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Inspiration | Advice | Opportunities

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Key essentials
of an online
shop

FRANCHISE
vs LICENSE
AGREEMENTS

– Do you know the
difference?

Osidon

The world's first
online digital
accountant

SUCCESSION PLANNING

— proactive steps
to protect your
company's future

BRAND BUILDING MAXIMISES BUSINESS VALUE

– Positioning your
business for future sale

Empowering our youth entrepreneurs

– how you can help

Franchise
& BizOpps
Finder

SOCIAL
MEDIA
GUIDE

HOW TO ANALYSE
YOUR STATS
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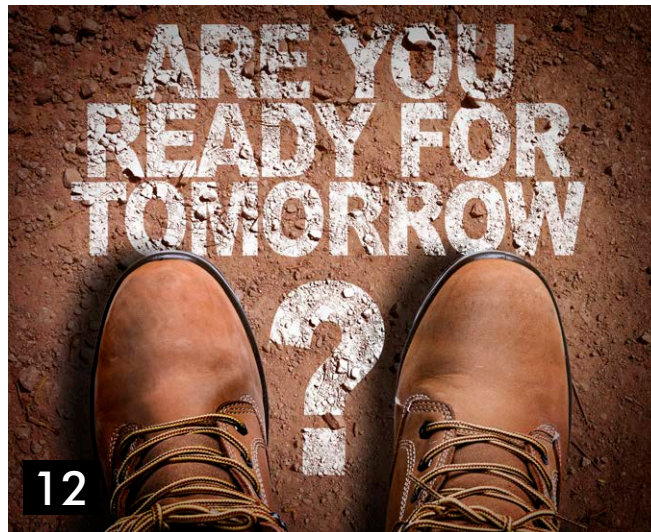
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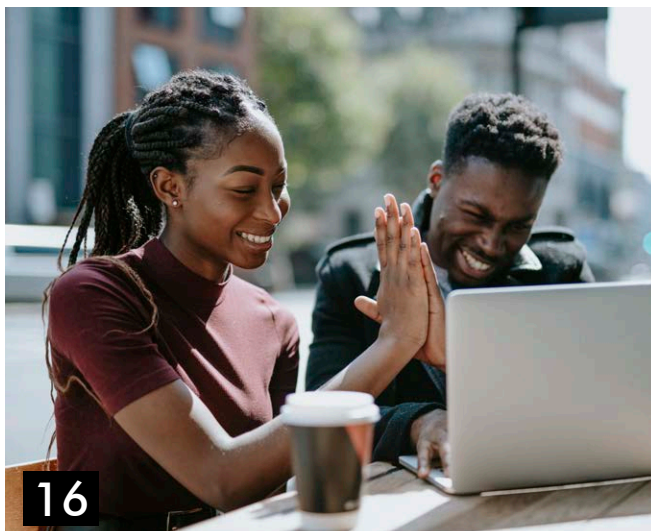
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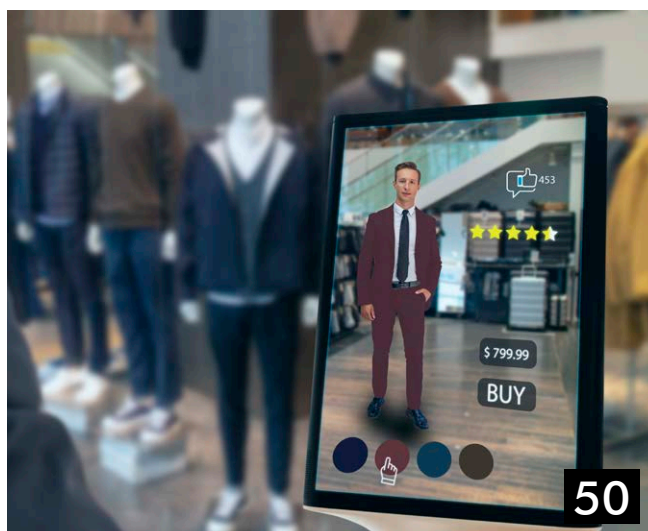
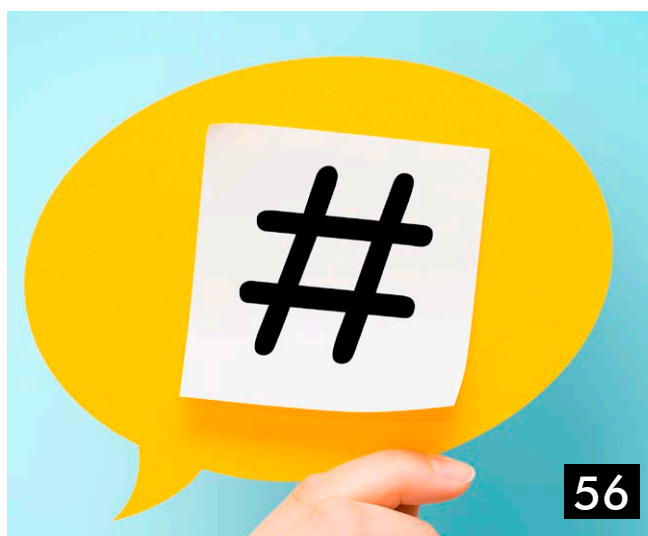
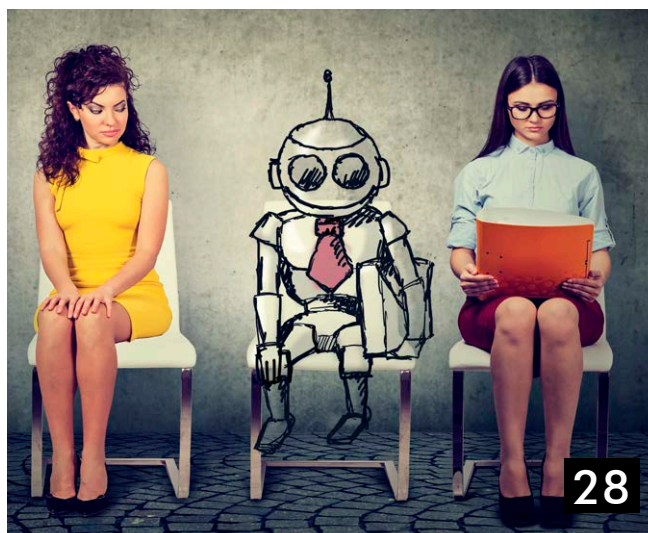
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Seda Pitch & Perfect to bridge the gap between entrepreneurs and investors

The Small Enterprise Development Agency (Seda), an agency of the Department of Small Business Development, has partnered with the SA Innovation Summit, to present Season 4 of the Pitch & Perfect Masterclasses and Competition.



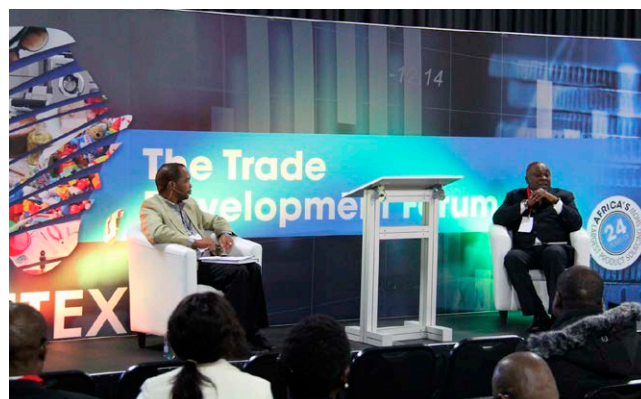
“Every year Seda provides a platform for SMEs to learn how to pitch a business case, and to test and perfect their pitching skills. The main aim is to attract investment funding and access to new markets which will enable the business to grow and become sustainable. We thus encourage small business owners to take part in Seda’s annual pitch competitions and masterclasses for an opportunity to attract investments and new clients,” says Kgaladi Thema, Seda Pitch & Perfect Masterclass facilitator and Seda Brand Ambassador.

Ten regional workshops and competitions will be held in each province in order to narrow the field to the top SMMEs who will participate in the national competition which will take place at the SA Innovation Summit from 11-13 September in Cape Town.

Chairperson of the SA Innovation Summit, Dr Audrey Verhaeghe, says: “The incubator network in South Africa is a great resource that brings the message of entrepreneurship to all South Africans. We hope that we can enrich this message and grow it from strength to strength. Owning our future economic strength starts right here.”

SMMEs are invited to enter online at: www.innovationsummit.co.za/pitch-and-perfect.

Alternatively, they can visit their nearest Seda branch or relevant incubator. Entries close on 25 June.



Save the date for SAITEX, part of Africa Trade Week

SAITEX, one of Africa’s largest and most well established trade exhibitions, returns to Johannesburg from 23-25 June, showcasing multi-sectoral trade opportunities across the African continent.

This year SAITEX will be part of a broader Africa Trade Week that incorporates three leading exhibitions: The Hotel Show Africa, Africa’s Big 7 and SAITEX, as well as their associated conferences and workshops. Africa Trade Week will bring together over 10,000 international industry professionals from 53 countries and over 500 exhibitors from more than 40 countries for three days of business negotiations, networking and knowledge-sharing at the Gallagher Convention Centre.

Building on its success over the past 25 years, SAITEX also launched a new conference, The Trade Development Forum in 2018, which serves as a platform for high-level intra-Africa trade discussions. This two-day conference will focus on topical issues such as the new African Continental Free Trade Agreement (AfCFTA), which offers an EU-style single market to at least 26 African countries, and opportunities available through international trade agreements such as AGOA, and addressing opportunities across Africa’s population of over 1.2 billion people, with its estimated 350-million-strong and fast-growing middle class.

“SAITEX remains one of the largest and most important events for inbound, interconnecting and outbound trade for the continent. For anyone wanting to do business in Africa, this is the event offers the finest and most effective route to market,” says Lynn Chamier.

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Hennie and Melissa Ferreira,
Co-Founders, Osidon

It seems that the days of punching numbers into calculators and scribbling down sums are a far-distant memory.

The boom in technology across numerous industries has meant opportunities for advancement in how professionals do business. Accounting is no exception. Many of the once tedious tasks performed by accountants are now performed by artificial intelligence (AI), allowing professionals to focus on more advisory roles that brings greater value to clients.

On local soil, IT Accountant group, [OSIDON](#), has recently introduced the world's first online digital accountant, aimed at lending a helping hand to SMME's and entrepreneurs, paving the way for job creation and increased compliance. Osidon Chief Executive Officer and co-founder, Hennie Ferreira, says they have identified a critical gap in the market.

'This initiative is the first of its kind in the world, created and developed on South African soil. Traditional accounting services have failed to do the job at hand. That is why we have created a new era in the accounting industry, by pushing the boundaries and rethinking traditional methods.'

Ferreira says the system has both technological and human features, providing a full circle service to clients.

'We have used the latest AI and Cloud technologies to build a digital accountant. Accounting functions are therefore executed by an Intelligent System while clients are also assigned a human accountant to assist with other areas such as consulting, advising and continuous support around other areas including compliance.'

But what is AI? Artificial intelligence extends a computer's normal input and output programming. It allows computers to make predictions and adapt how they respond in certain situations -- just like humans. In professions that require routine tasks such as accounting and law, AI is replacing human eyes for the better. The Osidon system not only allows the company to provide more comprehensive services to its clients but it is also geared towards lending a helping hand to SMME's. This sector is the driving force behind the economy and much needed job creation.

“ This initiative is the first of its kind in the world, created and developed on South African soil. We have created a new era in the accounting industry, by pushing the boundaries and rethinking traditional methods. ”

However, they are continuously plagued by challenges, hindering their success. More than 600 000 new companies are registered every year, but it is estimated that 30% new businesses fail during the first two years of being open, 50% during the first five years and 66% during the first 10 years. Compliance is linked to many of these failures.

'Business owners tend to think you can deal with compliance, which includes accounting, tax and payroll, at a later stage. Your compliance needs to be 100% correct from day one. Currently many companies, built on fantastic business concepts, are in the process of being liquidated because debts piled up over the years due to mere ignorance. We ensure that our clients are compliant on all levels because we firmly believe entrepreneurs should focus on running their business and not be plagued by compliance and red-tape,' Ferreira says.

There is no shortage of angst when it comes to the impact of AI on jobs. For example, a recent global survey found that people are roughly twice as likely to express worry (72%) than enthusiasm (33%) about a future in which robots and computers are capable of doing many jobs that are currently done by humans. Ferreira says AI will replace tasks, not jobs.

'When SMME's are able to focus on developing their business they can actively contribute to the growing economy. As they grow bigger they will also need a larger workforce. On the other hand, if we remove the headaches around red tape and compliance, accountants will have more time on their hands to take on new clients and work,' Ferreira explains.

Osidon also focusses on company registrations, a process that leaves many new business owners in the dark. Registering a company is the first step to formalising an enterprise.

'A lack of knowledge about the correct process to follow when registering a company is where many new entrepreneurs stumble. This is such a crucial sector for growing our economy that we have set up a system to provide SMMEs with a complete start-up box for their new business with company registrations central to this process. We guide entrepreneurs from the start to ensure the building blocks of their new companies are built on a strong foundation.'

Other services include HR and payroll, website creation and formalising a business plan to present to potential funders. Osidon has also collaborated with industry leaders to further strengthen the position of SMME's.

'We have taken hands with Sasfin Bank to provide our clients with a business bank account, a critical platform to do transactions. Through our partnership with The National Employers' Association of South Africa (NEASA) we can also offer labour related consultation and information.'

Osidon is the fastest growing SMME accounting firm in South Africa and will also launch into the UK and USA markets early in 2020.



MORE ABOUT OSIDON'S CO-FOUNDERS

To become an entrepreneur in the current South African economic landscape takes more than just a mere business idea. It takes grit, fluidity, innovation and unwavering commitment to achieve the type of large-scale personal and professional success that intersects and positively impacts the lives of those who work for you, with you or are affected by the services you provide. These attributes accurately describe Hennie Ferreira, the visionary leader of Osidon.

Hennie crafted his entrepreneurial spirit from an early age; at 15 years, while still in school, he started his first business; servicing electric garage doors for extra pocket money. Since matriculating in 2004 he has always been involved in business and in January 2017, he started Osidon with his wife, Melissa. They were motivated to start the company following unsatisfactory support and service from their own accountants, which contributed to their former company's closure.

Even though he wears many hats, Hennie is an entrepreneur at heart and nothing gives him more joy than assisting fellow entrepreneurs and seeing them succeed in their ventures.

Melissa describes herself as a very dedicated person, having excelled academically from an early age. She started out studying Occupational Therapy at the University of Stellenbosch, but soon gave in to her first passion, the law. As an LLB student at the University of Pretoria, Melissa received many accolades which included featuring on the Dean's Merit List from 2012 to 2015. Her talents are not wasted and she forms an integral part of Osidon as its Chief Operating Officer. She has also not forgotten her love for education and is currently pursuing her Master's degree through the Association of Chartered Certified Accountants.

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Successional planning

- be proactive

A sudden unforeseen exit by one of your critical team members can be a huge setback within any business. Proactive planning for this eventuality is thus necessary.

Succession planning is a proactive and systematic process, used to identify and implement a development and replacement strategy for critical positions within a business. Succession planning facilitates continuity long before the employee has retired or left the business. It is thus of particular importance regardless of the size of the organisation.

Let us unpack key tips for succession planning.

1. Leadership Buy-in

Obtain a buy-in from existing leaders to develop future leaders at all levels and key areas of the business. The need and benefits



Terine Lott-Cupido

of succession planning should be clearly articulated and shared with the leadership team, before the process is implemented with your organisation to facilitate a buy-in.

2. Identify critical roles

Compile an organisational structure for your business. The structure should typically reflect all the positions needed within your organisation to achieve the set strategic goals for the current financial year. Use the organisational structure to identify and highlight the key business areas and positions.

There are a number of succession planning templates and aids available online for companies to reference and adapt accordingly to meet internal needs.

3. Job profile

Compile a job profile for each of these critical roles. The job profile typically outlines the duties, responsibilities, experience, education, skills and competencies required for each position. It is a useful source document for current position holders to use to determine the critical skills and competencies needed within each critical role.

