

your business

Inspiration | Advice | Opportunities

December/January 2020 DIGITAL EDITION
Volume 24 No.6 | www.bizmag.co.za
FREE COPY

Tech that will
shape SMEs
in 2020

How to:

- Make the right hire
- Boost your sales
- Manage your cash flow

New year,
new strategy

LEARN FROM
CHALLENGES AND
TURN THEM INTO
OPPORTUNITIES

cashconverters®

The smart
franchise
solution

Get to grips
with **small
business
financing**

FRANCHISE FOCUS

30-Page special
Your one-stop guide

A-Z FRANCHISE
OPPORTUNITIES
FIND YOUR
RIGHT FIT

ADVANTAGES OF
FRANCHISING
HOW TO DO YOUR
DUE DILIGENCE

SET YOURSELF
UP FOR SUCCESS
HOW TO FRANCHISE
A BUSINESS



WIN
Business
books up
for grabs



BUSINESS OPPORTUNITY

For just short of a century, professional technicians have reached for Snap-on® Tools



In 1920, with the turn of a socket wrench, the founder of Snap-on Tools Joe Johnson, revolutionized the tool industry. His ingenious "5 do the work of 50" Interchangeable sockets & handles, set a new standard and Snap-on has been innovating ever since. Snap-on founders also pioneered direct sales & delivery of tools to technicians at their place of work in a mobile shop-fitted store.

Today, as a proven business model, with more than 5000 business units worldwide, owning & operating a **Snap-on Mobile Dealership** as your own business is worth investigating.

RUN YOUR OWN BUSINESS



- No Royalties or Advertising Fees
- Exceptional Training & on-going Support
- Low Start-up Costs
- Territories Available Nationwide

Contact
The Business Manager
Tel: 031-569 7637 or
Email: biz@snapon.co.za

www.snapon.co.za



View video at
snapon.co.za/who-is-snap-on
or scan QR code





DECEMBER 2019 / JANUARY 2020

On the cover

16 Cash Converters - the smart solution

With a successful track record of more than 25 years of operation in Southern Africa, and over 30 years globally, the Cash Converters franchise continues to provide entrepreneurially minded people with the infrastructure and support to become financially independent and thriving business owners.

Inspiration

6 New year, new strategy

Use 2019's challenges as an opportunity to learn, evolve and reinvent your business.

8 Wrapping up the year

Reflect, review and relax.

9 Achieving work-life balance

The most popular new year's resolution amongst workers for 2020 is to achieve better work-life balance. Here are some tips to help achieve this.

10 Marketing trends for 2020

Keep these trends in mind, and you'll be set for the next year of opportunities.

Money Matters

40 Get to grips with business financing

SMME financing is not a one-size-fits-all solution. There are different types of lenders offering different types of finance products tailored for different needs.

43 No financials? No finance!

Entrepreneurs looking to access finance won't get far if their financials are not in order.

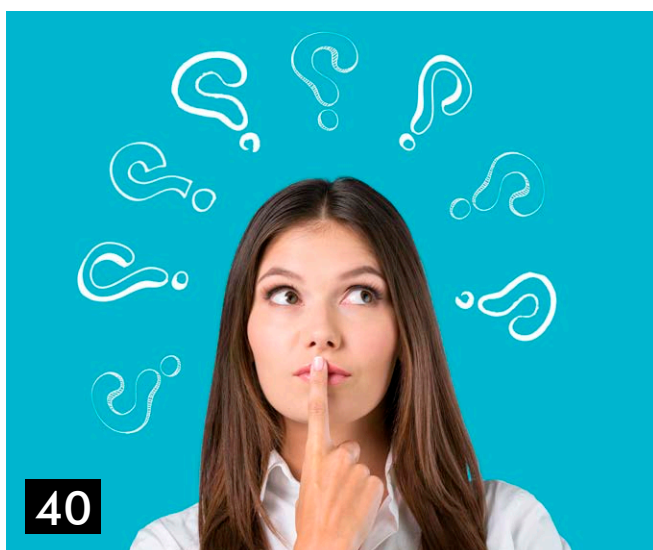
44 Tips to manage your cash flow

For the small business, cash is KING.

46 The Cash Flow statement understood

This handy report that can give you some very valuable insight into the health of your business.

48 Financial terms you simply must know and understand





58

Sales Strategy

50 Smart tactics to improve your sales

The demand on the salespersons' confidence and skills levels are higher than ever before.

Human Resources

52 TOP interview questions to ask

- and what to learn from the answers.

