through serial acquisition of new assets)	Reinvigorate the **culture in the legacy** business using new capabilities and new talent. (e.g., recruitment of data scientists)
ROTATION STRIVERS	Develop a clear **expansion strategy** for new businesses and determine how much capital funding is needed	Create a core set of **innovation capabilities** to enable faster transformation of the core business	Invest in **upgrading the technology infrastructure** required to support new businesses
ROTATION STARTERS	Prepare to **drastically restructure** the legacy business (including divestment of underperforming activities)	Establish the **essential innovation** capabilities (e.g., innovation labs and centres) to start incubating new ideas	Invest in **collaborative partnerships** to improve ability to test new commercial ideas, and access new markets early

Africa's virtual dreams become a reality with IoT

The global Internet of Things (IoT) connectivity technology provider, Sigfox, and its South African operator, SqwidNet, are on the fast track when it comes to driving national IoT adoption and digitally transforming the country's economy

A wholly-owned subsidiary of Dark Fibre Africa (DFA), SqwidNet was born from a need for the company to effectively participate in the Fourth Industrial Revolution.

"As a telecoms company, they were looking into how they could innovate for and participate in the next big thing—Industry 4.0. SqwidNet was created with the intention of supporting IoT in South Africa and providing open access for the IOT market," says the CEO, Phathizwe Malinga.

"While researching various technologies, SqwidNet discovered Sigfox, we really liked the platform and—the feeling was mutual. We won the exclusive licence to operate Sigfox for SA," he adds.

Based on the Sigfox standard, SqwidNet offers its customers the ability to connect things through low-cost, low-power devices that monitor and respond to events in the environment. The network is highly pervasive and ultra-narrowband, allowing SqwidNet to create a platform that transmits and exchanges data between devices as well as with operators and users—all to make life easier, safer, more convenient, and more streamlined.

"We are now part of a global network that operates in 60 countries and covers over one billion people. In SA, we're proud to cover over 90% of the population and we do that using over 1 000 base stations—ensuring that we can pick up messages regardless of where we are. Rural areas are especially important to us when it comes to IoT because of the number of things we plan to connect in SA in the future," he says.

According to him, it all comes down to your ABCDs—applications, backend, connectivity and devices— and when you put them together, you have IoT.

Phathizwe Malinga, CEO

"For our part, we provide the connectivity, but that's just our day job. We are also part of a much bigger ecosystem, one that's made up of the A, B and D companies. We ensure that there is a dedicated nationwide business grade IoT network to offer businesses a high-quality signal they can trust. We also bring the open access culture to IoT to ensure that they also have access to high-quality IoT components they can rely on.

"SqwidNet has also helped with water leakages in the Western Cape, offering a saving of up to 20% on installation for Western Cape customers. This technology is now also available on Takealot. In another instance, we have also brought better security to the stolen vehicle recovery industry, bringing in new technology that is anti-jamming. What also makes this technology special is the fact that it's battery-powered, and this makes it difficult for the criminal to find the device as we are able to do a deep install," he says.

Malinga is also proud of DFA bringing IoT to public safety with their manhole tampering solution. According to Herman Mashaba, there were 104 manhole-related deaths in 2017 alone.

"Those stats are worrying. With our manhole tampering solution, telecommunications companies and municipalities are able to detect tampering and theft, enabling them to mitigate the risk to citizens.

"Our ecosystem continues to amaze me. Every month, there are various new collaborations and they are producing awesome new IoT solutions. Just last month, we worked with Nerospec to develop a new-level tactical awareness gun tracker for security teams. The tracker records a host of useful data for the control rooms in which a security officer is located, and whether or not he's fired his gun. The tracker also acts as a torch with a strobe function—providing officers with a non-lethal option. Then, there is also PoolSense—and since I've been using it, my pool has been clean for the longest time," he jokes.

PoolSense looks like much like an HTH floater but this clever device tells you exactly what you need to do to your pool to keep it looking blue.

"This project was also really great in that it brought together two very different people—one very young graduate and one very seasoned businessman. The two got together and, using available technology, they have created a very viable product, which is now exporting to the rest of the globe," he explains.

Malinga believes that while the Third Industrial Revolution brought about automation, the continuous drop in costs and the increase in mechanised factories have built the foundation for Industry 4.0.

"What we have now is an abundance of real-time visibility, but the key difference between the two is that this visibility is IoT-driven, and we are on a quest to continue to blur the line between the physical and the virtual. We are moving from a data-driven world to one that is asset-driven, allowing businesses to improve their products and services in good time for new changes up the road. They are able to service their customers in a more empathetic way, and we are also starting to see the move away from over-engineered products that end up costing more, to products that are more easily improved as needs change.

> "We won the exclusive licence to operate Sigfox for SA"

"We also now live in an age where entrepreneurs have access to technology that allows them to be viable and valuable, especially to the under-serviced market," Malinga says.

SqwidNet has just completed the first phase of their growth strategy, their quality network and quality ecosystem now well-established, but Malinga hopes to continue to grow their ecosystem and increase the number of commercial uses.

"The more customers we have using IoT, the sooner we will be able to turn our economy around. Looking ahead, we also want to ensure that we connect as many things as possible as I believe this allows us to put Africa first, with the African context in mind, and growing IoT will give us the confidence to solve our own complex problems," he says.

For Malinga, his leadership role is one that excites him daily. From discovering new opportunities and business cases to funders, strategies and proof of concept, these are all plans that happen on paper. In order for these plans to change the world, he believes it is vital to share them, providing your employees with a clear vision of where you want the company to go.