4. Identify potential successors

Involve the current position holders to identify their potential successors that would be ready to fulfil their role within a specified period. For example, ready within three months, six months, twelve months or longer. If internal successors are not available, then develop a recruitment strategy for attracting the right talent when needed.

5. Assess skills and competencies needed

Information obtained during a skills audit and performance appraisal can be used to assess the current skill and competencies of each potential successor against the future skills and competencies required.

Identify the skills and competency gaps, and implement an action plan to address these developmental needs. Succession planning assessment tool examples are available online.

“ Succession planning is not something that happens overnight. It is a strategic process that requires time and effort to meet the company’s goals. ”

6. Evaluate the training and coaching effectiveness

Allocate practical work projects after training or coaching has been received. This will allow leaders to practically apply and demonstrate their newly obtained skills and/or competencies under supervision of his or her mentor. Evaluate the effectiveness of training and coaching initiatives by rating the project.

7. Trial

Give the successor a reasonable amount of time to transition into the new role. Delegate more work assignments to promote practical application of their new skills and competencies. Provide regular feedback and support the identified successors, so that the specific skills gaps are adequately addressed. Trial these employees in the new roles under supervision for short periods initially. This could be, for example, when the existing job holder is on leave.

Succession planning is not something that happens overnight. It is a strategic process that requires time and effort to meet the company’s goals. Take the time to plan your business future. Good luck.

Terine Lott-Cupido is the Managing Director at EmpowerLink Services, a Human Resources consulting company, focused on providing HR solutions to small business. For more information visit www.empowerlinkservices.co.za.



Positioning your business for a sale

BUILD YOUR BRAND TO MAXIMISE BUSINESS VALUE

As an entrepreneur it is logical to focus your marketing and sales efforts on your products and services in an effort to drive sales. However, this hyper focus on sales often neglects the critical element of building a brand for the business. One area where this catches up with the business owner is when they eventually decide to sell the company. Suddenly it looks much less attractive viewed as a holistic offering, from the outside-in, than a pure focus on the income statement and balance sheet.

So why is building a business brand so essential to maximising business value? Here are some reasons why...

Shifting trust from the owner to the business

A key element of building a business brand involves gradually moving the trust that customers place in the business owner, over to the business itself. When a company starts, it is based on personal relationships, through word of mouth and direct selling. Everyone knows “this company, is managed by the owner” which in itself delivers a level of brand loyalty, not towards the business, but the person behind the business. Building a business brand for sale involves migrating trust to the business itself. This way the business brand accrues value and the business becomes less dependent on the owner, which allows for a much stronger negotiating position when a sale is on the table.

Positioning to a different market

The type of customer that buys your products and services are almost certainly different from those that will eventually be interested in buying the business itself. For example, a business could be selling to building contractors but eventually be bought by an engineering firm. This difference requires the business owner to engage with a vastly different customer. The market for buying your business (or funding it) requires a different positioning strategy. Marketing the business differs from finding new customers for your products and services.

It's much more than the product offering

Traditional marketing strategies talk to product, price, packaging and promotion (the famous 4 p's). These same building blocks exist in marketing your business, however this customer has different needs to be satisfied. Often the elements of a business that are mostly overlooked in marketing become the most important when selling the business. These include elements such as compliance, risk mitigation, good record keeping, and strong internal processes. What this means is that as a business owner wishing to sell, you have a lot more things to consider when selling your business! Essentially, you have a new set of goals to achieve – this can be exciting and also daunting for entrepreneurs that may not have sold a business before.



Objectivity is key

Despite company founders being proud of the organisation that they have created, Business Acquirors may not care as much about the brand name if it doesn't fit within their acquisition strategy. A seasoned acquiror will often look at targets with much less emotion. Hence, being committed to your product / service is necessary but not enough to ensure that you can successfully sell your business. Understanding this process and remaining objective are crucial factors for any Business Owner to understand and apply.

Patience, planning and perseverance

Preparing a business sale marketing strategy requires careful planning and execution. A thorough review of your brand, and focussing on it should form part of the long-term journey of preparing for sale, as it adds an additional dimension to the typical product-sales focus of most entrepreneurs. It gives your business credibility as a going concern and helps to solidify its place in the competitive market.

Using professionals

The skills required to successfully market a business for sale often don't co-exist in traditional marketing providers such as advertising and PR agencies. Traditional agencies know how to market products, not businesses. This is because they do not have financial deal making experience with corporate buyers, nor

“ Companies that are well prepared for a sale, sell for up to 300% more than companies that undertake last minute transactions based on desperation and little preparation. ”

the strategic skills need to market a business. This is where a professional marketing consultant and transaction specialist, working together with the business owner, can become a powerful combination in the run-up to a business sale.

In conclusion

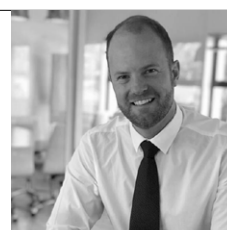
In our experience it pays to bring professionals alongside your business early in the business sale process. We have seen business owners bring in professionals up to 5 years in the lead up to a sale. This time allows for appropriate strategy and planning; ensuring a much greater chance that objectives and outcomes are aligned with shareholder expectations. It will also reduce the friction so often experienced in transactions of this nature.

Selling your business is a different game from selling your products. Companies that are well prepared for a sale, sell for up to 300% more than companies that undertake last minute transactions based on desperation and little preparation.

Bernard Jansen has an MBA, is a marketing consultant and founder of Firejuice, offering marketing strategy and management services to small and medium sized companies. Email: bernard@firejuice.co.za, Visit: www.firejuice.co.za



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Enabling **sustainable entrepreneurship** for our **youth**



As we celebrate this youth month, we are unfortunately also faced with the staggering rate of unemployment which continues to threaten the economic stability of South Africa. It is evident that the current labour market will not absorb all unemployed people and cannot be the only solution to us achieving the economic growth required to become a thriving country.

Busi Raphekwane

One of the solutions to reducing this high unemployment rate is to have more young people starting their own businesses. Sustainable entrepreneurship is the key – just encouraging young people to start businesses is just not enough. For businesses to grow, be sustainable and lead to the creation of employment, they need to operate in an enabling environment and given the right support and tools to operate.

In my view sustainable entrepreneurship refers businesses that experience consistent revenue growth; businesses with leaders who have resilience and mind-set to pursue their vision; a business that can operate with and without

its owner because it has the right systems and processes in place; a business with a solid value proposition that provides feasible solutions in its market; and a business that continues to expand in expertise and capacity.

This sounds very feasible for some entrepreneurs, however we need to take into consideration that the majority of the unemployed youth are previously disadvantaged individuals who lack the relevant skills, exposure and infrastructure to operate businesses. We need to create an environment which allows entrepreneurs access to the right business skills education, provide them with platforms where they can be exposed to other small businesses as well as the market they operate in, and provide them with some resources such as funding, office space etc.

Research shows that the vast majority of youth born between 1995 and 2012 aspire to become entrepreneurs. This indicates that we are moving towards an entrepreneurial era and we need to build a supportive system for entrepreneurial youth in our country. However sustainable entrepreneurship can only take place if entrepreneurs have the right skills to grow and develop their respective businesses.

Why is it important to equip the youth to be employers of the future?

Providing the youth with skills and exposure to establish their own businesses is a great investment because it paves the best opportunity for long-term sustained economic growth.

- This will also assist to mitigate the high failure rate of small businesses as a result of lack of business management skills, lack of funding and access to markets.
- It will reduce the high crime rate and other social ills that take place as a result of a lack of income, which in turn will have a positive impact in our country and economy because we will attract more foreign direct investment.

What can companies do to help?

- Implement Enterprise and Supplier Development Programmes which are geared towards equipping unemployed youth with the necessary skills that they need to build businesses. The BBBEE codes have

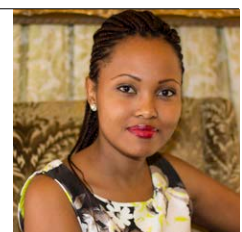
outlined a framework that allows corporate companies to contribute meaningfully to the development of small businesses. If this is utilized effectively—by partnering with Enterprise Development service providers who can design and implement customized Programmes for the youth, this may certainly provide greater impact which not only benefits the youth, but also benefits the whole economy.

- Contribute Enterprise Development spend to courses such as the New Venture Creation course for the youth – this course provides basic business skills that enable entrepreneurs begin their entrepreneurial journey.
- Through the BBBEE Skills Development spend, commit funds to training unemployed youth by providing them with accredited training allowing them to gain new skills and expertise.
- Support entrepreneur shadow programmes, where unemployed youth can be placed in other SMME'S or corporate companies to gain exposure and to understand the entrepreneurial ecosystem and value chain.
- Though incubation programmes and other Enterprise and Supplier Development Programmes, provide access to the corporate market and well access to funding.

Entrepreneurship is a feasible solution to the unemployment rate, however we need sustainable entrepreneurship where business owners have the right skills, experience and exposure to operate successful business. This is a duty that everyone should get concerned with, corporates, SMME'S, government institutions etc.

If we all work together towards alighted initiatives, we can end unemployment and during months like this we can really celebrate the youth knowing that we have created an inclusive economy which works for everyone.

Busi Raphhekwane is an entrepreneur development expert and founder of The Transformation Legacy. Contact her at: busi@transformationlegacy.com, 010 005 5753 or visit: www.transformationlegacy.com.



Aim lower, think smaller, give up

... and drink a cup of coffee!



Did you know that the recent elections had 19 new political parties that were represented at the ballot box? That's a record 48 in all!

Imagine my surprise then, when I received a SMS regarding voting for small business. Was this one of the new parties? No, actually it came from Marnus Broodryk, a South African Shark Tank investor, entrepreneur and author of the book, *"90 Rules for Entrepreneurs - The Codex for Hustle"*.

Broodryk was merely using this vital process and day to highlight one of the great solutions to unemployment in our wonderful country. The solution? That a very real way to address the ongoing challenge of unemployment lies primarily with small businesses and the courageous and resilient men and women who will lead these businesses.

That got me to thinking: what kind of manifesto would such a fictitious party have? To strengthen, build and grow the economy, we can: Aim lower, Think smaller, Give up, And drink a cup of coffee! Let me explain!

Aim lower

According to the Global Entrepreneurial monitor report (GEM), only 7% of South Africans are engaged in entrepreneurial activity. In a country where youth unemployment touches 60% in some areas, this is not good news.

There appears to be growing consensus that entrepreneurship should be introduced at lower levels and ages, thus at primary and high school level. Thankfully, it is not just a concept waiting to be applied. I attended a WCED conference in April where entrepreneurial activity and focus is intentionally being brought into high school level.

Our Centre for Entrepreneurship was established in 2015 with this imperative uppermost in mind - to introduce entrepreneurship sooner. The SA Teen Entrepreneur Foundation, run by Lydia Zingoni, echos this refrain. Raizcorp, a privately funded incubator, established its own school in 2015. All of these are examples of aiming to introduce entrepreneurship at a younger age.

Think smaller

SMEs have been identified as productive drivers of inclusive economic growth and development in South Africa and around the world. Some researchers have estimated that, in South Africa, small and medium-sized enterprises make up 91% of formalised businesses, provide employment to about 60% of the labour force and total economic output accounts for roughly 34% of GDP.

While contributing significantly to the economy, SMEs foster diversification through their development of new and unsaturated sectors of the economy. SMEs are considered an important contributor to the economy as drivers for reducing unemployment, especially since the formal sector continues to shed jobs. (Chairperson's report Banking association)

By recognising and honouring the vital role of small businesses, simplifying their access to support and elevating the status of small, we can build something big, significant and impactful.

Give up

One of the most powerful things those that have access to resources can do is to give up, meaning to share some of these resources. It's the kind of generosity and mindset shown by Marnus Broodryk by making

his entrepreneurial book available to download free of charge. (see www.marnusbroodryk.com/90-rules-for-entrepreneurs/) It is also seen in the gracious commitment of individuals and organisations like Rotary International and Cover magazine, as they volunteer mentoring time to help build entrepreneurs on our program at the Centre for Entrepreneurship/Rapid Incubator (CFE/RI).

We also have the privilege of hero speakers and entrepreneurs who share nuggets and insights that make the theory live. A further example of sharing opportunity may be seen in the City of Cape Town's #YouthStartCT competition, where young people are given the training and support to transition their idea to a business.

But "giving up" can involve small, seemingly insignificant acts. To those who are under resourced, that small act of generosity can be life changing.

And drink a cup of coffee

Some of my best networks, partnerships and opportunities have arisen accompanied by "a cup of coffee."

It is also in this non-threatening environment that we can be exposed to new ideas, gain insight into other cultures and meet more people in the entrepreneurial ecosystem. Networking can assist with:

- Connecting with others authentically
- Connecting with new innovations and ideas
- Seizing new opportunities
- Overcoming stubborn obstacles
- Finding solutions to the newest range of social challenges

Being intentional about meeting for collaboration can also go a long way to those in the ecosystem thinking less in "silo's" and in competition, but rather complimentary, for the greater good.

Steve Reid has been involved in business coaching for the past 15 years with four years dedicated to the establishment of a successful business incubator in Port Elizabeth. He opened a Centre for Entrepreneurship for False Bay College in 2015; with a Rapid Incubator Hub launched in 2016.



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Inspiration from young entrepreneurs

When your passion just doesn't let up

What does mechanical engineering and manufacturing leather goods have in common? Other than a creative side, not much. But that didn't stop Kono Authentic founder, GIVEN MONAISE, from following her heart.

Given Monaise grew up in Alexandra in Gauteng and from a young age she loved to take things apart to understand how they worked. She enrolled in a mechanical engineering degree at the University of Johannesburg and graduated as a mechanical engineer in 2010.

After university she worked in a government position for six months before moving to Murray and Roberts, where she worked in their mining and construction sectors for seven years. She took on the role because her dream was to design machinery and change the way things were done, but she soon found that the job consisted primarily of the maintenance and installation of machinery. She had all this creative energy and no outlet. So when her 9 to 5 no longer fulfilled her passion, she knew she needed to make a change.

In her spare time she researched the production of leather products and what she would need to get started. She enrolled in a short course, and with that under her belt and her goals in sight, Monaise started small, designing and manufacturing leather accessories and selling them to her family, friends and colleagues. She saved the money she earned and set up her own business. This is how Kono Authentic was started in 2014



– because Monaise never gave up on her dream of creating.

When applications opened for the SAB Foundation Tholoana Programme, Monaise saw an opportunity to grow as an entrepreneur and learn skills she could apply in her business. In 2018 she was accepted, and as part of the program, started working with a mentor who could guide her and offer expert advice.

Monaise is vocal about everything she has learned in the past few years, both through her entrepreneurial journey as well as from the Tholoana programme, especially how to value her brand and not sell herself short. “I used to dish out discounts to land clients, but I realised that Kono Authentic is worth every penny and if clients want my products, they will pay,” she says.

It hasn't all be smooth sailing for this ambitious entrepreneur. She has been

knocked down and has come close to losing everything. But Monaise got back up, dusted herself off and came back hungrier than ever. “My only option was to carry on and create a life I was proud of whilst doing what I love. I wanted to give my sons the life they deserved. I wanted them to be proud of me,” she says.

Throughout her journey she has been passionate about building lifelong, lasting relationships with both her customers and the people she works with. One of the most rewarding parts of her job is when a previous customer returns to purchase something else and compliments her on the quality of her products. She is fiercely confident about the flawless craftsmanship of her products, so much so that every item she sells comes with a lifetime guarantee.

“For me, that is why I do what I do. To see my products being loved by other people,” she says proudly.

Develop and nurture a business mindset

PAMINUS NDADZUNGIRA, fondly known as Pam, owns and manages Classy Gates Engineering. At the age of 28 in 2014, he came up with the business idea and registered his company, Classy Gates, a year later to begin trading in 2016.

While business was good, he had ambitions to be great. He needed something to help him get ahead, because even though his gates and fencing, palisade and bar fencing as well as automation systems were top quality, he was still missing the special ingredient for greatness.