54 Finding strength in our diversity

Nurture an inclusive culture, and reap the benefits.

56 Renumeration, rewards and HR trends

We take a look at where HR trends are headed.

Marketing

58 Connecting with your audience

Knowing and researching your target market should determine your event strategy.

Technology

60 Tech that will shape SMEs in 2020

A peek preview to find out what next year will hold for IT in your business.

62 Tapping into the mobile economy

The youth of Africa are the doorway to building socially relevant and economically viable businesses.

64 How to build an audience for your blog

65 Top tools to manage your side hustle

Communication, admin and creative tools that you can benefit from.

Books
up for
grabs
p12



The FRANCHISE FOCUS

16 On the Cover

With a track record of more than 25 years, CASH CONVERTERS is the smart franchise solution.

20 Why invest in a franchise?

With proper due diligence and planning, franchising can certainly be a lower-risk, high-reward route for both franchisor and franchisee.

22 What it takes to succeed as a franchisee

Advice to set yourself up for success.

24 All tracks lead to Digit FMS

It's onwards and upwards for this growing franchise brand.

26 Galito's - home of the African Piri-Piri flavour

The homegrown franchise firing up the world.

28 Only Realty offers a great opportunity for driven franchise partners

Join the journey and be part of the success story...

31 Run a training business with Cyber-Minds®

... and teach South Africa.

34 How to franchise a business

Franchising is a very successful distribution strategy to expand a proven, successful business.



22

Invest in **Your Future** and become the latest **Successful 3@1 Business Centre Owner**

Offer your community essential services like Printing, Worldwide Courier, Photo Printing, Internet, Photocopying & Binding and more

CELEBRATING OUR
21st BIRTHDAY

DHL
RETAIL OUTLET



KodakExpress
Digital Solutions

CELEBRATING OUR
21st BIRTHDAY



- ✓ A turn-key store opening
- ✓ Assistance with location & lease
- ✓ In-store training on all aspects
- ✓ Partnerships with leading brands

INITIAL SET-UP FROM R595K ex VAT

Depending on size of store

“After an exhausting search into many franchise opportunities available to Tania and myself, we decided that the 3@1 model suited both our collective career experience, and our expectations from owning our own business.

After training at an existing store, 3@1 Fourways opened its doors for trading in September 2005 in the recently refurbished and remodelled Leaping Frog Garden Centre in Fourways with a 50m² footprint.

In 4 years our business had grown so much that we had to expand.

After what is now approaching our 15 year anniversary, the business model has proven to be a success, despite an economy that is far from galloping, the 3@1 business centre service is still growing at a good pace.”

Tania & Peter Edwards
Owner operators 3@1 Fourways

Over 80 Stores
Trading in
4 Countries

Franchise
Association of
SA Member

Celebrating
21 Years
in Business

Success Stories
Prove our
Business Model

Go to www.3at1.co.za and sign up today!



Wholly owned South African company since 1999 • Opportunities in Namibia, Botswana, Zambia, Angola, Uganda, Zimbabwe, Malawi, Nigeria, Mozambique, Kenya, Lesotho, Mauritius, Swaziland, U.K. • Landlords/Agents - we require sites of roughly 50m² • Owner-operators preferred *Prices exclude landlord deposits and working capital.



Secure your future with a
Surefire Franchise Opportunity
Go to www.surefire.co.za



New year, new plans

Use challenges as an opportunity to learn, evolve and reinvent your business.



As a new year comes into view, it is normal to reflect on the one gone by. Hopefully 2019 was a good year for you, however for most businesses this proved to be quite a challenging year.

As you start planning for 2020, you're probably asking yourself a few questions, such as:

- How do I ensure I have a better year than what I had in 2019?
- How do I gain more clients?
- How do I improve my competitiveness?
- How do I maintain or improve my income in a tough economic business environment?
- How do I become even more efficient so that I can make more profit?

These are all critical questions, and the answers can help shape your plans for coming year...

1. How do I ensure that 2020 is a better year?

List all the things that went well and worked for the business, plus all the business's achievements in the

past year. For instance, perhaps you received really good feedback from your clients regarding your quick turnaround time. You need to examine and identify what made you achieve those results. This is what you'll carry over to the new year to build on and make it an even better year.

Similarly, you need to write down the things that didn't go well, and the things you had set out to achieve but didn't. Then turn your thoughts to the lessons learnt by not achieving some goals. This introspection is important so that we may continue learning and growing our capabilities as a business. This also gives us an opportunity to see what we need to leave behind and should not carry over in the new year.