"You have to share this vision with your people in a way that galvanises them, inspiring them to be their best selves and on board when it comes to helping realise the strategy you develop on paper. I'm lucky to be working with extremely talented individuals who have already achieved so much more than expected, and they look so much more fulfilled—every day, I come in and I am in awe of their superpowers," he says.

Having completed his Executive MBA from the Graduate School of Business, Cape Town, Malinga has been involved in the information technology and the telecommunications industry for over two decades, where he was the Head of Software Development and IT Application Strategy at the Life Healthcare Group before joining the SqwidNet team.

"Joining this team has been a big highlight of my career so far, it's been like watching the birth of an overnight success and though there have been a few more years to that overnight success, it has still been amazing to watch it happen. I was also really humbled when New GX decided to name me their CEO of the Year, it's amazing to know that the efforts of my team are reaching people we didn't even know were watching," he says.

Inspired by people from all walks of life, he is especially taken with both the arts and sports, which have greatly influenced him in his way of doing business.

"Those two disciplines really capture so much of the human spirit and a good moment in sport will give fans goosebumps, the same goes for art. I don't yet know what gives our customers goosebumps but that's what I chase—I want us to be doing goosebump stuff.

"I also believe that it's finally time for Africa, it is time and while it's not going to be sexy, it is going to be honest and worth it. The time has come for us to fix our problems, we have the technology and when I look around, it feels like we have the will to make the change," Malinga concludes. ▲

Unlocking Africa's potential

Building infrastructure to enhance the lives of people in Africa, through sustainable, innovative solutions—balancing economic growth with social needs

Delivering engineering excellence that's shaping the future, VNA is at the cutting-edge of South Africa's built environment service delivery, contributing to the continent's emergence as a meaningful economic powerhouse. Since 2000, the company is in constant pursuit to live out its vision to offer exceptionally competitive construction project management, engineering and built environment solutions that benefit communities, in both urban and rural environments.

Together with a specialised team of experts, VNA has the foresight, technology and expertise to create structures par excellence for all their clients. Their world-leading engineering and construction expertise enable the company to collaborate closely with clients and industry partners—identifying risks, innovating in order to find creative solutions and delivering optimal outcomes for these complex projects.

Stimulating economic growth through future-focused road infrastructure innovation

In a setting where financing needs to be "extended" through better road infrastructure project choosing, optimal procurement strategies and effective delivery systems, the manner of defining the latter must also change for the better. If we fail, the economic growth of South Africa will be hampered with slower socio-economic progress.

Challenges such as backlogs for pavement maintenance and excessive road rehabilitation capital expenditures require the use of innovative pavement assessment techniques to ensure the investment portfolio is optimised with best value.

VNA's confidence, in line with global trends, in cutting-edge non-subjective automated pavement condition instrument testing as the way of the future, led to considerable investment in sophisticated, state-of-the-art pavement strength-testing equipment, designed to significantly improve road maintenance solutions in the country. Over the years, our team and capability have continued to expand, which has enabled us to be at the forefront of instrument technology development for road survey equipment. These innovative technologies—incorporating the most recent addition to the VNA stable, the intelligent Pavement Assessment Vehicle (iPAVe) system—capable of collecting non-subjective functional and structural road asset data and analysing all outputs using the global recognised unique Hawkeye Platform, have further enabled the collection and integration of the data necessary to support the comprehensive asset management analysis and evaluation process. The Hawkeye range, with over 80 systems operating around the world, enabled VNA to become a leading Road Asset Management Service Provider in both South Africa and across the broader SADC region.

Unlocking sustainable and transformed communities

VNA is founded on the premise that the company and its people have an obligation to effectively address the increasingly essential 'triple bottom line', targeting economic, social and environmental matters in their delivery of sustainable built environment solutions within the communities they assist, especially those located in the underserved rural regions of the country. In the constant movement towards change, we at VNA are focused on delivering seamless, safe and sustainable engineering solutions within the communities we serve.

As a company that truly understands the industry and the distinctive needs of the market, VNA is realising its continental potential, ensuring the built environment transformation of South Africa and beyond.

Looking for a leading specialist, driven by innovation through sustainable solutions? Look no further than VNA! ▲

Linking economic value

Roads, key building blocks for wealth formation, economic growth, service access, and community cohesion, form an integral component of the system of transport. Congestion, the deteriorating quality of roads and sometimes structural concerns have led to economically harmful ends. Clearing the maintenance backlog has added significant financial and capacity burdens to the already sizeable needs for new-build and ongoing maintenance.

Effective pavement and road asset management provide the necessary key outputs for overcoming the major road network system challenges faced by the government and road authorities, whilst assisting road infrastructure delivery management decision-makers with an exceptionally effective non-subjective tool for development and continuous maintenance.

Banking on future success

Postbank may not be the most well-known bank in South Africa but for many in the country, it is an institution

Established in 1875, not only is Postbank one of the oldest banks in South Africa, but it is also one of the first to offer savings accounts to South Africans and covers a footprint far wider than any other banking institution in the country, with a specific emphasis on serving rural communities.

The bank has a long, proud tradition of being at the heart of South African savings, offering more Mzansi banking accounts than any other institution. However, in recent times, their partnership with the Department of Social Development has made Postbank even more relevant and a household name.

Over the last year, the decision by the government to move the Sassa social grant payments to the Post Office and Postbank has seen their customer base grow, from 7 million customers to a massive 14.8-million customers including 7.8-million Sassa cardholders who receive their grant money through Postbank.