This was his inspiration to join the False Bay College Incubation Program, which has helped him nearly double his turnover in the space of a year, gain bigger projects

and get repeat business. Specialised machinery and technical support has also reduced inaccuracies and wastage.

“Being part of the comprehensive learning program has helped me increase my confidence, business insight and credibility. I now have proper business systems in place; a demonstrable and credible track record; proper financial controls and the support of a book keeper.”

Pam gave these three nuggets of entrepreneurial advice for others wanting to start their own journey:

- Believe in the value of the products and services you bring to the community.
- Own the fact that you must



develop a business mindset to be successful; it is not automatic.

- Be quick to establish key business processes in place (like one's financial system). It may be the difference between success and failure!

Find joy in the difficulties, suck it up and push through



TRACEY LEE JAMES and TOUFIQ FATTAR are outdoor adventure enthusiasts, and with this mindset, health and nutrition are very important to both of them. After discovering the healing properties of honey for for themselves, they started TNT Honey, producing honey and spreading Honey Bee awareness.

An achievement that they are particularly proud of is getting their brand in at premium health stores such as Wellness Warehouse and Organic zone, as these retailers are quite strict with their quality control and supply chain processes. “Through working with them, we have learnt to develop our own supply chain processes to ensure our products and service always speaks excellence to the end user,” says Lee James.

TNT Honey prides themselves on excellent quality honey and customer service. “Our customers have come to love

our Hessian branding, it's one of those 'little' things that makes our brand stand out on the shelves,” she continues.

Receiving grant funding through False Bay Incubator program was the highlight of their 2018 year. This funding allowed them to expand and gain more traction local markets. The business incubator also helped them triple sales, extend their product range and secure funding. “By being part of the program I learnt the confidence to pitch to clients I previously thought to be “out of our range”. I have grown as a business women and in return my company is flourishing”, she says.

Lee James shares three key lessons she has learnt with budding entrepreneurs:

- Always read. It doesn't have to be a thick book, short articles and blogs are great too. The more you know the more you grow.
- Always keep going. It's not easy but you must make it fun, find joy in the difficulties, suck it up, push through and keep buzzing.
- Charity can be small. The sooner you start “paying it forward” the better. Get your business involved in a NPO project or community initiative. Doing 'good' is good business.

A brand-new investment fund facilitates meaningful economic strides to South African SME's

As the global race between tech startups to see who will cross the finish line with a podium finish heats up, are we going to see South Africa walking away with gold? Or will it be a case of a false start for entrepreneurs, and in turn the South African economy, due to a lack of funding?

Founded in 2015, **KINGSON CAPITAL** is a Venture Capital Company committed to providing venture capital for startups, enabling them to accelerate their growth potential. With the launch of its brand-new R400 million **High-Growth Tech** and **Black-Owned SME Fund**, the course ahead has been cleared substantially in terms of financial hurdles for SME's to sustain their start-up momentum. Backed by corporates and international investors who have shown particular interest in investing in the South African tech and SME space, the Fund pairs investment with business support through its investment structure. This essentially facilitates meaningful economic transformation, driving stable and sustainable black-owned business.

"Although we see a substantial rise in South African startups," says Gavin Reardon, founder of Kingson, "it is unfortunate that when it comes to them sustaining

that startup momentum, many fall by the wayside due to lack of support. It is critical to remember that we are uniquely well positioned in South Africa because we have an incredible skill set, as well as a mindset, of beating the odds which makes us perfect to develop world class tech solutions that are scalable to not only an African market, but eventually a global market. The tragedy is that progressively innovative South African startups are being left behind due to a simple lack of funding, and we are starting to see an influx of other businesses from beyond our borders playing a role in our own backyards, and with our economy. We are sitting in a country with immense opportunities, but if we don't bridge the funding gap by pairing SME's whose product offering has the potential to change the current landscape and existing business models with investors intent on cultivating measurable socio-economic growth, then those opportunities are going to go elsewhere."

True growth potential towards sustainable profits

The socio-economic and financial benefits of the Fund are exponential, giving the SME true growth potential towards sustainable profitability that can cement job creation and youth employment. On-the-job upskilling of executive management and industry-specific transformation become integral parts of the process allowing the investor sustainable supply chain opportunities, as well as a solid return on their capital. All of this positively contributes towards the emergence of black industrialists aligning with the Industrial Policy Action Plan and National Development Plan.

A portrait of Gavin Reardon, a man with dark hair and a beard, wearing a blue blazer over a light blue shirt. He is smiling and looking towards the camera. The background is blurred.

“For us, it’s about pulling up our sleeves, getting involved, helping from a strategy point of view, rolling things out, and through our network help them begin to grow.”

- Gavin Reardon,
Founder, Kingson Capital

Tailor-made solutions for South Africa and Africa

Kingson Capital’s investment approach is to invest in businesses that are unique and scalable, and entrepreneurs that are building a better tomorrow today. This long-term impact will certainly set the stage for global growth. “What’s exciting for us, is that being based in South Africa we see solutions that are tailor made for both South Africans and Africans. By leveraging the full scale of free-trade opportunities available, we must now tap into global markets. If we can identify the right tech in a South African context that can be scaled, we can definitely compete at an international level.

Right now is the critical time, from a VC space to play beyond our borders. Our commitment is to continuously invest in South African startups, but we want to be able to take them outside of the country and into international markets. This is what drives us as

we meet with stakeholders, both in Africa and the US - we have the world-class tech that competes at that global level and we need to play at that global level.”

As South Africa entrenches itself firmly as the financial hub of Africa, the sky is now the proverbial limit when it comes to opportunities for successfully funded entrepreneurs. Reardon is passionate in his approach and his beliefs, “If we are going to take on that role in a financial hub then knowledge and tech in the fintech space is key. As more and more people come online and with digital penetration of markets, we see fintech and the movement of money as critical. Technology is now playing across multiple sectors and multiple industries and as we dig deeper around that with data that fits into the space, I think we are going to see some very attractive things developing in our markets.”

And a return on investment? “Absolutely,” says Reardon. “Our investment is about identifying tech startups and those SME’s at an early stage and invest

at this stage with a view to sustainably grow those businesses. So, for us, it's about pulling up our sleeves, getting involved, helping from a strategy point of view, rolling things out, and through our network help them begin to grow. It's all about ecosystems, so in a South African context we are looking to build on the startup ecosystems. From the growth of that ecosystem, all players will reap the long-term benefits.

Partnership with USAID

Kingson's reputation as a founder-friendly VC has been cemented by the recent announcement of a Guarantee Commitment from the U.S. government through the United States Agency for International Development (USAID). "Effectively, the guarantee means that up to \$10 million of funds disbursed as debt to our portfolio companies will be supported by a 50% guarantee by the U.S. Treasury through the USAID Development Credit Agency Authority (DCA).

This means that founders and high-growth stage small and medium enterprises (SMEs) will benefit from a wider pool of access to capital to support their growth" says Reardon. This commitment from USAID changes the playing field substantially for Kingson as well as South African businesses. In a nutshell, this partnership means that South African startups will now have an added leg-up when it comes to scaling the growth ladder on their journey to becoming fully sustainable businesses with tangible job creation.

The signing of this agreement reinforces Kingson's commitment to economic growth, and the way that the VC's innovative investment approach seeks out and supports entrepreneurs who have unique and scalable business concepts. With the USAID partnership in place, the potential to take the SMEs far beyond the survivalist stage and into a profitable growth phase, with far-reaching economic ripple effects for all involved, is that much closer to becoming a reality.

Although the obvious finish line of any startup is to be financially stable, it is vital that the process, right from the very start, is a holistic, co-ordinated and innovative approach bringing together key elements of success. This is where Kingson Capital comes to the fore with their unique and tailored approach to funding, underpinned by their mission which is always to: Identify. Invest. Accelerate. As SME's approach the funding journey, it is always pertinent to remember that it is not a sprint, it's a marathon, and having the right partner for the long haul substantially increases investment possibilities.



ABOUT KINGSON CAPITAL

Kingson Capital (Kingson) is a registered Section 12J Venture Capital Company (VCC) founded in 2015. As a Section 12 J VCC, all investments with Kingson are fully tax deductible in the tax year that they are made.

This has the effect of both lowering the capital at risk and enhancing future returns for investors. Kingson invests in entrepreneurs who have unique and scalable business concepts, whose products change the current landscape and existing business models. Kingson is a Level 2 Broad-Based Black Economic Empowerment (B-BBEE) company.

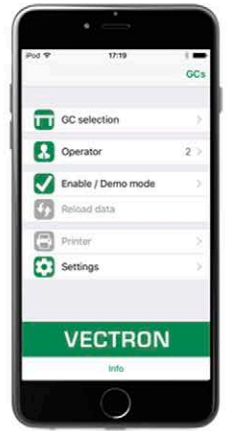
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- Daniel Kibel
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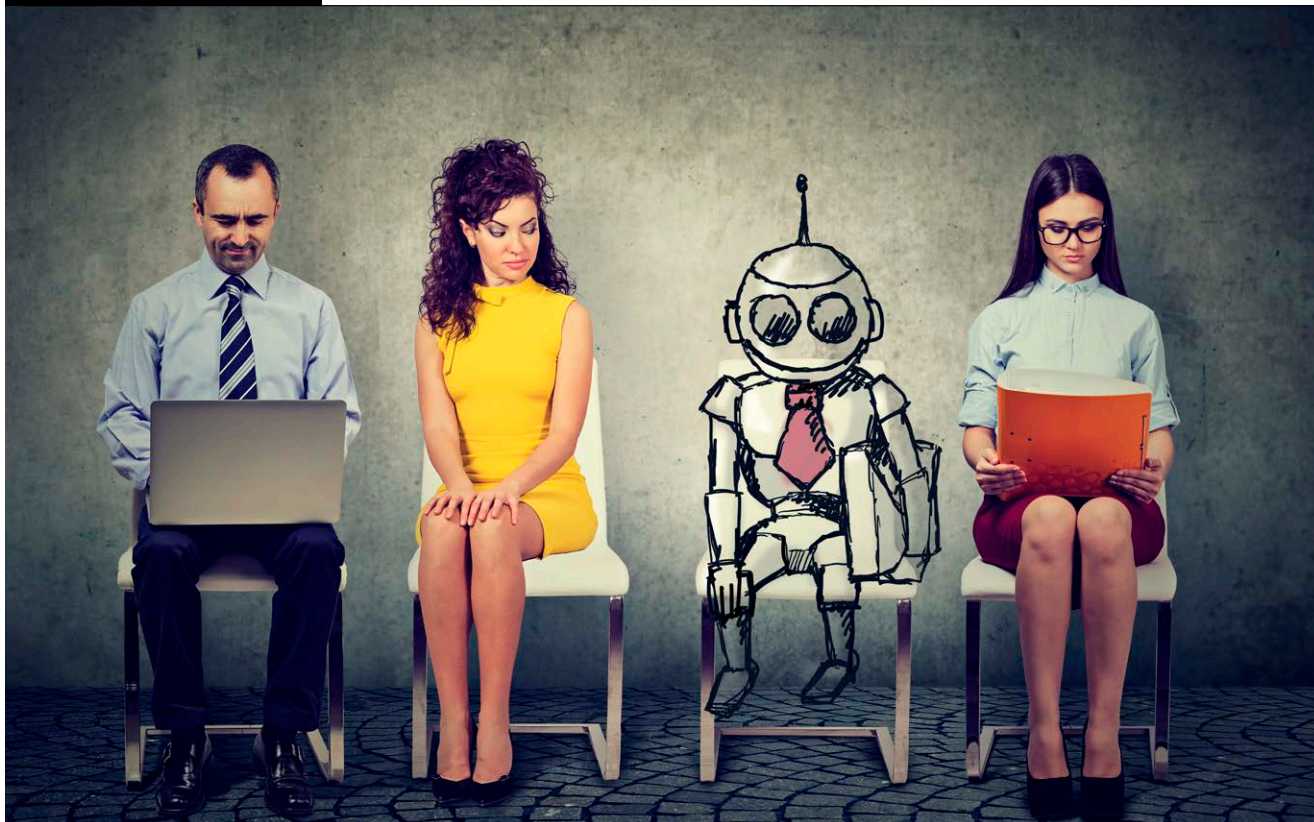
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Five **myths** about the future of work

In a new world of gigs, unicorns and automation, change in the workplace is inevitable but it doesn't necessarily mean that you will be out of a job.

About 50% of all jobs that exist today could already be automated with existing technology. This sobering statistic from global management consulting firm McKinsey raises a number of questions about job security against the backdrop of the Fourth Industrial Revolution. But fear not: mass unemployment is just one of the myths associated with the future of work.

Investec's head of Organisational Development and Human Resources, Marc Kahn, and a host of other experts about what the workplace of the future could look like.

MYTH 1: Automation will take away our jobs

Tech replacing jobs is nothing new; it's been a major cause for concern in all of the previous industrial revolutions. But, as history shows, new technology has the power to create as much work as it displaces.

"If you look at any 10-year period, in most economies, developed and developing, something like 10% of the occupations are ones that didn't exist in the previous 10-year period," says James Manyika, director of the McKinsey Global Institute, business and economics research arm.

On a macro level, technology grows the number of jobs because it increases productivity, which drives economic growth and creates new jobs and entire new industries like online shopping.

Uber drivers, web designers, 3D printing technicians, social media managers – these are all completely new jobs we didn't dream of when we were growing up. "Some occupations decline, but many others actually grow and rise, and quite often, many that grow and rise, are ones we could never imagine," explains Manyika.

What is changing in this new era is that the kinds of jobs we're automating are no longer only physical work but what Manyika terms "knowledge work" – cognitive tasks like image recognition and data analysis.

MYTH 2: Your industry won't be disrupted

Unicorns – start-ups valued at \$1bn or more – are no longer rare. There are currently more than 300 unicorns disrupting everything from healthcare to financial services, manufacturing, food and travel, and the number is growing rapidly.

"You might think that in your industry you're safe; that there's no way that digital technology or exponential technology is going to disrupt you. But I'll tell you, people in food and people in taxis thought there's no way they'll be disrupted by cellphones; but of course, they have been. So, you might be too." Sage words from renowned futurist Ramez Naam, the recent SingularityU South Africa Summit.

History is littered with examples of companies and industries that were caught unawares by technologically advanced challengers. Don't let your company be one of them.

MYTH 3: You need an innovation hub to innovate

While individuals may be concerned about their own future prospects, companies are grappling with how to keep up with the explosion of exponential technology that is already disrupting industries globally. The response from corporates has been a proliferation of innovation hubs and incubators sitting on the periphery of the company.

Marc Kahn, global head of Organisational Development and Human Resources at Investec, believes that innovation doesn't happen in the confines of a hub.

"You want to create a total and holistic environmental shift for the entire organisation ... that innovation is the primary task of the normal course of work on a day-to-day basis, and that's the real challenge. You don't do that by stripping out innovation and putting it in a separate place, because that means the innovation doesn't happen in the main and it de-authorises the ability to innovate if you aren't in that box."

To make the whole company a hotbed of innovation, Kahn believes that failure needs to be tolerated and hierarchy demolished. "Rule number one for future workplaces is that failure is an option. So, you need to create an environment that tolerates risk more, not unlike a start-up, and that has in place mechanisms to manage failure and encourage experimentation," he says.

"Hierarchy is death to innovation," adds Kahn, because it stifles bottom-up innovation. Instead, ideas from all areas of the business should be encouraged and rewarded.

MYTH 4: The gig economy is a threat to employers

Far from being a threat to companies, employers themselves could become the biggest beneficiaries of the gig economy – a labour market made up of freelance, short-term, flexible, on-demand work.

More than a third (36%) of US workers are foregoing the 9-to-5 workday to perform more lucrative 'gigs' and about 15.6% of the UK's workforce are giggers. This challenges the notions of employer loyalty, company culture and institutional memory, but it also opens up possibilities for businesses to save money on benefits, office space and training, and makes getting the best talent more affordable.

Kahn believes that the gig economy is fuelling a revolution in the definition of what a company is. A business is real by virtue of its people and assets, he says, "but what if all the people employed in the company are employed as gigs? Where is the company?"