2. How do I gain more clients?

There is always an opportunity in every tough situation; as an entrepreneur I would suggest you turnaround this tough time and start asking "what new opportunities has this economic climate created in my industry?" For example, if you're running an accounting bookkeeping

business and less people are purchasing your service, you could repackage your services by providing budget management services that helps clients contain their costs instead of just offering standard bookkeeping services. Perhaps there is an opportunity to diversify your service and product offering to speak to the current needs of your market. This may lead to building a new client base or even penetrating the current client base you already have more.

It is also important to not cut your marketing and sales budget during tough times. This is the best time to ramp up your marketing initiatives and improve your market presence so that, when the economy picks up again, you are already in the presence of your potential clients. If your business has slowed down, use this time for increased marketing of your services or products and implement smart sales strategies.

3. How do I improve my competitiveness?

To improve your competitiveness, you have to know and understand what your business does really well and to keep improving on that. It is crucial to also communicate this clearly to your market so that they are aware of it. Constantly understanding the needs of your customers and selling products or services that speak directly to their needs will also improve your business significantly. Every product or service you sell must be driven by the specific needs of your customers. This is a good time to speak to your customers, ask them what they feel you did particularly well and also find out what they believe you can improve on.

As a small business you have an advantage in comparison to big businesses, as more businesses are looking for agility in their service providers and want to know that they can receive services that speak to their specific needs. Therefore, it places small businesses in an advantageous position in comparison to their corporate counterparts.

4. How do I maintain or improve my income in a tough economic business environment?

Maintaining income means you need to ensure that you keep the same standard and customer service that you have been providing to your clients. When the customer service is maintained, and clients are happy, they are likely to continue doing business with you. A good

system to invest in during this time is a Customer Relations Management (CRM) system that will assist with managing clients and ensure that they are satisfied with the products and services that receive from your business.

This is definitely a time where every business needs to pay close attention to the systems and processes they have in their business, and to ensure that they are implemented consistently so that the customer service is constantly maintained and improved.

5. How do I become even more efficient so that I can make more profit?

In order to improve your profitability, start off by developing your strategy for the new year. Once you know what the focus areas will be, write down all the resources (financial and non-financial) you are going to need in order to implement this strategy. Then identify the resources you currently have, but do not need to execute your strategy. The costs related to resources that you do not need should be reduced or completely removed.

It is important not to cut costs without understanding how it relates to your strategy. When operational expenses are driven by strategic objectives, you are likely to maintain efficiency whilst achieving the desired results.

Even though you may have had a tough year, there is an opportunity to make 2020 a great year by having the right strategies in your business. The outcome of every situation really depends on your perception of it. If you are want to have a great year, you need to start looking at all the challenges differently, look at them as an opportunity to learn, evolve and reinvent your business.

Busi Raphekwane 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.



Wrapping up the year...

Many entrepreneurs find it difficult to take their foot off the gas at the end of the year, so to speak.

For many of the self-employed, time spent relaxing on the beach and on holiday is time spent not making money - something that is always front of mind.

It is, however, imperative for freelancers, entrepreneurs and those who are self-employed to mark an end to the year, if possible, and to take time to recharge and refresh before the next year starts. David Seinker, founder and CEO of South African co-working space The Business Exchange, has a few tips on how to wind down 2019 so that entrepreneurs can start off 2020 with clear goals and renewed focus.



1 Take stock of your biggest successes of the year

Even if the year was tough, to have made it to the end of 2019 in one piece means that you must have done something right. Look back on your year and make a note of some of the biggest successes that you and your business have accomplished this year. Perhaps it was onboarding a big client or finally being able to hire more staff? Take stock of these successes to build on it in 2020.

2 Identify the failures

With success comes failure, too. Identify at least three failures or shortcomings that occurred in 2019 and try to identify what it taught you. Perhaps you had hired someone who turned out to not be a good fit for your

team? The lesson here could be that a more thorough interview process is needed going forward. Or perhaps you lost a client due to non- or late-delivery of services? Here the lesson could be that you possibly bit off more than you could chew and for 2020, you need to learn to either say no to more work or improve your time management.

3 Acknowledge those who helped you throughout the year

This could be clients, staff or friends and family - identify these people and thank them for helping you in 2019. If it's staff, thank them for their dedication and hard work over the past 12 months and hint at some positive new plans for the business for 2020. If it's a client, thank them for their business and let them know that

you are looking forward to working with them again in the year ahead. If it's family or friends, thank them for their help and make sure that they know that their contribution and input has not gone unnoticed. Not only does it make everyone feel appreciated, but it sets you up for a strong start to the coming year.