The bank in itself is unique. Unlike other financial institutions, it is state-owned and has a dual mandate—to be inclusive for all South Africans and, at the same time, be financially sustainable. In fact, the Postbank Act of 2013 specifies its primary focus should be on lower income earning customers, financially excluded citizens and small businesses, underpinning its exceptional role in the lives of many South Africans.

A clear strategy

Manned by experienced banking personnel, Postbank's strategy has always been very clear, and has always focused on profitability. The Board of Directors comprises of a team of senior bankers with vast experience in retail banking, which has served Postbank well in establishing their footprint.

Although Postbank's banking license is still pending, having applied for it in 2017, once it is granted, it will allow the bank to move into two areas that would bolster its base—namely lending and bancassurance. The bank will offer loans and funeral plans, something their footprint and base would complement.

Shaheen Adam, Acting Managing Director

But even with challenges such as industrial action and a lack of marketing over the past few years, Postbank has grown its capital to R3.7-billion in reserves, something that has been extremely pleasing for the institution over the last while.

Record-breaking Sassa card rollout

With the Sassa card now firmly in the stable, the future looks bright, especially as Postbank has shown that it could deliver on a project of such magnitude in record time and exceed all stakeholders' expectations.

"There was a dedicated focus in the Sassa card project. Firstly, we were only granted the contract in the middle of December 2017, and we deployed our product on 1 May 2018, which is not just a local industry record, but a global record as well," explains Acting Managing Director, Shaheen Adam.

"The Postbank-Sassa success story is used as a case study by our partner, Visa. It took a lot of effort, sweat and tears but we managed to deploy the card in a record amount of time because of the pressures that Sassa was feeling due to the Constitutional Court judgement. It was through working with Sassa and SAPO that we were able to get beneficiaries on board quickly.

"It's been a phenomenal success as we had onboarded most beneficiaries by the end of December last year, which was an eight-month period. Again, this success can be attributed to the dedication and collaborative efforts of both the Sassa staff and our employees," Adam enthuses.

Autonomy in decision-making

Postbank separated from the SA Post Office on 1 April this year but remains a wholly-owned subsidiary of SAPO. The benefit sees Postbank having a separate governance structure with a Board consisting of seasoned bankers and gives it more autonomy to work with greater speed.

It was in July 2016 that Postbank was given permission by the South African Reserve Bank to start the bank. The formal application to register the bank was submitted in June 2017. But there have been delays in obtaining the license, mainly because of legislation. The Banks Act had to be amended to allow a state-owned company to be registered as a bank, which was only signed into law in May this year.

The other issue was the fact that the Postbank Act stipulates that it is a subsidiary of SAPO, while the Banks Act requires a bank controlling company as an intervening company between the group structure and the bank.

"In terms of operating as a bank, we've done everything we can to operate as a bank. We've hired experienced banking personnel, a compliance officer, internal audit and regulatory staff, etc. We have done all the appointments and began operating the systems as a bank.

On the capabilities side, we have largely met the requirements but the hold-up has primarily been in the regulatory space," Adam says.

Making a difference

In Adam, Postbank has a leader who has vast banking knowledge in various sectors.

A qualified Chartered Accountant with a qualification in Computer Auditing, Adam has established himself as a leader in the field of banking with previous stints at Standard Bank, Anderson Consulting (now Accenture), and with private equity experience in between.

At Standard Bank, he headed up the Business Transaction product area before being promoted to Director in the Home Loans division. His entrepreneurial spirit led him to join African Bank before being lured away to the Chief Operating Officer role at Postbank. The regulatory hold-up meant he has been Acting Managing Director, while the processes around establishing the bank are finalised.

Adam enjoys his role at Postbank, especially "making a difference in the lives of ordinary people".

"I didn't have that social construct in the private sector—it was more focused on profitability, but now it is more about providing access to a pensioner in the rural parts of South Africa and for me, that is more fulfilling than just making money.

"We have to be financially sustainable but that is not the be-all and end-all. It is more about making a difference to the people of this country, especially the people who don't have access to financial services. That is something I enjoy," he says.

Consultative leadership

In terms of leadership, he sees himself as a consultative and effective leader, who shies away from autocratic decisions.

"I see myself as leading a team, not a group of individuals. I didn't find individuals in my team who drive their own parochial interests at the expense of their colleagues. We see ourselves as a team and consult as a team.

"The consultative model does not arrive at decisiveness, and I need to intervene now and then to set the tone and say we need to move in this direction. I've always had positive feedback throughout my career on my leadership approach because I give people an environment in which to thrive.

"I give people a focus—people need a focus because you can't work in isolation. There has to be a broader purpose and establishing that purpose is critical. Each person knows the role they play and we work as a team and hold each other accountable. The entire team holds you accountable. The consensus-based approach, with decisiveness, has worked. We've been effective because we are results oriented. It is around execution and it is a collective decision.

"I try to lead by example. I live the values and act ethically and honestly. I expect the same from the team as well," he concludes. ▲

The Story of Every Woman

Passionate author, Mpho Malgas, honours all women, every day, through her poignant book, *Survivor: The Make of a Woman*, which speaks about the struggles that women endure and overcome!

Your book is dedicated to women around the world and it will debut on 9 August 2019; South African Women's day. While the launch date has obvious significance, in which way does it shine a light on and meaning behind women's month? How will it serve to honour and celebrate women?
I've observed over the years, that there has been a missing link, as to why Women's Month/Day exists, in the sense that most women may not have understood the meaning and the reason behind this celebration and Survivor comes to bridge that gap.