"We start thinking about capability, and capability becomes detached from an individual and it becomes a commodity that's moving around in a free-flowing environment. People cluster together in sensible ways and then uncluster and reconnect in various gigs to deliver a very agile value chain," explains Kahn.

This, he says, is all "loosely coordinated by a leadership function without too much management control, but enough to manage the risk in a very fluid environment".

MYTH 5: You will have one career your entire life

Job-hopping will become the new normal. Millennials today will hold four jobs by the time they are 30 years old – twice the number of job changes than Generation Xers, says a report from LinkedIn.

Stacey Ferreira, a 25-year-old a San Francisco-based tech entrepreneur, says that continuous learning is the best way to prepare yourself for the future of work. "We need to continue to learn about new things, so that 20 years from now, we aren't saying: 'Oh, I don't know anything about this new technology that exists.' We've actually kept up with it."

Kahn adds: "Instead of thinking about a career in a particular craft that you have for 30 years, you need to think about being multiskilled, independent and massively flexible in as many different working environments as possible."

This article originally appeared on the Investec Focus content hub.

How to have **tricky conversations** during **tough times**

Retrenchment is a very delicate matter and is always highly emotionally charged.

It's always important to have open, frank conversations with your staff. The reality of the situation is that they actually know more than you think, and by being open and honest with them, you are showing that you respect them and that they can be part of the solution, rather than part of the problem, during tough times. Let's break it down.

First of all you need to get clarity on the situation. You can't deal with a problem if you don't know how big it is, or even what it is. What usually happens in most small businesses is that there are suddenly less sales taking place and you notice that slowly but surely there is less and less money in the bank account. In essence there is a cash flow problem. A lack of finances can only be attributed to:

- A lack of sales.
- A lack of collection of money that should be coming in and of course,
- Too many expenses.

If all of this has been done and the final figures evidence that you have to cut down on your staff, my advice to you is to get an HR Consultant in to assist with the process.

Retrenchment is a very delicate matter and is always very highly emotionally charged, so getting someone else in to do the "heavy lifting" is an expense that you will be grateful for down the line.

All the staff need to be called in and the situation needs to be explained to them in detail. Allow some latitude for what you are saying to sink in. Understand that from their perspective, although many will have a fair idea

that something like this would happen, when it does, it is a completely different experience.

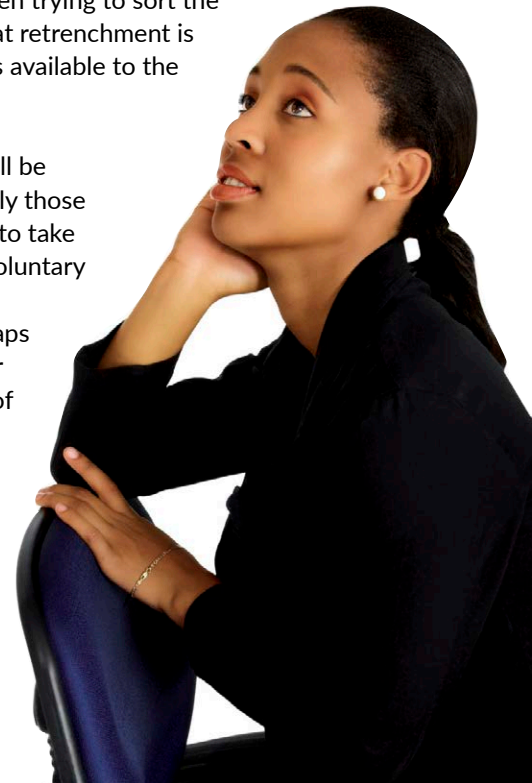
Once the announcement has been made, your HR Consultant will explain the process of what is going to happen to the staff, and it is as follows:

PHASE 1

1. The employees will be encouraged to think about ways for the company to save money going forward. It's a good idea to let them know that you have already "trimmed the fat" and that all the cost-saving measures have already taken place, so that they can see that you have been trying to sort the problems out and that retrenchment is the last option that is available to the company.

2. The employees will be encouraged, especially those near retirement age, to take early retirement or voluntary retrenchment or alternatively to perhaps take a cut in salary or a cut in the number of work hours.

3. You need to give your employees time to absorb the information that they have just been given. Usually 48 hours is sufficient before they all get called





in again, but this will also be dependent upon who steps forward to take the offer of early retirement or voluntary retrenchment.

PHASE 2

1. The employees are advised of all the people who are taking early retirement or voluntary retrenchment. Please remember to let the HR Consultant do all the talking, but ALL the Directors/Owners of the business need to be present.
2. If point #1 of Phase 2 is sufficient to allow significant savings, and that these savings are enough to allow the company to continue without further retrenchments taking place, this is now the time to tell the employees that retrenchment is now off the table. Unfortunately this is very seldom, if ever the case.
3. The employees should now be given the opportunity to come forward with their suggestions in terms of how to help the company save sufficient costs in order to ensure that the company is able to continue trading.
4. The Directors/Owners of the company must now give due consideration to the suggestions made as well as to those who have decided to take early retirement or voluntary retrenchment. Please remember that you are not obliged to accept someone's request to retire early or voluntary retrenchment if that someone is key to the company being able to continue operating successfully.
5. You now need to give yourselves sufficient time to deliberate properly on what has come out of Phase 2. Usually 48 hours is sufficient before they all get called in again, but this will also be dependent upon how long

it takes to do the proper calculations on whether the company can survive after the suggestions have been implemented and the cost of the early retirees and voluntary retrenchments have been taken into account.

PHASE 3

1. The time now has come to call the staff in for a final consultation to relay the outcome. Again, it is better to let the HR Consultant do this, but you all need to be present.
2. The staff need to be told either the good news or the bad news as to who are leaving and when.

Don't forget

- If you are restructuring, then everybody in the department that is closing down is at risk.
- If you are retrenching then the rule is for the 'last in' to be the 'first out'.
- Where possible try and find alternative employment for those who are being retrenched - it goes a long way to showing your commitment to your staff.
- Do not ever use the retrenchment process to get rid of problem employees as this could end up at the CCMA and cause you a world of pain.
- Be honest, be direct and be fair. Pay what you have to and do it as quickly as possible.

Nikki is an Internal Auditor and Business Administration Specialist who can be contacted on 083 702 8849 or nikki@viljoenconsulting.co.za or www.viljoenconsulting.co.za for any policies and procedures that you may require.



Assessing **brand health** from the inside out

A lead indicator on a brand's health dashboard is how engaged your employees are.

There are numerous indicators of brand health to be measured: awareness, perception, competitors, propensity, segmentation, satisfaction and goodwill are just a few. Then there are the various methodologies and technological platforms available to choose from or to be confused by. And to have real value, brand health has to be measured frequently – real-time being best.

Effective as it is, research is expensive. Thinking things through carefully increases effectiveness and efficiency; for example, ensuring that the measures on your brand health dashboard are practical.

For example, measuring the financial value of your brand is useful if you are selling your business, but it is a lag indicator. In this fast-moving market, lead indicators are generally what one is looking for so that you can connect quickly to counter a challenge or take an opportunity.

A lead indicator which is relatively easy and cost-effective to measure is how engaged your employees are. Are your employees brand ambassadors? Do they know your brand promise and are they purposeful in honouring it? If the people delivering your brand are not



honouring your brand promise, you can be very sure that your brand is suffering.

Investing in internal brand ambassadorship is just as important as investing in external brand advocacy. The thought and professionalism that goes into employee engagement communications needs as much care as that which goes into external brand-building efforts. In fact, if external investment is not properly supported internally, it runs the risk of being a waste of money, because over-promising and under-delivering is a sure way to undermine trust in your brand.

So, a leading indicator on a brand health dashboard should include employee engagement.

Engaged employees (brand ambassadors) have brand research uses that go beyond being an indicator of brand health: they are an incredibly useful source of brand insights into client and customer behaviour. A very cost-effective way to start brand research and plan

brand health is to ask employees first, especially those who are client- or customer-facing.

This research can be qualitative (focus groups with employees) or quantitative: imagine if cashiers asked each person who they served a few simple questions and punched the responses in on the till – technology makes this easy. Doing this also has an employee engagement benefit because, more and more, employees want to feel that they are being consulted, not only instructed. And your employees will be engaging your customer instead of chatting to each other and ignoring the customer.

Start your brand research by consulting your employees and you will not only be getting valuable brand insights; you will also be getting more engaged employees.

Johnny Johnson

Johnny Johnson is a brand and communications strategist at TowerStone Leadership Centre. Visit www.towerstone-global.com





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Franchise VS. license agreements

Do you know the difference?

From fast food outlets to website sales, there is a vast array of business opportunities available if you opt for this route to business ownership. Extensive investigation of the opportunity is essential, as is a proper understanding of the implications of the business model you are contemplating. Franchising and licensing agreements are the two you are most likely to encounter and each model is governed by a completely different contract and operates in a unique way.

WHAT IS A LICENSE?

In a nutshell, licensing is less prescriptive than franchising, and the input from your licensor, in most instances, will be much less than what you would

expect from your franchisor.

A license agreement is predominantly based on selling or providing a specific product or service, says Morne Cronje, head of franchising at FNB Business. Unlike an outright sale, a license allows the licensor to retain ownership rights of the intellectual property (IP) – patents, trademarks, copyrights, designs or trade secrets – associated with the product or service. Typical examples would be outlets which are licensed to sell Apple products.

The license agreement prescribes how the IP can be used and contains terms defining the length of time the license is valid, the markets or territory in



which the licensee can use or sell the product, whether or not sub-licenses are permitted, the nature and amount of upfront fees and royalties and whether or not the licensor has rights to any improvements developed by the licensee. Some other key issues that should be detailed in your agreement include:

- Clear definitions of the intellectual property related to the license agreement.
- The payment amounts – whether a flat fee, royalties or a combination of the two – structure and terms.
- Guarantees or warranties on the products.

As a licensee you will receive support related to the specific product, but not the running of the overall business. And, any form of training is usually limited to the offering which is covered by the license agreement.

IS IT A FRANCHISE?

In the case of a franchise, you receive the right to use your franchisor's intellectual property, as well their operating system, distribution systems and marketing campaigns. "Franchising can be best described as a duplication of a specific business model, which is governed or controlled by means of a franchise agreement. The franchisor holds all rights, including the business model," explains Cronje.

In return, franchisees pay a once-off franchisee fee and ongoing monthly management fees. Other costs to consider include working capital and any stock or rental guarantees.

Three important documents are fundamental when buying a franchise, namely; a franchise agreement, disclosure document and the

ADVANTAGES of franchising

- An investment is usually made into a proven business.
- Start-up is relatively quick, compiling a customer base and experiencing profitability quicker are other key attractions. There is a known quantifiable proven formula.
- Owner transition and training is available and there is access to records and company history.
- The biggest advantage of franchising appears to be the reduction of risk you will be taking for your investment.
- You also usually get better deals on supplies because the franchise company can purchase goods and supplies in bulk for the entire chain, and then pass that savings on to you and the other franchise units.
- Customers are dealing with a known brand.

DISADVANTAGES of franchising

- Franchises can be very expensive.
- Franchisors expect you to follow their operations manuals to the letter with little, if any, room for flexibility.
- The relative security offered by the franchisor may be exaggerated. The franchisor may over promise and under deliver.
- Some franchisors are in for a quick buck and try to make money by collecting franchise fees and won't spend the time or money necessary to help their franchisees succeed.
- Some franchisors may insist that you buy supplies exclusively from them at inflated prices.
- Fees for unnecessary training.

operations or training manual. The documents specify standard operating procedures for the franchise as well as its products. Legally, the franchise agreement and disclosure document must meet the requirements of the Consumer Protection Act (CPA).

Cronje says that in franchising the support for franchisees is standard; from training to marketing, everything is usually rolled out in a similar manner. This training is imperative to help franchisees fully understand the franchisor's business system,

While a licensing agreement can be drafted and completed in as little as a week, franchisors must work over time to standardise internal systems, operations, marketing and distribution before going to market with a franchise offering. Franchisees are also subjected to a lengthy and thorough selection process. Franchising usually takes longer and costs more to set up than licensing.

Before signing on the dotted line – whether for a franchise or license – have your attorney go over all documents and ensure that you fully understand what you are committing to and what you can expect from your licensor or franchisor in return.



The time is right to
invest in innovative
education and training
business opportunities

Serving the fast-changing demands of the 21st Century workplace.

The first such business opportunity is the MINICHESSE franchise that focusses on delivering the award-winning MiniChess program for young minds between 4-9 years of age. MiniChess is not a simple chess coaching program. Apart from learning the game, MiniChess is designed to use complex, creative and dynamic play, innovative mini-games, storytelling and active engagement. This develops critical-skills such as: higher-order thinking, socio-emotional skills and number/STEM skills. Former world chess-champion, Grand Master Garry Kasparov, calls MiniChess “the most scientific program in the world, linking chess with education”.

Running your own MiniChess franchise is easy, low-risk and working hours are flexible.

Starting-up: After completing the initial MiniChess program training (2 days) and receiving the start-up pack and marketing support, the franchisee starts presenting to prospective clients: parents, schools, pre-schools, clubs - anywhere where you find children between 4-9 years.

Working hours: MiniChess is a flexi-time business. The franchisee structures class times in collaboration with the client.

Working space: MiniChess classes are presented at the client's location, eliminating overhead expenses such as office or venue rental.

Cost: The cost of the franchise is R75 000 upfront,

which covers all initial training, equipment, licenced rights for a specific geographical region, marketing and admin, ongoing support, MiniChess franchisee Symposium, etc. Annual renewal is 10% of the current franchise selling price.

Brand management and ongoing support: The MiniChess Brand and IP is registered on 5 continents. After the initial 2-day training course, franchisees receive ongoing training and mentoring.

Who is the MiniChess franchise suited to?

If you want to work with children between the ages of 4-9 years you will enjoy this business. No chess pre-knowledge is required but an educational background would be useful. The opportunity is well suited to dedicated, purpose-driven people who are passionate about community impact and can communicate well.

Income projection: The MiniChess franchise business generates a repetitive monthly income over 10 months a year (February to November) over 5 income streams. Income is determined by the number of clients. Franchisees' income is directly linked to their marketing activity and service effectivity.

Take your first step and meet with the Franchisor before starting the FASA-prescribed procedures (CPA-driven). Email: info@minichess.co.za

The MindCo Franchise - another innovative opportunity

Harnessing the most powerful energy in the world, HUMAN CAPACITY, to thrive in a fast-changing world.

Training: A new franchisee will need to complete the 5-day Trainer course and acquire the prescribed materials and equipment, as well as marketing gear.

Prospective clients are serviced at various levels:

- MindCo for Corporate- & Team Leadership.
- MindCo for Young Professionals.
- MindCo Junior for Youth Leaders & Young Leadership development.

Program implementation: Short courses of 12 MindCo sessions are presented according to the client's preferred schedule, venue and other specified needs.

Franchise cost: Franchise rights are not area specific, and cost R149 000 upfront, with a R20 000 annual licence renewal fee.



Who is suitable as MindCo Franchisee?

Purpose-driven individuals with a professional background and an inclination towards team coaching, empowerment, leadership or corporate coaching, will fit well. It is a prerequisite that the MindCo franchisee be an accomplished communicator.

Income-projection: The MindCo franchise is a high-revenue business, and income is determined by the number of clients. The franchisees' income is directly linked to their marketing activity and service effectivity.

Take your first step and meet with the Franchisor before starting the FASA-prescribed procedures (CPA-driven). Email: info@mindco.co.za

MINICHESS®

**Award-winning
Educational program
aimed at 5 - 9 year olds**

MiniChess is a unique learning through play program, focussing on early development: links to mathematics, science and entrepreneurial skills development

**MiniChess Franchise
opportunities available**



WWW.MINICHESS.CO.ZA
info@minichess.co.za



MindCo unlimited

**Franchise opportunities available
country-wide for
Corporate & Professional
coaching**

MindCo develops CRITICAL Skills – the things machines cannot do! MindCo short-courses are presented through inter-active, FUN & situational learning.