Celebration of women; which should happen daily, speaks to the core of womanhood; who we are and who we remain to be through all our struggles. Survivor's here to honour every woman; for the survivor she is with all that life throws at her, through the stories of our contributors.

Who will be attending your launch and what has the overall response been like to news of the launch? Have you received a lot of support/encouragement?
Some of the contributors and media houses will attend the launch. We will also have other renowned authors, who have been my inspiration for writing this book, and some have coached me since I started with this project. And, of course, my family, friends and the whole Survivor team, who has worked around the clock to make this book a success.

Everyone is excited about Survivor, young and old—I think it's because they can relate to most of the women's struggles that the book talks about.

Most books tell a story of someone else, but here is a book, which talks about the story of every woman who will be reading it. Men have been placing orders because they want to understand the struggles of women in their own lives, which will place them in a better position to improve their relationships.

A book of this nature is a labour of determination, passion and love. What was the inspiration behind it and what sparked your drive to write it? How much personal experience did you draw from?
First of all, I have passion and love for writing. I love writing, and I write about everything and anything, especially women's issues—I constantly have this desire and longing to reach out to women and make a difference in their lives. As a woman, as well as a survivor, I share some of my personal experiences, I have always believed that one can only be relevant and make an impact when you have walked the road. I believe that sharing our stories and how we overcame our struggles can save other women.

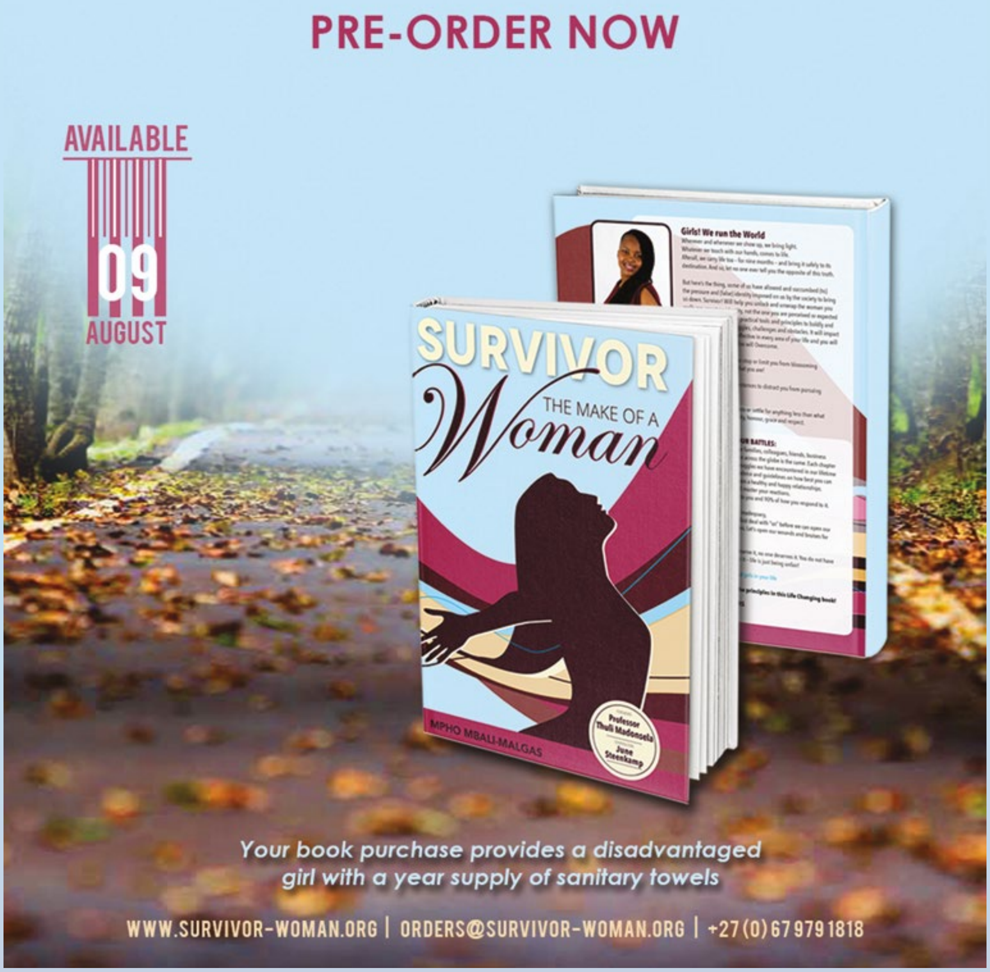
You wrote this book, not only to equip women with strategies to survive their daily challenges but also to raise funds for the #KeepOurGirlsAtSchool campaign—please tell us more about this. What are the struggles women often face and in which ways will your book equip them/what inspiration can they draw from it?
Well, as Survivor community, we have decided to stand up and reach out to girls from disadvantaged communities, who miss out a number of days at school during their monthly periods because they cannot afford sanitary towels. We say, "No girl should choose between her period and education."

Women face struggles daily in their lives; from relationships, in the workplace, parenting, decision-making etc. and Survivor gives them practical tools and strategies to navigate life through all these challenges.

Many brave survivors contributed to your book, including Professor Thuli Madonsela, the former South Africa Public Protector, and June Steenkamp, who lost her daughter, Reeva, in 2014. How did you approach these women to feature and tell their stories?

My heart has always been drawn to women and their struggles because I can relate to them. And so, I have been watching these amazing women throughout their journeys, and I have seen them rise above their adversities, changing their narrative—which is what Survivor is all about. It was then easy for me to make those calls and share my vision for Survivor, and they not only believed in it, but they wholeheartedly wanted to be part of this life-changing story.

Would you briefly share one or two of the stories in order to give readers a very small preview of what they can expect?
Perhaps the one I can mention is the story of Malala Yousafzai, a young girl from Pakistan, who defied the Taliban's ban on girls' education. She spoke against it publicly, which made her a target, and in 2012, on her way home from school, she was shot in the head in a school bus. This is unusual for a young girl to stand for what she believes in, to a point of sacrificing her life. ▲



WOMEN'S MONTH SPECIAL

A Perfect Gift

For your employees, this Women's Month

Your book purchase provides a disadvantaged girl with a year supply of sanitary towels

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The indelible image

Bridge traffic at night
Photo: Liyao Xie/Getty Images

Project management acumen

A catalyst for organisational success in Industry 4.0

The world is witnessing a profound transformation and change in all areas of private and public corporate life in the Industry 4.0 economy. Organisational and private lives are becoming highly volatile and value-driven, demanding continuous innovation and learning. These changes, caused by the inflow of new digital enabling technologies intertwining with our daily lives, influence the way we are performing our organisational activities and daily chores. Moreover, this is only the first taste of dramatic changes in the years to come.

The Third Industrial Revolution saw the optimisation and automation of organisational resources as major success factors. The Fourth Industrial Revolution (Industry 4.0) business ecosystem in which the world now finds itself does not depend only on optimisation, automation, innovation and the competitiveness of resources, but also on inter-organisational value chain innovativeness, complementary partner technologies, innovative products, digitisation and supporting services systems.

According to the World Economic Forum, Industry 4.0 affects four main organisational elements, i.e. customer expectations, product enhancement, collaborative innovation and organisational forms. Customers are increasingly at the epicentre of the economy. 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. The advent of modern key enabling technologies (KETs) and virtual networks of organisational and knowledge-worker partners are supportive of the above. The Industry 4.0 explosion of complexity is caused by the rapid development of global markets and the continuous creation of new technologies and products. This stimulates the emergence of new forms of organisations and competences.

The aim of key enabling technologies is overall digitisation with the Internet of Things (IoT) and services. Industry 4.0's strategic transformation and change, driven by modern information and communication technologies (ICT) artefacts, allow for the introduction and integration of new business models of vertical and horizontal supply and value chains. Moreover, the dynamic complexity of the modern technologies—robotics, artificial intelligence (AI), mass data, IoT and the integration of information technology and operations technology, to name but a few—calls for the specialisation and sustainable collaboration among partner organisations, and also demands appropriate organisational forms, mindsets and human talent.

It is evident that technology changes are not enough to achieve the expected results, as was the case in the past. The renowned American trend forecaster, Gerald Celente, on the issue that futurists often equate advances in technology with advances in civilisation, opines that it requires a good understanding of how novelties will affect personal and business lives, organisations of all kinds, and how it will reshape organisational landscapes, societies and cultures. He claims that it is therefore vitally important to gain a holistic understanding of the risks involved and to plan appropriate solutions for the timely mitigation of the risk and associated complexity. This is where we are in the current Fourth Industrial Revolution. The burning question is how organisations can successfully cope with such complex strategic transformation and change processes. Knowledge and insight into every segment of Industry 4.0 technology and businesses complexity phenomena are needed to understand and manage it successfully.

Consequently, organisation design, development and governance have entered a challenging new phase with project management acumen as the foundation. Innovative inter-organisational value and supply chains are created in collaboration with partners, and these resultantly operate in a local, regional and global collaborative organisational ecosystem. Innovative product, service, process design and development have become complex and highly important project-driven competitive factors. The emergence of new business models means that organisational culture, the harnessing of human talent and organisational forms need profound adjustment. Importantly, supply chain and project processes are being shaped cross-functionally in the Industry 4.0 organisational value chain and are programme-managed. The shift from the simple digitisation of Industry 3.0 to innovation based on combinations of complex Industry 4.0 technologies is forcing organisations to re-examine the manner in which they operate and do business.

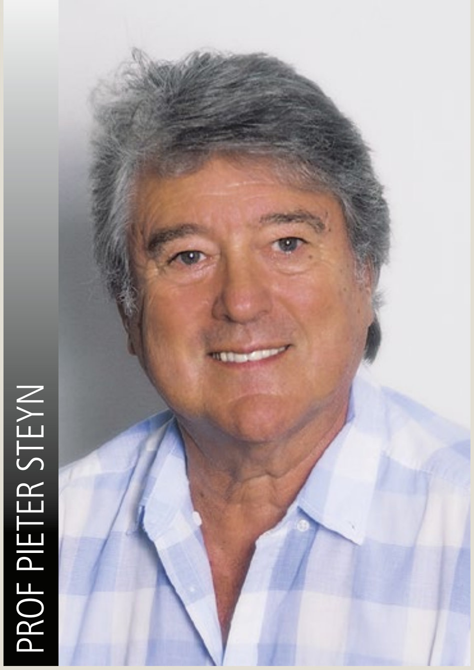
In addition to new technologies, business models and systems, the Industry 4.0 economy demands new relationships, enhanced personal competencies and a sound corporate culture. The critical integrators of new value chains and business processes are collaborative research, innovation and development projects and programmes that act as organisational vehicles and enablers of novelties, transformation and change, technologies and systems. Project and programme management now play a central role in the strategic and operational governance of Industry 4.0 organisations, and are the proverbial 'blood vessels' of organisational and inter-organisational supply chain and project systems. Success is embedded in possessing the project management skills that form the foundation of programme and portfolio management, and integrating them into a workable value-driven cross-functional organisational system. Modern technology-driven organisations require a high level of technology literacy, skills in techno-entrepreneurship and innovation. Importantly, they need to demonstrate exceptional project management acumen.