**Unlock the most powerful energy
in the World: Human Capacity!**

ACT NOW and secure your area

A.C.T Painting & Renovating is offering franchises countrywide, and offering you the chance to start your own painting contracting business.



A.C.T PAINTING & RENOVATING is a well-established Durban based family run painting contracting business with a proven track record and expertise of over 50 years.

Founded in 1965, their strategy of offering outstanding and consistent quality at competitive rates, has seen them build up a reputation for excellence, reliability and timeous completion of contracts, both large and small.



A.C.T Painting & Renovating provides residential, body corporate, commercial, industrial, institutional and high rise painting contracting services that includes: general painting, spalling and concrete repairs, specialist coatings and finishes, plaster repairs and treatment and damp proofing.

No previous experience needed

The franchisor will assist and guide you with everything you need to know about starting and operating a contracting business, from generating enquiries, to invoicing and most importantly, getting paid.

Can you really make a success of this?

Yes, you can, because:

- Small start-up costs but excellent

potential.

- Low working capital.
- Cost-effective franchise fees.
- Simple procedures with uncomplicated training.
- Only needs one person to run the business.
- Be your own boss.
- Choose your working hours.
- Home-based business.

A service in high demand

Painting and renovating a building increases its overall value and makes the property more attractive. It also protects the property from weather related damage and saves an owner from expensive repairs in years to come.

With their expertise and experience, A.C.T. can help you set up your own painting contracting business. Even without any experience in this industry, they will train, assist and give ongoing support to accelerate your effort to achieve your goals.

A.C.T. is offering a special franchise investment of only R250 000 ex vat for June and July - now is the time to secure your chosen area!

Contact Derek Garton on 083 657 0777 or 0860 777 190, email: derek@actpainting.co.za or visit www.actpainting.co.za



FRANCHISE OPPORTUNITY

A.C.T Painting & Renovating is a Durban based family run business founded in 1965 that provides residential, body corporate, commercial, industrial, institutional and high rise painting contracting service.



Join the winning team and set up your own painting and renovating contracting business.

- Small start-up costs with excellent potential
- Low working capital
- Cost effective franchise fees
- Simple procedures with uncomplicated training
- Only one person needed to run the business
- Home based business
- Be your own boss - choose your working hours!



Don't delay, ACT NOW!
Secure YOUR chosen area

**June & July
Special Offer
Franchise
Investment only
R250K exVAT**

A.C.T.

Build and sustain a profitable business

Safe Working Practice is revolutionising the health and safety industry, and offering excellent opportunities for growth.



With more than 10 years of experience in the health and safety industry, **SAFE WORKING PRACTICE SA** is a BEE Level 2 contributor with 14 franchises, 3 head office owned branches and an overall staff compliment of approximately 140. Also, with 12,000+ safety audits done per year, they are a market leader in health and safety in South Africa.

While at first operating mainly in the construction industry, Safe Working Practice has embraced growth opportunities and have expanded into the manufacturing, production and agriculture industries, as well as education. In the face of changing legislation, health and safety compliance is a long-term reality and a vital statutory consideration in every type of business, regardless of the industry.

Health and safety for the digital age

To bring health and safety into the electronical age, and to counter the challenges of growth, Director Chris Oosthuizen developed an Electronic Safety Management system that is revolutionising the industry; branded as i-Manage Safety.

I-Manage safety system ensures that clients are always legally compliant, and at the same time enhances operational fluidity and in turn adds to excellent productivity. Results can be tracked on the system dashboard.

The i-Manage Safety management system offers a great income opportunity for franchisees, who automatically qualify to become licenced agents. i-Manage Safety was developed in line with ISO 45001. The system is fully customisable; while it is powerful enough for use in multi-national companies with remote branches, it can just as easily be modified for a single user. The system has been applied with great success in the construction, agricultural, educational, manufacturing and retail industries.

Join a franchise with a national footprint

SWP has over the years developed their own internal CRM system that exercises control, share information, standardise input and ensure quality reporting and document control. SWP franchisees enjoy the security of participating in a viable, sound and expanding business industry that has proven itself resistant to economic stresses. The fact that franchisees are able to access multiple income streams has contributed to the success of the business model.

I-Manage Safety has changed the technical approach of how we deliver our services to our clients. The development of I-Manage Safety has simultaneously adjusted the standard SWP way of work to a new age technology driven company. Typical services provided are occupational health and safety audits, premises audits, health and safety inductions, incident investigations, compilation of safety plans and files, method statements, safe work procedures, fall-protection and emergency evacuation plans.

Why become part of Safe Working Practice

- Proven track record and business systems.
- Well-established and known in the industry, with long-term national relationships and contracts within the health and safety industry.

Franchisees benefit from:

- Access to proven concept and systems, templates and management software including a unique integrated software and online system that accommodates reporting in compliance with the OHS Act and various industry standards in a real-time environment.
- Backup and ongoing support from head office.
- Access to our marketing systems and networks.
- Full training.
- Membership to community of safety professionals within the group
- License to the i-Manage Safety electronic management system.
- A network that generates leads and referrals between franchisees.
- Multiple income streams.
- The credible SWP name and its unsurpassed backup and support.

As an SWP franchisee you must be dedicated and enjoy working with people. An all-round ability that allows you to manage the marketing, client liaison, auditing and reporting functions will serve you well.

Various franchises are available and should you be interested, please contact the Director of the company, Mr. Chris Oosthuizen at chris@safeppractice.co.za for further information.

Not just a business opportunity - a career move.

Safe Working Practice SA is a Health and Safety franchise with more than 10 years of experience in the industry. With 14 franchises, 3 head office owned branches and an overall staff compliment of approximately 140, SWP is one of the biggest safety consultancies in South Africa with an established reputation for their consistent service excellence.



Why become part of SWP:

- Proven track record and business systems
- Well-established and known in the industry, with long-term national relationships and contracts within the health and safety industry and various state departments.
- SWP has revolutionised the health and safety industry by developing an Electronic Safety Management system backed by safety professionals, branded as the i-Manage Safety System.
- Relatively easy business to operate and manage with straightforward rules and business practices
- The security of participating in a viable, sound and expanding business industry that has proven itself resistant to economic stresses.

Franchisees benefit from:

- Access to proven concept and systems, templates and management software including a unique integrated software and online system that accommodates reporting in compliance with the OHS Act in a real-time environment
- Backup and ongoing support from head office
- Access to our marketing systems and networks
- Full training
- Membership to the brotherhood of safety professionals within the group
- License to the I-Manage Electronic Safety Management System
- A network that generates leads and reversals between franchisees
- Multiple income streams
- The credibility of the SWP name and its unsurpassed backup and support.

As an SWP franchisee you must be dedicated and enjoy working with people. An all-round ability that allows you to manage the marketing, client liaison, auditing and reporting functions will serve you well. A background in Health and Safety, construction, manufacturing or engineering would be advantageous, but is not essential. **Various franchises are available and interested people are welcome to contact Mr. Chris Oosthuizen at chris@safepractice.co.za for further information.**



safe working practice
OCCUPATIONAL HEALTH AND SAFETY GROUP



i-Manage Safety
Electronic Safety Solutions



Simply too good to resist!

Based on a highly successful Dutch concept 'Patat Frit', CHIP 'N DIP was born in 1995 in Cape Town. The concept is simplicity in itself, with fried potato chips covered in delicious sauces, served in a unique cone shaped container.

These mouth-watering dips are what makes them unique in the market. With 14 different and well-loved dips, Chip 'n Dip aims to satisfy taste buds and keeps customers coming back for more. The patented checkered red and white cone makes Chip 'n Dip recognisable and assures the customer of quality.

Chip 'n Dip originally started out as a mobile vending concept and grew to stores, both stand alone and Co-Branded outlets. Today they boast a range of different products that can be added to your Chip 'n Dip, or sold on their own. Chip 'n Dip's experience and expertise is evident in their effective yet simple franchise concept and head office prides themselves in training the franchisee very effectively which enhances the end users experience.

The first franchise was established in 1990 and the brand and the products associated have moved from strength to strength since then. Chip 'n Dip now has in excess of 100 franchisees. The franchise outlets take the form of convenient mobile units or fixed sites which are instantly recognisable.

Why choose Chip 'n Dip?

PROFITABILITY: The simplistic approach to business allows for an effective business concept, this yields favourable profits and R.O.I. The franchise also has an unmatched investment opportunity as well as low overheads. Initial capital investment required is between R24 000 excl. VAT and R299 000 excl. VAT.

POPULARITY: Over 90% of the Western world is familiar with French fries as a snack offering or accompanying a meal, no matter what age, creed or colour people enjoy this product. The unique patented



red checkered cone packaging used is very effective and recognisable allowing the brand to be in a competitive position in relation to other brands; this creates a wide consumer interest as well as repeat purchases.

ACCESSIBILITY: Location is imperative, any suitable location where the target market can be acquired. Via continuous marketing with a main focus on our core Brand, Chip 'n Dip and Brand affiliates Dancing Doughnut Factory, Doughnut Pops, Hot Dippity Dog and Chip Twister have become well known within a short span of time and can be utilised on their own or to customise an event.

TRAINING: Training is provided on site by our head office staff in accordance with all aspects of business operations.

Are you a match?

Chip 'n Dip are looking for franchisees with the following qualities:

- Outgoing and friendly
- Hard-working and committed to personally operating a business.
- Have business and marketing know-how
- Enjoys being part of a wider network
- Be able to operate according to the franchise agreement
- Be responsible for creating opportunities and have the initiative to be visible at events.
- Promote the brand to the fullest in a positive nature.

If you fit the above profile, then we look forward to including you as part of our established franchise family!



It's in the Dip!



We have pioneered the Mobile Vending concept in South Africa and after making our debut in Cape Town in the 90's, we have grown to more than 150 units across the country and have also expanded into some of the neighbouring countries. This is a highly recognised product and is the ultimate snack food. We are proud to offer, in addition to Chip 'n Dip, a range of Brands to suit every occasion.



Chip Twister - A potato product that has been thinly sliced, skewered and then fried. We then add a sprinkle of your favourite spice.



Dancing Doughnut Factory - Serving mini ring Doughnuts freshly prepared in an attractive tray, covered with a choice of toppings, sprinkles or just plain old cinnamon sugar.



Doughnut Pops - Ever wondered what happened to the hole in the Doughnut, well we serve this in a cone covered in cinnamon sugar, fun sprinkles and a topping of your choice.



Hot Dippety Dog - A traditional Hot Dog covered in a delicious sauce. Choose from a range of sausages to suit every event.

A combination of any of the above Brands is possible to suit your specific requirement.
For any such request please contact us directly.

info@chipndip.co.za | Tel: +27 (0) 11 454 4018

www.chipndip.co.za

Full member of FASA



Snap-on to this great opportunity

Invest in a brand that's renowned for delivering personalised, professional service...right at the customer's place of work.



SNAP-ON INCORPORATED is a leading global innovator, manufacturer and marketer of tools, diagnostic and equipment solutions for professional tool users. Since 1920, when Snap-on first developed the interchangeable socket wrench, the name "Snap-on" has been recognised as the leader in providing the finest quality tools and equipment for the professional technician. Snap-on first entered the international arena in 1931 and today has a presence in over 130 countries around the globe.

During this time, Snap-on pioneered and perfected the idea of direct sales to technicians, right at their place of business, while providing credit programmes so they could purchase the tools that would build their business. The company still does that today, and as a leading marketer of tool and equipment solutions, Snap-on provides aspiring business owners with an opportunity to partner with a financially strong company with an outstanding reputation for quality, service and innovation. If you are

seriously considering an investment in a business, give yourself the benefit of starting with an established industry leader, and join the over 4500 dealers worldwide that represent the Snap-on brand of high-quality merchandise.

What's on offer

Snap-on dealers are offered the opportunity to purchase high-quality tools manufactured and distributed by Snap-on at a discount from suggested retail prices, and to re-sell those products at recommended prices. Dealers call on their customers each week within an allocated territory, which include a wide variety of businesses such as auto dealerships, independent repair shops, auto-electricians, body shops and others. Dealers need to have a suitable van (approved by Snap-on Africa) with the Snap-on designed tool display area to encourage impulse buying. This "Showroom on wheels" also allows you to take products right to your customer's place of business and deliver that personalised, professional service associated with the Snap-on

brand. A successful Snap-on dealership requires hard work, planning and the development of personal relationships with customers. As a Snap-on dealer, you will enjoy a professional and respected position in the tool industry with good income potential.

Support to succeed

One of the most important steps in getting a new business off to a good start is training. After a rigorous week in the classroom learning the basics of the business, new dealers will be assigned a Sales Development Manager (SDM) and a Diagnostic Sales Developer (DSD). The SDM or DSD accompanies dealers on their route for an initial period of two to three weeks, to assist with training in the day-to-day aspects of the business. During this in-territory training period the SDM or DSD covers sales training, product knowledge, van display, credit programme management, policies and procedures and record keeping.

The good news is that the training doesn't stop there; the SDM &/or DSD continue with on-going support, holding regular Field Group Meetings to discuss all aspects of the business; including new initiatives, promotional



programmes, and developing product knowledge.

Getting the word out

Snap-on spends thousands of Rands each year to promote Snap-on products and the Snap-on brand through sales and marketing campaigns. However, unlike many companies that charge their dealers an additional fee for advertising, Snap-on provides advertising and promotions as part of its service. Some of the promotional arenas that the Snap-on marketing department is involved in includes media and trade publications, sales contests and promotions, promotional products, weekly promotions backed up by electronic marketing material & printed summaries of items on promotion once a month. These are all designed to help dealers grow their business; with Head Office realising that their own success as a company depends on the success of its dealers.

A strategically planned DEMO VAN programme exists currently, and is available to participating Dealers to show case other Snap-on product to their customers that they wouldn't ordinarily have available in their own stock holding. Take a virtual tour of the current demo van by visiting www.snapon.co.za/Content/Virtual_Tour/. Dealers have the opportunity to invite their customers to regular

seminars to learn from experts in the field of Diagnostics & to expose their customers to the latest range of Snap-on Diagnostic & similar equipment. The investment cost of a Snap-on dealership depends on one's circumstances and there are a few options available. However, the minimum amount of cash available to invest must be no less than R150 000. Applicants must also have their own panel vans. A Sales Development Manager (SDM) will explain costs, panel van preferences, and options available at an initial meeting.

Buying a business is a serious undertaking and a decision that must not be rushed. That is why Snap-on makes no excuses for having a lengthy application programme that not only includes a number of meetings, but also a minimum of three days spent with existing dealers in their territories. With many unique features that sets it apart from other opportunities on the market (including being an established company with a comprehensive product line, on-going training and assistance, financing and credit assistance programmes), a Snap-on mobile dealership is well worth investigating.

What type of person does this business suit?

Like all owner-operated businesses, it requires a highly motivated individual to

make a success of this opportunity, and although a person who is technically savvy, with sales experience could be better suited to this business, this is by no means a pre-requisite. Support in the form of a family member to assist with the everyday running of the business, and perhaps the book-keeping & reporting side would also be an advantage.

What expansion opportunities are available?