Organisations are compelled to transform by abolishing bureaucratic practices and structures while adopting knowledge-based virtual dynamic learning paradigms and designs. This demands sound governance, supported by collaborative transformational leadership excellence and knowledge of systemic project and programme management. Transformational leadership with an unwavering commitment to continuous improvement is of paramount importance. Organisational improvement and performance profoundly depend on it. Effective and efficient cross-functional and inter-organisational management of supply chain and project portfolios combined with virtual networks of partners is a key factor of success in the Industry 4.0 economy. Partners may be small, medium-sized and/or large organisations. Valuable opportunities are emerging for the creation of new small and medium-sized entrepreneurial enterprises. This will boost opportunities for job creation and grow the economy. Entrepreneurship accordingly has a pivotal role to play in Industry 4.0. Entrepreneurs use creative faculties to generate new products and services, and exploit a new generation of opportunities in the developing collaborative market.

It is essential that the modern workforce be educated and skilled to cope with the Industry 4.0 dispensation. When human resources are elevated to higher levels of education, the benefits are exponential. Hitachi Corporation's Hiroaki Nakanishi believes that Industry 4.0 will require a radical shift in how people are educated and trained in order to sustain their personal value to society and the workplace. Programme management has evolved to become the kingpin for leading, managing and governing Industry 4.0 entities. Moreover, cross-functional programme-managed structures and paradigms combined with effective and efficient collaborative transformational leadership, management and governance is the ideal vehicle for delivering the integration, coordination, collaboration and synergy required for mitigating complexity and risk, while achieving essential organisational performance, strategic benefits and value-add in the Industry 4.0 environment.

In the introductory paragraphs, the four aspects most affected by the Industry 4.0 economy; customer expectations, product enhancement, collaborative innovation and organisational forms were highlighted. In all four aspects, project management principles, techniques and skills that embed project management acumen in the mindsets of leaders and followers play a decisive role in achieving organisational success effectively and efficiently through programme-managing the cross-functionally structured value chain.

With respect to customer expectations, project management acumen delivers crucial customer focus; regarding product enhancement, the required innovative continuous improvement projects; regarding collaborative innovation, the dynamic learning mindset in the culture of the organisation; and finally, delivers the matrix methodology to lead and manage the cross-functional processes of the new organisational forms and its virtual networks of partners in the Industry 4.0 business ecosystem. Hence, it is patently clear that project management acumen is the catalyst for organisational success in the Fourth Industrial Revolution economy. ▲



Prof Pieter Steyn, Cranefield College

Women in African tech

How we can accelerate change from within?

While gender equality in business has become a hot-button issue around the world, it is arguably within the fast-growing technology sector that some of the greatest disparities persist.

In recent years, the growing emphasis on empowering women within the sector has led to some statistical improvements—yet it is clear that there is much work to be done. According to numbers provided by Stinsad Consult at the recent Women in Tech conference held in Cape Town, Sub-Saharan Africa has a technology sector that is 30% female compared to 28% globally. Notably, women hold 33% of executive positions within African tech, which is far better than Silicon Valley, where the figure sits at a paltry 11%.

Yet, despite what the regional numbers may reveal, the opportunities to work within gender-balanced teams are still minimal in South Africa. There is no doubt that women are being increasingly underrepresented within the industry. Arguably, the percentage of women holding senior positions within the South African tech industry is on a steady decline.

Why?

This national decline could be attributed to the sometimes unrecognised, multi-faceted roles that women perform on a daily basis (i.e. mother, wife, manager, employee, etc.). Women are forced to handle the pressures of each role while still attempting to break into an industry that does not recognise what individual life circumstances demand.

Looking ahead, we can be certain that addressing the precarious tight rope of gender balancing cannot be solved overnight. However, we do have the power to lock arms and to influence the scales at grassroots level—particularly within educational institutions. Indeed, communities, the government and businesses must support schools that are empowering young girls (and boys) with coding skills. This is imperative, as such forward-thinking institutions are the game changers.

Creating robust support structures

In addition to the institutional innovation that must take place, it is critical to establish mentorship opportunities and healthy support structures for women. As it stands, such opportunities are few and far between—and this results in increased frustration and high exit rates within local tech companies.

As women, we have the power to create and sustain such empowerment structures. Moreover, we have the power to create and empower each other, and we shouldn't forget that! It takes the first step of courage, collaboration and actively identifying how we can leverage the partnerships of the environments that we find ourselves in... with integrity.

Investing in personal development

In my own career, I have had to learn how to tap into the self-awareness that is required to evaluate myself in relation to the challenges that I encounter.

With self-awareness, I can course correct and adjust my mindset according to my environment. It was (and is) a necessary and continuous process. It doesn't stop. I have strategically invested (and still do) in personal development, and I made a decision very early on to become coachable and teachable. Importantly, I have also leveraged the wisdom and guidance of mentorship.

For women who are looking to kick-start their careers in tech, or to become more confident and established, here is my blueprint for growth:

- Do your research, prepare yourself for the journey, embrace the continuous growth that comes with the process,
- Understand the lay of the land—who the game changers are, what the trends are—and find out how you can get involved,
- Participate in workshops, leverage peer groups, stay informed—don't underestimate the power of networking,
- Do goal setting, be clear and deliberate, stagnation is not your friend—progress is,
- Challenge yourself to push beyond your comfort zone,
- A high level of emotional intelligence goes a long way, be open to cultivating it,
- Identify thought leaders in the field that you are interested in—where possible, engage with them,
- Find a mentor whom you can take guidance from—they have the experience,
- Raise your hand when required,
- Be a team player,
- Exercise self-care, always. Know when to refuel and regroup, don't run on empty,
- Fail forward—it's part of the process! ▲

LUYANDA MAFUNGOE

Luyanda Mafungo: Client Relations Manager at Black Beard. Mafungo was recently named the new Client Relations Manager at Black Beard Technology, rocketing her to the front of the line of the group of the most influential women in South African tech. Luyanda has over 16 years of experience ranging from acquisition marketing and client relationship management experience within the online gaming, telecoms, retail and NGO sectors. "The Client Relations Manager position is a hybrid and collaborative role that is both people-centric and underpinned by the project management support methodology required for the project at hand. I am tasked with co-steering our one-of-a-kind development team and contributing to the management of stakeholder expectations in relation to the project that we have to deliver on. In addition, I manage the team's wellness and EQ coaching, which is a major focus of our business and another factor that really sets us apart from most other SA businesses," she says. Luyanda, a self-described "change agent" advises on a commitment to continuous learning and never-ending self-improvement, "Take advantage of the thought leadership and educational platforms (tech and non-tech) resources online to keep yourself in the loop and relevant in the marketplace. Identify a mentor, be coachable and teachable, be a student—always," she recommends.

Changing reputations one person at a time

What difference are you making?

"Integrity is doing the right thing, even when no one is watching," – C.S Lewis

We all know it, we've all read about it and you'll be hard-pressed to find a conference or seminar that doesn't bang on about the important role that leaders play in the reputation of companies, countries and even the continent. But have we all become so blasé about the concept that we just tune it out, believing that it's a lost cause, especially if we see the misconduct of company after company, country after country and, ultimately, impacting the reputation of the continent?

As you would have seen from my column last month, the importance of leadership is exactly what the results from the African Public Relations Association (ARPA) research on ethics and reputation that we conducted showed us. Leadership plays a fundamental role in a company, country and continent's reputation. A brilliant example on the African continent is Rwanda. I had waxed lyrically about my recent trip to Rwanda and how they managed to get it right to create an environment in Africa that is clean and safe. Until you experience it, it does sound like an elaborate public relations ploy. Believe it or not, this mythical place does exist. I felt completely safe walking from the market at 10pm on a Friday evening in downtown Kigali; I did not even need to hide my phone. This is as a result of an active drive by the President and country's leadership team to be accountable to the people.

Last week, I attended and participated in the second Brand Summit South Africa convened by Solly Moeng. As passionate as I am about Africa and finding ways to change the narrative about the continent, it is just as important to start by improving the image back home. I realised that we are not a united, proud nation and that we've lost that magic. This became very evident to me during my Kigali trip. When I went sightseeing with my friends from Ghana and they saw fellow Ghanaian countrymen, it was as if they had met up with long lost friends. Seeing fellow South Africans saw us all ignore each other like stop signs: you know they are there but you have no desire to stop and engage in any type of conversation. Why is that?

We need to fall back in love with our beautiful South Africa and be proud of who we are. When we see fellow South Africans on our travels, we should embrace them and be excited.

Yes, a lot can be said about how our leadership led us down the rabbit hole of misery, mistrust and mediocrity to where our pride levels lie today. The research that we conducted for APRA showed that the country level didn't fare particularly well at all, with leaders playing the key role in damaging a country's reputation. But we need to stop blaming and threatening to leave the continent; what is that going to help? Every single person is responsible for their own behaviour, which impacts how those around them perceive them and act towards them. The things that we say and do on an individual level can have a massive impact on how a company, country and the continent is seen.

What I found particularly interesting from our APRA research was that individuals scored 89% for reputation and ethics, which, taken at face value, looks great! It's a distinction. It is, however, rather disturbing: it means that 11% of the people that answered the survey do not regard themselves as having a good reputation or being particularly ethical. It's the behaviour of this 11% that is playing a key role in damaging reputations. You might think that what you are saying or doing will not make a difference, but isn't that exactly what integrity is? What you do when no one is looking? And that impacts your behaviour and, ultimately, your reputation. Take one of the sessions at last week's Brand Summit: the panel consisted of international guests sharing their lessons on changing the perceptions of a country. One of the ladies from Russia mentioned that when her family and friends heard that she was coming to South Africa, they were very worried for her safety and someone even mentioned that she needs to be careful of the cannibals! It is these misconceptions that have a major impact on tourism, not just locally, but across the continent as well. Fortunately, she is keen to visit our beautiful country again soon. However, when asked whether she would eagerly visit any other African country, you could see the panic set in. I don't think it's just a Russian thing. We have our own misconceptions as South Africans about the rest of Africa. Let's be honest: we really don't know our own continent. We can all rattle off at last five European countries and name their capital cities and know what their flags look like. How adeptly would you be able to do the same with African countries?