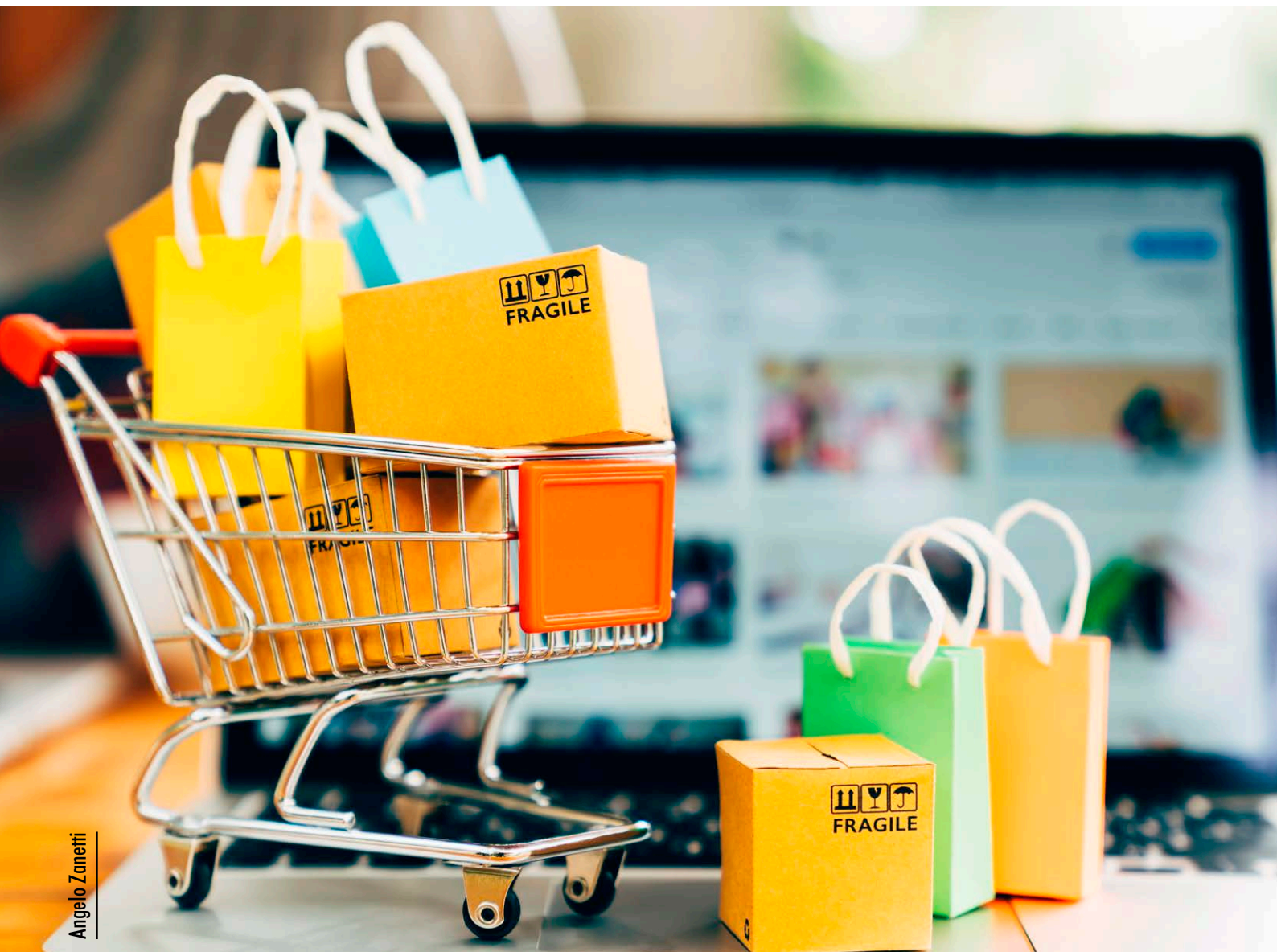
The owner of a successfully run Snap-on dealership can apply for a second territory. This is quite common in other countries where the dealership is well established. It is not uncommon for the original business owner to have invested in a second territory for a family member or sibling. This option would need to be considered very carefully and in collaboration & with final approval by Snap-on management.

Contact The Business Manager on 031 569 7637, email: biz@snapon.co.za, visit: www.snapon.co.za for more information.



The **essentials** of an **e-commerce shop**

Selling online is a great way to establish or grow your business. In today's digital age, both brick-and-mortar shops and new businesses have the opportunity to embrace e-commerce as a sales channel.



E-commerce is a challenging industry, as you are not only competing against local companies but also against national and international e-commerce stores. Therefore it is important for you to focus on every detail of your e-commerce website to ensure you attract the correct target customer and provide them with a delightful experience, resulting in a successful sale.

What makes an e-commerce store successful?

There are numerous factors that contribute to the success of your e-commerce shop. We take you through the fundamentals of setting up shop. Let's get started:

» Clear and easy-to-understand navigation

Providing your website visitors with a pleasant user experience (UX) will allow them to easily navigate through your site, find the products they desire and complete the entire purchasing process with ease.

As we are seeing more and more users purchase from their mobile phones, seamless navigation applies to all types of devices such as desktops, tablets and mobile phones.

» Products

Products are the lifeline of your shop and essentially what customers are looking to purchase. However as products can be complex, careful attention must be paid to how they are categorised, whether the products come in different variants such as sizes, colours, finishes, flavours and do these variants result in different pricing.

High quality images should be used for your products, which can be powerful in creating an emotional connection to the customer.

If you happen to have a video demo of the product, this definitely needs to be included as this provides customers with a quick and insightful view of how the product looks and works.

Insightful product descriptions inform your customers about the intricate details of your products.

We encourage you to include technical specifications, warnings or instructions if these are available to your products. This information can be vital in convincing a customer to purchase your products.

“ Highly important information to show customers are product ratings and reviews. Users are far more inclined to buy if they are able to see what others have to say about a product they're interested in. ”

Additional highly important information to show customers are product ratings and reviews. Users are far more inclined to buy if they are able to see what others have to say about a product they're interested in.

Lastly, showing the customer related products or combination products allow for upselling and cross selling, which in turn increases the amount per transaction.

Dedicated sections for best sellers and new arrivals are also great ways to attract the customer's attention.

» Delivery costs

There are multiple ways to approach how you charge for the delivery of your products. This is dependent on various factors such as the size and weight of the product, the value of the product, if the product has a limited lifespan or if the product is hazardous.

Possible options include:

- Collection at warehouse or store (free delivery).
- Completely free delivery: delivery is free for all orders regardless of the order amount.
- Free delivery for orders over a certain amount: delivery is only free once an order exceeds a predefined amount.
- Fixed delivery costs: all deliveries have the same shipping costs.

Variable shipping costs: this is calculated based on the product's size and/or weight and where the order is being delivered to. This is generally more complex and requires integration with a courier service to calculate the costs in real time.

» Payment options

Offering your customers multiple payment options will result in an increase in completed and paid transactions. Not every customer wants to pay with a credit card, therefore providing other payment alternatives will cater for them.

Payment options can include:

- Credit, debit and cheque cards
- EFT payment (both manual and InstantEFT)
- Services such as Snapscan and Zapper
- Mobicred
- Bitcoin

It is highly recommended to display the logos throughout the website (typically in the footer) of all the payment methods that are provided, thus creating further trust and credibility.

» Payment gateway

There are various payment gateways that facilitate the processing of online payments. All payment gateways have fees, however this is where they differ. Some may charge transaction fees with no monthly fee while others only charge transaction fees.

When choosing a payment gateway it's best to calculate what your monthly fees will be based on your

sales forecast. The monthly fees, coupled with the various payment options that the payment gateway provides and also how quickly they can get your account up and running are all factors which you should base your decision on.

» The checkout process

Many e-commerce websites often make the mistake of over complicating the checkout process, therefore losing the sale at the final step of the process. The quicker and easier you make it to allow someone to



check out the more sales conversions you will make.

Strong Calls To Action (CTAs) are encouraged, particularly big bold "Add to Cart" buttons on product pages.

We recommend that you don't force your customers to register an account, as this is time consuming and customers simply don't want this. This is annoying and a deterrent preventing them from wanting to finalise their purchase.

» Additional hacks

There are some additional features that can be incorporated into your e-commerce shop to drive further sales and engagement:

■ Discounts/coupons:

These can be used to entice customers to purchase products at a reduced fee, for a limited time period (e.g. within the next 8 hours), which prompts them to take action quicker.

■ Sales popups:

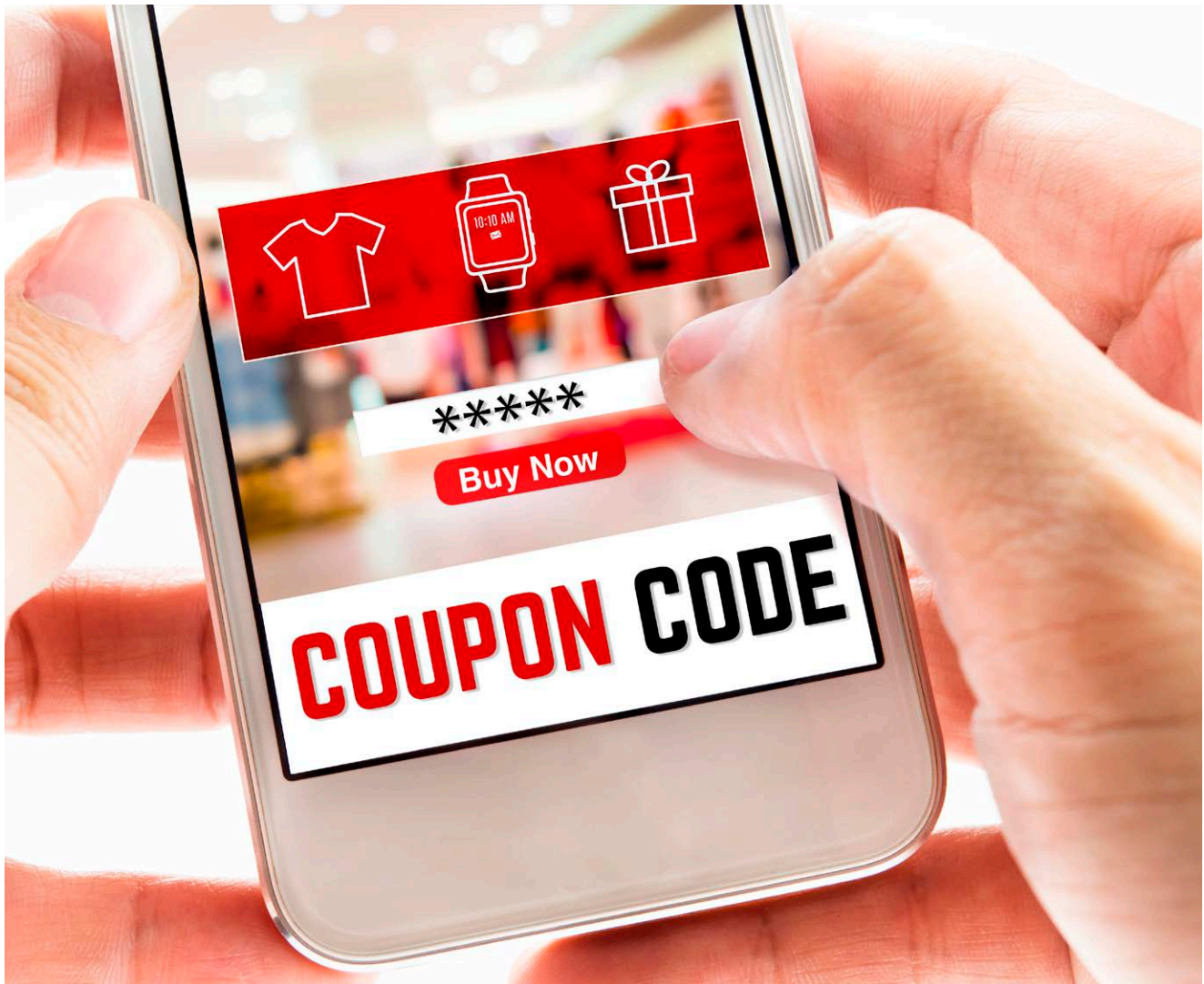
If you have a product on sale that you need to move quickly, this can be effectively done with a popup promoting this sale. Having an expiry date and time of the sale is recommended to persuade the customer to purchase and create the FOMO effect.

■ Build an email subscriber list:

Getting people to sign up to your newsletter is a great way to allow you to communicate with them further and remind them of your products, sales, etc. You can also reward users with a voucher when they sign up to your newsletter, which can lead to a sale straight off the bat.

■ Shopping cart abandonment software:

This technology will automatically email customers who have checked out but haven't finalised the purchase, reminding them of their order and encouraging them to finalise their purchase. This is a great way to recover lost orders and increase your sales.



■ Digital marketing:

Now that your online shop is ready for business, it is vitally important that you drive loads of traffic to it. There are various digital marketing strategies to achieve this, including: Search Engine Optimisation (SEO), Google Ads and Display, Google Shopping and of course Social Media. Choosing the right channel(s) is dependent on the products you sell and who the target market is, especially if it's a B2B or B2C business. Digital marketing campaigns should be designed and planned well in advance of your website launch.

The bottom Line

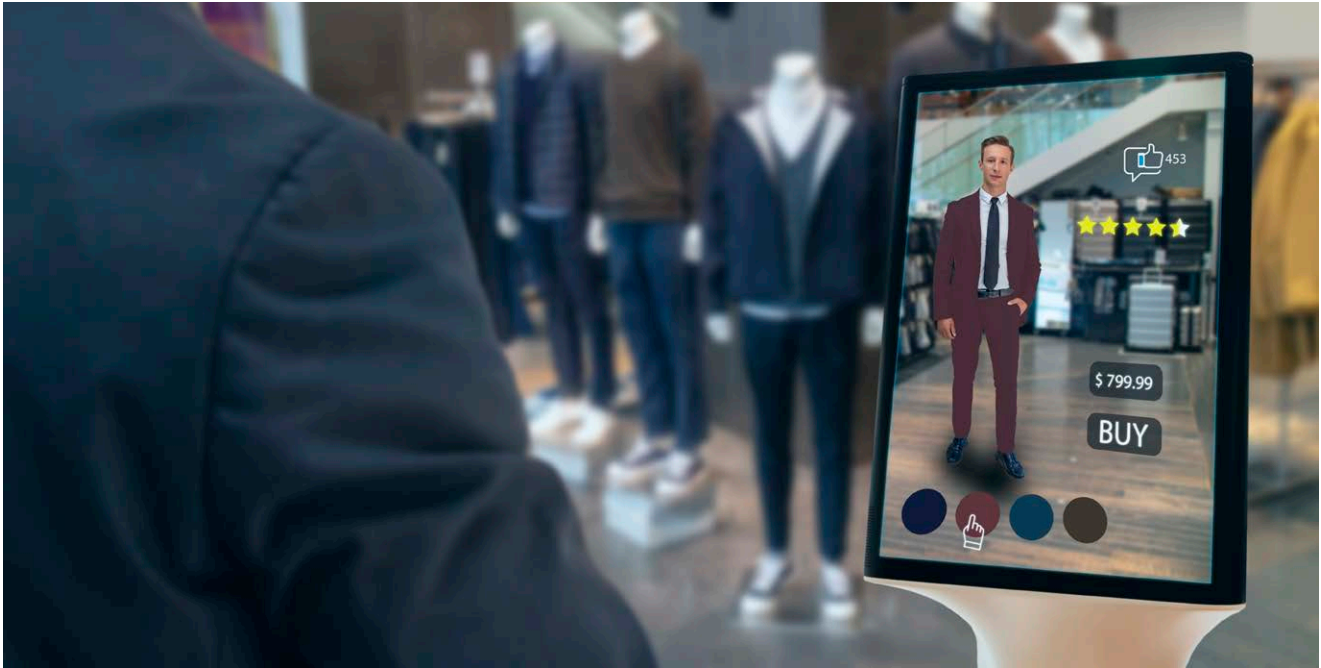
There you have it! The steps and best practices every merchant should take to create an e-commerce business. Setting up an online shop and being able to compete online is highly exciting, but it does take lots of work and effort. Implementing these fundamentals properly and structuring the website correctly, combined with powerful online marketing campaigns, will reward you tremendously.

“ Implementing these fundamentals properly and structuring the website correctly, combined with powerful online marketing campaigns, will reward you tremendously. ”

Angelo Zanetti is the Managing Director of Elemental Web Solutions, a web development and digital marketing agency, helping companies grow through innovative digital solutions. Visit www.elemental.co.za



Keeping retail relevant in a disrupted digital age



“More than ever before, retailers have to be extraordinary to attract and retain customers, because almost is not good enough.”

So said the legendary Andrew Jennings, author of *Almost Is Not Good Enough*, at an intimate breakfast event hosted by Odgers Berndtson, leaders in executive search.

With close to five decades in retail, Jennings has seen it all. Former Group MD of Woolworths, with experience leading some of the world's most iconic brands like Harrods, House of Fraser, Saks Fifth Avenue, and Karstadt Group, he says retailers today have minimal time to get their message across. He shares several valuable survival lessons for retail brands under siege in the digital age.

Under pressure

Jennings believes traditional brands are under siege, with stores crumbling globally under the pressure of high rental rates. During the 2008 recession, 6 000 stores in the US joined the 'retail graveyard'. Last year, 8 000 stores

went under. Worldwide, numerous brands have gone insolvent, including Stuttafords in SA. High fixed costs and the expense of stocking merchandise are behind this, with pressures exacerbated by the rise of online shopping. But it's not all doom and gloom. There's a recipe for getting it right.

How do we bring the shopping experience back to life?

Jennings' secret to surviving? "Be relevant." Here are his four guiding 'rules' to achieve sustained relevancy in retail, compiled with input from 33 retail senior executives and CEOs around the world:

1. Know your customer

"In 2019, we're living in a world where the customer is the super being. They know exactly what's going on at the touch of a button. They want and expect transparency, value for money at every step of the journey, plus convenience. Understand their needs, wants and aspirations. Too many retailers don't spend enough time thinking about and talking to their customers. Do your staff ask customers how their experience was as they

walk out the door? This kind of research isn't expensive. You can do it on your own at minimal expense and maximum return."

2. Hire the right people who are passionate about what they do

"My definition of passion is the 'human soul on fire'. People make or break an organisation. If you don't have the right people, get the right people. To move a business from good to great, you need:

- Leadership that inspires the business.
- Management that can ruthlessly implement the strategy of the organisation.
- Frontline staff who exceed customer expectations. I once asked the founder of Four Seasons, Issy Sharp, the secret to service. He said it's consistency. "Every interaction with a customer can either polish or tarnish your brand."

His view is echoed by Chania Stempowski, joint Managing Director of Odgers Berndtson Sub-Saharan Africa, "You only get one shot at making an impression on your customer. As leading experts in recruitment and succession planning, we've seen, time and again, how the right people can instantly transform a business."

“ It will take a leader who is well equipped for a disrupted world – with deep strategic clarity, team building skills and thinking dexterity – to keep up with the accelerated pace of change in the retail sector. ”

3. Constantly innovate, and innovate with excellence

"In Amsterdam, I saw the launch of the first plastics-free aisle in a supermarket. In Shanghai, I came across a staff-free, mobile shopping business built on wheels. You access the store and pay for goods via an app. The idea is that because driverless cars are coming, soon the mobile business will drive itself to the warehouse to

MORE TOP TIPS FOR RETAILERS FROM ANDREW JENNINGS

- Inventory management is key.
- Break down siloes and get departments to talk to each other.
- Have a brand point of view; a personality. If someone gets blindfolded and dropped off in your store, you want them to take the blindfold off and know where they are.
- Bricks and mortar retailers need an online business.
- Customers want a wow factor. They want a memorable experience.
- Don't expand until your core business is 100% successful.
- Change the way you recruit. Think differently; creatively. You need young people, they're the future of retail.

be restocked. In Taiwan, there's a bubble tea business where you are served by bots. I've always set the bar high on newness. At Woolworths, I set a target of 70% new products per season. A business that's constantly innovating is usually a successful one."

4. Keep change at the centre of your business

"The pace of change today is like driving on the autobahn. You can be going at 180 km/hr and still get overtaken. When I visited the chairman of Uniqlo a few years ago, he had one thing on the wall of his office – a sign that tech, but only when it makes business sense. AI and machine learning will take us to the next generation of shopping experience – think of Amazon's predictive tech expertise. Retailers have to become magnets. We need to attract people into our stores by being relevant, giving them newness, service and inspiration. Customers don't just want to be served by us, they want to be thrilled by us."

Stempowski concludes, "It will take a leader who is well equipped for a disrupted world – with deep strategic clarity, team building skills and thinking dexterity – to keep up with the accelerated pace of change in the retail sector."

Chania Stempowski, joint Managing Director of Odgers Berndtson Sub-Saharan Africa, human capital experts, securing the right talent at Executive and Board level for all industry sectors and functions.
Visit: www.odgersberndtson.co.za



ANALYSE your SOCIAL MEDIA DATA - and make better business decisions.



Use your stats to drive sales, draw in new customers and grow your business.

In a previous issue of *Your Business* (April/May 2018) we wrote about how to effectively measure and track your digital marketing efforts and explained each of the key platforms and metrics you can use to do so. For a quick re-cap, this entailed:

- Using Google Analytics for your website to track the number of visitors, insights into your audience, find out how visitors find your website, their behaviour (time spent, which articles or pages visited, etc.) and of course, conversion rates, i.e. how many people filled out a contact form or bought products if you have an e-commerce platform.
- Keeping track of your impressions, reach of your content and engagements across Facebook, Instagram,

LinkedIn and Twitter. The dashboard of metrics across these platforms are fairly easy to understand, but can vary slightly. Read more here.

- And last but not least, newsletters. Using platforms such as Mailchimp, Constant Contact or Campaign Monitor you can track your subscription rate, number of opens on a certain email campaign, number of clicks and where the user clicked on the newsletter as well as the number of users who unsubscribe after each campaign.

You have also the information and stats, but what now?

The next important step, and one that business owners often forget, is to analyse this data and compare it across time periods and against your competitors. This data

should become the information which guides the course of your marketing efforts, informs your content strategy and essentially changes your business decisions to get better results in future.

Here are three steps to follow:

1 RECORD THE DATA

At Yellow Door collective we compile a monthly report detailing all of the metrics that are relevant to analyse a client's marketing efforts. It's important to have all of these statistics in one place and be able to compare between periods.

Our reports generally compare the month's statistics to the previous month, or the same period last year, depending on what our objective is, and what is more valuable for the client.

If this isn't part of your process, you could also just set up an audit spreadsheet which lists the platforms and collates key metrics you want to track, so that you have these stats in one place and can track them over a period of time.

2 EXAMINE THE ANALYTICS AND IDENTIFY IRREGULARITIES

Now that you have the data in one place, it's possible to analyse it and look at the trends. Hopefully the number of followers or reach on your Facebook or Instagram page will follow an upward trend, but there may also be a spike in the trend or outlier which can be looked into in more detail.

To find out why that spike happened, check what was posted that day or week and ask yourself why it received more engagement than other content. Maybe it was the day you created a social media advert, or it was content that was particularly topical and therefore gained attention. Either way, you want to take note of that and try and do that again in future!

It's also important to look at any inconsistencies in traffic to the website from social media, i.e. does the traffic lead to actual sales or new customers? If it doesn't, you should be examining why it is not converting into sales. There are a number of reasons why clicks from social media do not lead to conversions. It could be that there is a disconnect between the content on social media and the content on your website. If so, create a simple landing page that will speak directly to the people that are coming from a specific type of content on social media.

It could also be that your call to action on social media or on the website is not clear. This can be improved by being more direct – what is it that you want the customer to do? Send an email? Buy a product? Call you? Whatever it is, make it as easy as possible for them.

3 ADJUST BUSINESS STRATEGY AND DECISIONS

By following the steps above, you should be starting to understand when things work with your audience and why, so you can replicate this. Similarly, if something isn't working, adjust your business decisions to change your trajectory or simply try something new.

Social media is a fast-paced world. It's not like television or print media where ads take a long time to make and get approved, take even longer to get on air or published and then live on a long time on those platforms.

In fact, the lifespan of an average Tweet is only 15-20 minutes and a Facebook post on the newsfeed only lasts about 5-6 hours unless it goes viral! So, if your content doesn't work, just keep trying until it does. Soon you will figure out why and then replicating it will get easier and more accurate.

It is difficult to find new ideas for your social media pages all the time, and especially if the ones you have are not working as well as you'd hoped. Take a look around at what competitors and benchmarks in your industry are doing well and what seems to be working for them. Then see how you can adapt those ideas or draw inspiration from them for your own audience and platforms. You may find that there is something you hadn't thought to try that may help improve sales or bring in leads.

When you start to analyse your social media data on a regular basis and gain a better understanding of what works and what doesn't, your content will become more valuable and therefore a better investment of your time and money.

Co-founder of Cape Town-based digital agency Yellow Door Collective, Dominique Sandwith, manages key clients, and has a passion for innovation and the eye of a perfectionist.
Visit: www.yellowdoorcollective.com.



Cheap, free ways to grow your **followers** and **newsletter subscribers**

Dylan Kohlstadt of Shift ONE Digital shares some practical, free ways of growing your social media following and email newsletter subscribers.

Let's start with social media followers:

1. Use Hashtags



Using hashtags in your posts means that people who are interested in that topic, and who click on or follow a hashtag, might see your post. It means you will reach a greater audience than if you don't use a hashtag. One of our clients grew by 5,000 Instagram followers in a month just using the right hashtags for his safari photography account.

Use Hashtags for Instagram, Facebook, LinkedIn and Twitter.

WHAT TO DO? Research which hashtags your ideal customer follows, create content that is fitting to that hashtag, topic and audience, use the right hashtags, up to 30 (optimal is 9-10) for Instagram, and keep checking in to see what works.

2. Hop on trending Hashtags

This is specifically for Twitter, when trying to increase your Twitter following, you need to check which topic

is trending daily, find out what the story is behind each topic, and then hop onto the conversation, if it's appropriate for your brand.

Just tread with caution as the Twitteratti or Twittersphere can be a toxic space, full of vindictive social justice warriors looking for their next target.

3. Create videos or content for groups

Find a group that has a community you want to target. Create a free video using free video stock footage about how awesome that community is, how unique they are, and subtly include your logo at the very end. Share this video with the community manager and hopefully you'll pick up some followers. One example earned 40,000 free Facebook likes within one day, by following this strategy.

4. Follow, Like and Comment

A well-known strategy is to follow, like and comment on the content of your target customer. By clicking on hashtags that you want to be a part of, you will find people who are posting using these hashtags. By following and engaging with these individuals, they will hopefully like your page back in return. Unfortunately your follower ratio will become skewed and you will be forced to unfollow accounts in order to retain credibility, which will lose you followers who notice that you've unfollowed them (they aren't notified of this but might notice if they click on your profile or their list of followers).

This can be very time consuming, taking up your whole day. You're looking at at least a few hours a day to get this to work for you.

We have a subscription service that does this for you, from only R990 per month ex VAT, but you are welcome to do it yourself for free, if you have the time!

Dylan Kohlstadt

Entrepreneur

Speaker 🎤 | Digital Marketer 💻 |

Entrepreneur 🧑

👉 Founder of @ShiftONEDigital
and @The_DMAdemy... more
www.shifto.co.za/

18k Followers 1 788 Following



5. Engage with your audience

It's amazing how many brands - and top brands at that - deem it unnecessary to reply to comments on their social media accounts. They hire community managers who...drink coffee and don't comment on posts. Simply by engaging with your audience you'll drive up the engagement rates and thus increase the organic exposure of your posts. The quicker the better.

6. LinkedIn

LinkedIn is often overlooked as a social platform, yet LinkedIn ranks on page one for Google SEO for my name (not sure about you!) and is a great way of being noticed by business-to-business and services-based industries, companies and individuals.

Having an up-to-date LinkedIn profile means you'll increase your subscribers and thus exposure to your brand, business and thoughts.

Share links to your other social media platforms on LinkedIn to grow following across platforms.

Dylan Kohlstadt (@dylankohlstadt) | Twitter

<https://twitter.com/dylankohlstadt?lang=en>

The latest Tweets from Dylan Kohlstadt (@dylankohlstadt). Entrepreneur 🧑, speaker, CEO of Shift ONE 🍷 for lead gen, content marketing, websites, ...

Dylan Kohlstadt Bio - Shift ONE - Shift ONE Digital

<https://www.shifto.co.za/dylan-kohlstadt/>

Dylan Kohlstadt, CEO of Shift ONE agency, is all about growing your business through smart marketing and engagement. She's also a great keynote speaker for ...

Dylan Kohlstadt - Speaker: Female Entrepreneur, Social Media Expert ...

<https://za.linkedin.com/in/dylan-kohlstadt-9109525>

View Dylan Kohlstadt's profile on LinkedIn, the world's largest professional ... my YouTube channel and a few of my videos, as well as follow me on Instagram, ...

7. Host events

Events are a great way to pick up followers. Amazingly event after event doesn't promote their social media accounts in a visible way. I'd suggest you create a huge 3D sign of your hashtag and @handles and put them up on the stage and in the coffee area! Get followers! Live tweeting and posting is also a great way to drive engagement and followers at events.

8. Competitions

The quickest and cheapest way to grow your following has to be a competition. Everyone loves a freebie! Go out there and spend R10,000 on a fabulous giveaway, ask people to like, share and comment and use the hashtag of your choice.



Cheap ways to grow your email newsletter subscriptions

Newsletters and email marketing is still one of the top ways to convert prospects into customers.

You should encourage anyone who visits your site, your business or receives a quote on your services or products, to sign up to your awesome newsletters. Then you just need to make sure they are awesome, and not dry and dusty.

Also, once you have someone's email address, you might not be able to email them without their consent due to POPI and GDPR laws, but you can add them into your Facebook audience settings to target them with ads.

Email addresses are pure gold. But remember, once you have email subscribers, make sure you send them fresh emailers, regularly!

1. Free EBook

Take a few of your great articles or blogs, put them into a document, create a cover page and a table of contents, save as a pdf and voila, you have an ebook.

If you are in a creative industry, you can create lookbooks for the season.

Recipes are always a winner.

What can you offer people, something of value to them, that will encourage them to give you their email address?

I regularly fill out my email address in order to be emailed a research paper or findings or latest trends article.



2. Free Webinars

Give people some free training or information via a free-to-view webinar. The only thing they have to do is to sign up using their email address. Hopefully they also subscribe to your newsletter.

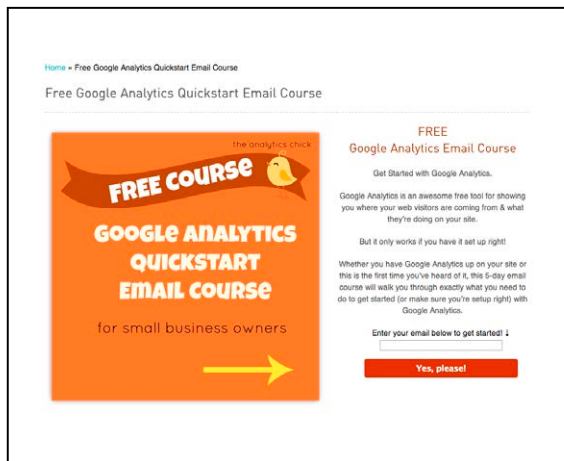
3. Sign up to Newsletter Form

Make sure you have a very short form, email address only or at a max, name too. Put this form at the bottom of your website footer, add it onto all your quotes, the footer of your email signature, when people buy online, pop up over your website home page (yuk), a sticker on your trucks, on the front of your store!

Make it as easy as possible to sign up for your mailers.

4. Offer a free course

Everyone wants to learn, for free. Take your webinar course content, put it into a document, and give it away for free if people sign up for it.