Leadership and governance are non-negotiable, and we need to continue keeping our leaders accountable. They need to actively be seen doing the right thing. Take Dr Zamani Saul, the Premier of the Northern Cape, as an example. Instead of buying himself and all the MECs new vehicles, he used the money for much-needed ambulances. But it is just as important that we become conscious of our own actions and what we say.

We have a magnificent country and continent! If we can all start by celebrating the positive aspects of our countries and the continent and sharing at least one positive story each day, we'll start seeing a massive positive shift in the narrative of our beautiful continent.

It's time that we stop selling ourselves short and start celebrating everything that we have to offer. There is a lot of work that needs to be done to change mindsets and the narrative, but it starts with each one of us to make the difference.

The hope is that our leaders are held accountable for their actions and that they will adopt a non-negotiable ethical value system, setting the example on a daily basis. That we will respect every individual so much that our actions are driven by an ethical value system that becomes a reality in everything that we say and do, and not just something that sounds good in theory. That we become so proud of our countries, our countrymen and continent that we can't ever imagine leaving for other countries, and that we attract those who did leave, back.

There is a wonderful African proverb: "Until the lion tells his side of the story, the tale of the hunt will always glorify the hunter." Isn't it time that we start telling the story of the lion? ▲

REGINE LE ROUX

Regine le Roux is the Managing Director and founder of Reputation Matters. She holds an M.Com degree in Communication Management from the University of Pretoria. She is a corporate reputation specialist and handpicks and manages several teams that conduct reputation research studies and implements business communication strategies. Regine is the author of: Reputation Matters, Building blocks to becoming the business people want to do business with. Regine is the Chairperson for the Western Cape Public Relations Institute of Southern Africa (PRISA) Committee, and on the Board of the Rotary Club of Newlands, responsible for Public Image, and chairs Rotary International's Public Image for District 9350. Over weekends you will find her donning her pink skort for the Hout Bay Harriers.

Things are looking up for the SA travel industry


LYNETTE BOTHA

Despite a dreary outlook at the beginning of the year, it's not all doom and gloom for the South African tourism industry for the rest of 2019

According to the South African Tourism Board, North America and Asia have shown positive growth during the January to April 2019 period, as well as growth recorded from major international source markets like the United Kingdom and Germany in April 2019 alone, with the cumulative four-month total reflecting only a 1.3% overall decline when compared to the same period last year.

But it's the locals who are really boosting the industry numbers. Domestic holiday trips rose by 59.7% during the same period, highlighting one of South African Tourism's objectives of making local travel accessible to all.

"SA Tourism has been focusing on marketing campaigns that entice South Africans to travel their own country. We are noting the impact of our marketing efforts. In Q1 (January to March) 2019, 18.4% of South Africans mentioned not having a reason to travel, an improvement from 20.5% in 2018," says the Acting CEO, Sthembiso Dlamini.

This is a sentiment echoed by Emile Langenhoven, the General Manager of Lanzerac Hotel & Spa. "We believe our locals are as important as international visitors and actively promote local travel through partners like the Joburg Wine Club, for example. But we have been fortunate to see a steady increase with international guests since we re-opened in July," he says.

Having recently been named Leading Wine Country Hotel in South Africa at the 2019 World Travel Awards, it's no surprise. "We are honoured and very proud of the achievement," says Langenhoven, "However, we are continuously striving for perfection and offering our guests true hospitality—this never stops and has no finish line, it is forever changing and evolving. The accolade is also recognition for the team and motivates us to step up our game every day."

Following President Cyril Ramaphosa's comments on the state of tourism in South Africa during his recent State of the Nation Address, and the fact that he urged the industry to make guests feel safer in our country, Langenhoven believes that the answer is fairly obvious. "All properties and tourist attractions should have visible security—giving guests peace of mind, as well as equipping them with walking maps that guide them and advise them on the safer areas to visit. We believe education about personal security, as opposed to fear-mongering is the key."

According to Dlamini, while the South African tourism industry showed slight growth at the end of 2018, [They] are still working towards achieving targets set in out in the 5-in-5 strategy, "which aims to have a further four million international tourist arrivals and a further one million domestic holiday trips by 2021. In addition to this, we have heeded the call by President Ramaphosa to further boost international arrivals by doubling the number to 21 million by 2030".

The SA Tourism Board confirms that the outlook for the rest of the year definitely does look positive, with forecasts for most regions showing reasonable growth in line with expected travelling patterns. "South Africa remains a destination with lots to offer across all nine provinces and we are determined to show the world the beauty that comes with South Africa along with its value for money offerings," Dlamini says.

One such offering is the wine region in which Lanzerac is located. "Stellenbosch—and especially Jonkershoek—is a fairly undercelebrated wine region," explains Langenhoven. "There are more than 300 years of farming and history here, and a unique terroir—the role of the valley in the development of the uniquely South African grape varietal Pinotage cannot be overlooked." Langenhoven and the Lanzerac team are passionate about educating guests on the area.

"Apart from being the first hotel on a wine estate, it is ultimately the stories told by the people that set us apart. The estate has gone through different phases through the years but what kept bringing people back are the stories—the stories they create here, the stories they tell and the stories they hear. We don't just build hospitality, we build the people, shaping true hospitality and making employees and guests feel like family.

We create everlasting memories—now, in a fully refurbished, individually appointed setting. Like we say, 'Everyone has a Lanzerac story, what is yours?'"

It's dedication and enthusiasm like this that will continue to boost the industry and see the return of international guests to our shores.