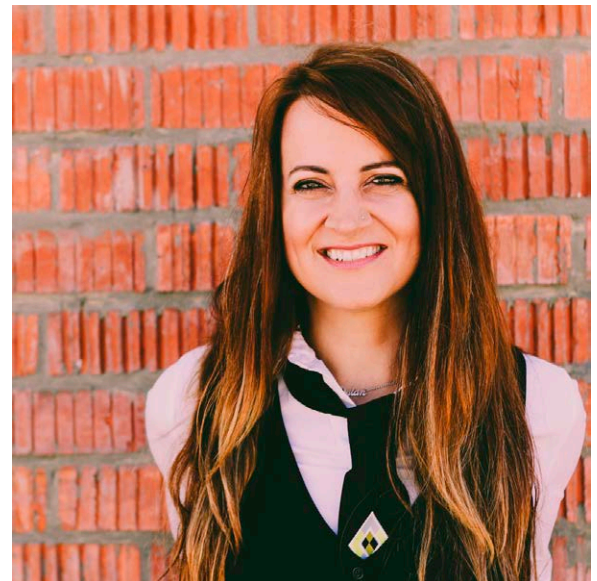
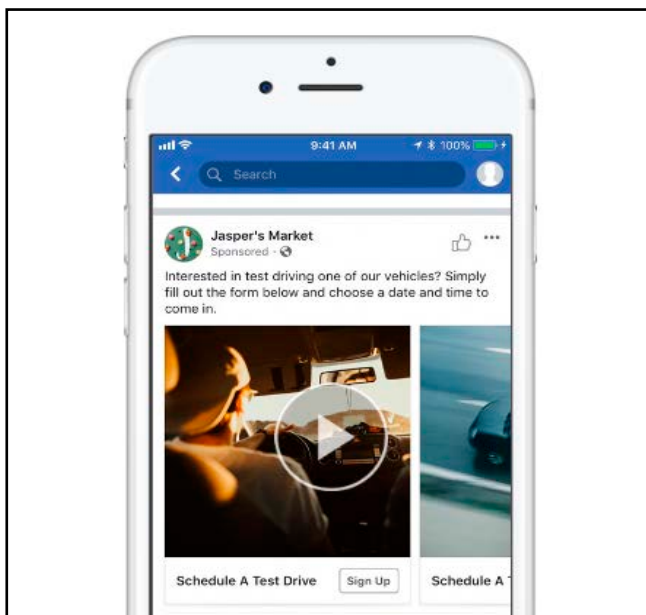


5. Sign up via social media

Add the Sign Up button onto your social media accounts.

6. Lead Gen Ads

Spend a few hundred rands and create a Facebook, LinkedIn or Twitter Lead Generation Advert (email address generation ad), in order to find people who want your services and are begging you to contact them now.



About Dylan Kohlstadt

Dylan Kohlstadt is a serial entrepreneur and speaker who knows how to use digital marketing and social media to grow a business and build a brand that people love.

Dylan founded Shift ONE Digital in 2011 and the Digital Marketing Academy in 2013.

She recently launched her #AskDK YouTube show where she shares her knowledge on digital marketing, marketing and entrepreneurship with her followers.

Dylan has over 20 years of marketing and digital marketing management experience in gaming, insurance, financial and property industries and can be considered a subject matter expert on all things digital.

She has extensive local and international experience (South Africa, UK and Australia), and has managed global and national brands in multiple languages and countries.

Dylan has her IMM (3 years) Marketing Diploma as well as an MBA through Unisa.

The **do's** and **don'ts** of interacting online

With social media being one of the top marketing platforms, it is important that marketers and small business owners execute their social media strategy not as an after-thought, but rather as a focused and dedicated task to build and nurture their online community.

This approach not only creates the opportunity for consistency in the brand's tone of voice, but it also makes it easier for the business to pinpoint the stats required for insights that will help enhance the overall marketing strategy in the long run. Over the years, the experience that I have gained through launching and managing an organisation's social media strategy has taught me the following:

1. Never fake your brand's authenticity

According to We Are Social and Hootsuite's Global Digital Yearbook for 2019, South Africans spend the 6th longest time online, amounting to an average of 8 hours and 25 minutes each day. This means that the use of social media amongst South Africans is fast becoming second nature, ultimately making the engagement between brands and its followers less daunting.

Furthermore, this has made it easy for prospects to decipher "bipolar social media business profiles". As an Online Community Manager, it is important to be aware of the brand's ethos and maintain its tone of voice in the effort to make it easier for your marketing communication on traditional marketing platforms to relate to the organic content on your social media page. No matter the trending topics that you are exposed to



at any given time, before jumping onto the wagon, ask yourself: "while this carries street cred and relevance, how do I connect it to what my brand stands for?"

2. Remain consistent

Give your followers something to look forward to and a reason to repeatedly come back to your social media pages. If your business is new on social media, consider exploring themed content for a certain period of time and build on it. It is critical to ensure that your followers find the content that you share valuable and insightful. This will help you build a community of like-minded individuals who share certain interests, making it easier for you to develop relevant content. Moreover, make use of your brand characteristics to guide you in establishing a tone of voice – would it make sense to have a youthful brand's reply to your enquiry start with "Dear Sir..."?

3. Be transparent

Some start-up clothing boutiques that make use of

“ Social media word-of-mouth spreads like wildfire. If your business is going to trend, let it be for the right reasons. ”



Instagram are notorious for selling items without publicly specifying the price. Instead, prospects are often required to send a DM (direct mail) for them to be provided with the item's pricing. This kind of approach in servicing prospects and customers raises eyebrows and increases the chances of losing business to your competitors and could potentially stimulate negative word-of-mouth. Communicate your shortcomings and challenges in your processes timeously. If you run an online store and the courier company is experiencing challenges, inform your customers in time. Social media word-of-mouth spreads like wildfire. If your business is going to trend, let it be for the right reasons.

4. Don't get too personal

New business owners often fall into the trap of sharing content that has more “I’s” than “we” or the company’s name. This is why it is important to make adequate time to craft and schedule content on your chosen social media platforms. In this way, your focus is purely on the

business’ profiles and the pages are not a reflection of your Social Media Manager’s busy schedule or mood swings.

5. Automated responses

Check your business’ frequently asked questions or if the business is new, rely on crafting answers to questions that you typically expect to receive from clients when you are about to close a sale. For example, important information such as operating times of the business, a link to your online store and delivery rates may be incorporated in your Facebook instant replies to prospects via direct mail and inbox messages.

6. Maximise the functionalities or features of each app

Tap into resources and websites such as socialmediatoday.com that share the latest updates regarding each of the platforms that you make use of. This will expose you to functionalities that you should be trying out in the effort to keep your followers engaged and interested in the content that you share. In May 2019, it was reported that Instagram was testing the option of providing brands with the opportunity to share a link to an individual story, which would mean less time can be spent on crafting content for stories while brands enjoy maximised exposure on the platform.

Amantle Mokubung, Marketing Strategist and Future Females Ambassador.

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How to harness **business intelligence** to kickstart growth



Business intelligence can help business owners, managers and other operational workers make better and more informed decisions. Companies also use business intelligence to cut costs, identify new business opportunities, and spot inefficient business processes.

From political volatility to power outages and difficult operating conditions, South African business owners face challenges on a number of levels. Economic growth has been slow for some time, and advances in technology and automation are threatening established industry players.

Yet for savvy business owners, technology offers new and potentially transformative platforms and solutions. Arguably, developments in data analytics and business intelligence (BI) provide some of the most tangible and accessible means of harnessing technology to boost growth. From a market value perspective, the global Business Intelligence market was valued at USD 17.15 billion in 2016 and is projected to reach USD 147.19 billion by 2025 - growing at a CAGR of 26.98% from

2017 to 2025 according to MarketWatch.

Such rapid growth should come as no surprise: the actionable value of data is immense when it is intelligently analysed and displayed for business owners. This value is increasingly being identified and leveraged by businesses around the world, particularly as the solutions become more affordable. A few years ago, BI tools that analysed client or operational data were exceptionally expensive and were often built solely for specific data sets and circumstances. Now, however, with Microsoft Office 365 and other software platforms, smaller businesses are able to benefit from data analytics.

Indeed, the clever analytics capabilities that are now built into most cloud solutions allow users access

to dashboards that are representing real data from the business in a highly accessible and user-friendly format. With these tools, anyone can essentially assume the role of a data scientist – with no prior training or specific expertise required!

Getting started

For business owners who are unsure of where or how to begin, the first step is to start moving IT operations to the cloud. Today, leaders and decision-makers are beginning to realize the value of engaging with IT solutions in the cloud. Often, this means adjusting business models to incorporate operational expenses like subscriptions - rather than large capital expenses such as servers, software and long term license agreements. This more agile, cloud-based model thus enables continued access to the latest and greatest in software and management tools that are continually being updated and perfected by the providers themselves. As a result, business owners no longer have to worry about being “up to date” as it becomes the cloud provider’s responsibility to remain current and best in class.

Once cloud migration has been achieved, the business can then make the most of market-leading software and analytics. Today, Office 365 is the easiest and cheapest way to start benefiting from cloud solutions and built-in business intelligence. First, however, move all business email to the cloud to ensure that communications are no longer at risk of failing and that the business is ‘always-on’ and connected.

Once you are in the Microsoft stable, you will have access to many other key platforms - tools like Delve, OneNote and OneDrive that have built-in analytics. These platforms can tell you, for example, how much time you are spending in meetings; whether or not someone viewed a shared Excel spreadsheet; and many other collaborative tools that allow staff to work together from different locations or offices.

Data management is key

While businesses can make fast progress with basic

“ Looking ahead, while business owners will be required to invest in key platforms and data management expertise, the long-term benefits of business intelligence are difficult to ignore. ”

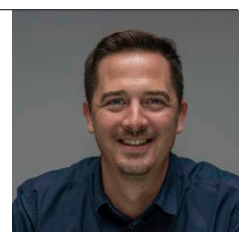
BI tools, the real magic in the Microsoft cloud starts to happen when users engage with Sharepoint. To maximise this tool, however, it is critical to work with a data management specialist to establish safe ways of storing and sharing data. This type of specialist will essentially build a ‘library’ and create data management methodologies and processes. Without

this professional engagement, business owners run the risk of creating massive volumes of data and storing it in a place whereby everyone has access - which is unadvisable for many important reasons.

Worryingly, many companies are already at risk because they have not established rigorous data management processes with a specialist. In many instances, businesses are using DropBox or similar tools that they believe are clever ways to store their data in the cloud - but are unaware that this has been done without security or permissions being addressed properly. In addition, users are often unaware that if their device or machine is infected with malware, they can transfer this malware to the business’ cloud data store simply by accessing the shared DropBox files – potentially resulting in data loss or theft (and non-compliance with data protection regulations such as GDPR and POPI).

Looking ahead, while business owners will be required to invest in key platforms and data management expertise, the long-term benefits of business intelligence are difficult to ignore. By enabling business owners to identify operational weaknesses as well as unique market opportunities, business intelligence and analytics can be the key to scaling and achieving true sustainability.

Aaron Thornton is the Managing Director of Dial a Nerd, providing professional IT & computer support and solutions across South Africa. Visit www.dialanerd.co.za or call (010) 007 0012/(021) 200 1460.



Trends that will continue to shape payroll and HR



The world of business is changing quickly, and with trends like the gig economy, global employment and cross-border collaboration on the rise, you can imagine the scale of regulatory and legislative changes taking place.

It should be obvious, then, how important having an agile, cloud-based payroll and HR management tool is.

The security of your data is now more important than ever

Picking data security as a technological trend to watch is low hanging fruit at this point. That doesn't make it any less important, however. Cybercrime is getting more sophisticated by the day.

That said, research conducted in 2018 showed that cyber security measures are equally advanced. According to Accenture, financial institutions were able to block 81% of the cyber-attacks attempted in 2017 – up from 66% in 2016, despite the number of attacks having doubled in the latter year.

Additionally, with legislation like POPI and the General Data Protection Regulation (GDPR) in full effect, cloud-centric solutions are making it easy for global businesses to comply in a timely manner. Once hosted in the cloud, new legislative and security changes can

be implemented throughout a platform's ecosystem—to every client and every device—simultaneously and without much difficulty.

Payroll outsourcing is growing in popularity

By reducing the labour required to maintain operational systems while simultaneously reducing costs, it's no surprise that service outsourcing grew in 2018 as many of us suspected it would. It seems to be the natural progression for business in this connected, collaborative industrial revolution. Payroll and HR services are no different.

While outsourcing payroll cannot replace an in-house department, it does add significantly to the existing structure, bringing expert knowledge and benchmark payroll practices to the table at a fraction of the usual cost. Furthermore, outsource providers also generally carry the responsibility of developing and maintaining software, which is also advantageous in terms of regulatory and legislative changes and compliance.

As economies continue to shift beyond the limitations of traditional business structures, payroll providers offering services on an as-needed basis will more than likely grow in number.

The job of a payroll manager continues to evolve

Technological advances in payroll solutions provide

greater insights, enabling businesses to identify and remedy problems, resulting in the death of silo operations as payroll administration takes an increasingly strategic focus.

Quick moving businesses adopting this collaborative and value-centric approach are reaping the benefits in the form of faster, simpler expansion and global connectedness.

User experience continues to be a focus

In 2018, emphasis was made to the importance of user experience, something legacy payroll systems have lacked for going on a decade now. End users have been spoilt by slick, responsive web design and connected, customisable ecosystems; this will continue.

By making payroll and HR information more presentable, it becomes that much more communicable across branches, business units and even across borders – a huge time saver for larger organisations.

For our part, we've done our best to create an almost social media-like experience, allowing colleagues to communicate and query payroll and HR discrepancies in real-time.

Holistic services are still the goal, but we're not there yet

Most solution providers are some way off from providing all of their services via an API key, but it hasn't stopped business from trying to provide some ability to integrate their services with other 'similar' services.

While a stock standard integration platform that covers all the individual bases a business might have does not yet exist, I'm thrilled to see that payroll and HR platforms have come as far as they have in the space of the year. If anything, it's revealed just how much untapped value integrated, intelligent and cloud-based payroll and HR systems still have to offer businesses.

Bruce van Wyk, Director at PaySpace Payroll and HR Services. PaySpace is the leader in true cloud-based Payroll and Human Capital Management Software providing new, improved solutions to help businesses operate in the modern era. Visit: www.payspace.com



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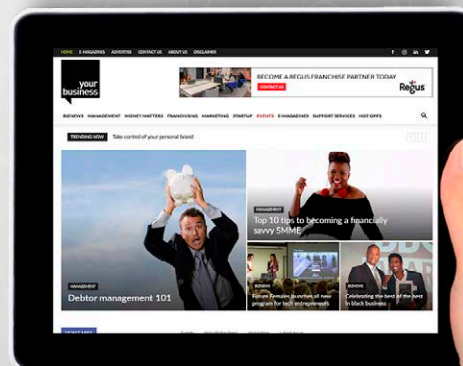
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■ Waiter lock

Authentication in seconds! Optimize your ordering and cashier processes by using waiter locks.



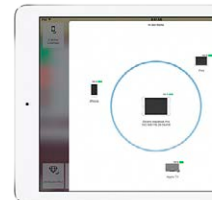
■ Voucher and customer administration

Accelerate your process flows by direct order intake at the customer. Incoming orders are transmitted in real time to the kitchen or counter.



■ AnyWay technology

posmatic is 100% offline. This means that you can work without an internet connection. The synchronization of the data in your personal dashboard takes place as soon as posmatic is reconnected to the network.



■ Customer display

For sales at the counter: iPod touch as a customer display. Inform your customers about the amounts to be paid and the amount of the change.



■ Kitchen monitor

Inform your kitchen about incoming orders. posmatic kitchen display via Apple TV is the easiest way. Orders can be acknowledged via the remote control of the Apple TV.



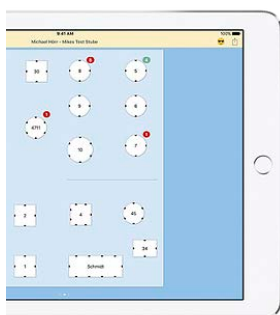
■ Customer pager

posmatic supports customer pagers. The finished order will be automatically reported to the pager.



■ Kitchen Monitor for customers

Inform your customers about the status of their order. The finished order is automatically displayed on the customer monitor.



■ Table plan

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ROTAS

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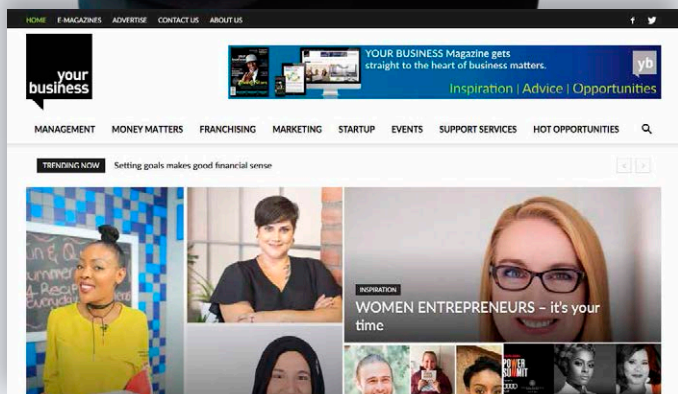
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