4 Set goals for 2020

It is important to set goals for your business. Set a yearly goal, turn this into monthly goals, then turn them into weekly and daily goals. Every business - big or small - needs focus and goals. Perhaps you want to grow the team? Identify the roles you need and how you want to create these jobs. Or maybe you have your eye on a big contract for 2020? What's the plan to land it? All the while, keep in mind that at the end of the day, these goals need to contribute to the financial health of the company. You can't expand at a rapid rate and bleed money in order to get there.

5 Mark a definite end date to 2019 and a start date to 2020

Don't wing it. If you don't set a definite end date to your working year, you might find yourself waking up on Christmas morning opening your laptop instead of presents. Set a date as to when you would like to close up shop for the year, even if it's just for a short period. Let your clients know (I am sure they will understand) and put your out-of-office on. In the same manner, set a start date to your 2020 working year. If you said you'd be back in the office 3 January, be back on the 3rd of January. Even if the first day or two is quiet, it will give you time to do some critical planning and thinking about the year ahead.

The better prepared you are, the more in control you will feel. With that understood and respected, 2020 might just become your best year in business yet.

How to **retain an intrapreneur**

An intrapreneur is a person who has an entrepreneurial mindset, but is employed by a company to drive innovative ideas and projects within their business.

These individuals are primed to see new opportunities and investigate changes to policy, technology or systems that will improve the functioning of a company or develop innovative new products and services. Yet many companies lose their intrapreneurs to greener pastures. Diane Boorman, Business Enabler, Mentor and Founder at Brand Analytics, shares some tips to retain your intrapreneurs:

■ **Support their growth through skills development or training**

Intrapreneurs who are not using their full capacity will get bored. They are quick-minded and therefore need stimulation. Allow them to take leadership and personal development courses and learn new skills. If they have learnt as much as they can in a one department, move them to another. It is better to harness their drive and energy than to lose them all together.

■ **Share new ideas and information**

Creative thinking is the cornerstone of intrapreneurship, so find a way to push them into a space to spark creativity and big sky ideas. Share new and interesting information with them often; an intrapreneur will absorb ideas vigorously, thinking continually about how they can be practically applied.

■ **Create social opportunities**

Intrapreneurs love meeting new people and interacting with others. When looking for volunteers to participate in business events or activities look no further than the intrapreneur; they will always put their hands up.

■ **Manage expectations**

An intrapreneur will go all out coming up with big ideas which can break the budget, so it is important to set the expectations up front. Let them know what is and what is not flexible.

■ **Time management**

The intrapreneur gives everything to their job, they will work long hours often getting lost in the pleasure their work brings them. Make sure they are managing their time well and balancing their work/life; the last thing you want is a burnt-out intrapreneur.

■ **Push them outside their comfort zones**

Intrapreneurs should be challenged; push them out their comfort zones and you will see them grow. Usually there are two things keeping a person in their comfort zone: fear and goals. When you notice complacency of any form, push the intrapreneur to set new, challenging goals or help them uncover any fears that may be limiting them. The intrapreneur grows quickly, so expect fast reaction to your efforts and watch them bloom.



Work-Life Balance top New Year's resolution for 2020

A recent survey done by co-working company Venture Workspace, revealed that the most popular new year's resolution amongst workers for 2020 is to achieve better work-life balance. Amongst respondents, 40% surveyed rated their current stress level as high, while 20% said their levels were extremely high. More than half reported experiencing burnout this year. Flexibility and traffic was also listed as a major concern.

"Finding the right balance can be hard given the pressures of the modern working world. As South Africans, we are known for our work ethic, but we urge workers not to work at the expense of their happiness. Take time for yourself in 2020, says Louis Fourie, director of Venture Workspace.

Fourie offers some tips to business owners and employee to achieve better work-life balance .

- **Set aside 'offline' time.** Dedicate time each day to 'unplugging' and stick to it.
- **Make your workday as productive as possible.** Structure each workday so that your time is properly managed. Block out time for priority tasks and avoid checking emails or answering calls when completing these tasks.
- **Stick to decided working hours.** If you don't have these boundaries in place, you will find yourself never really switching off.
- **Find the right working environment.** Research shows that the working environment plays a huge role in employee mental health. Find an environment that suits both your personal and professional needs, your personality and your working style.
- **Remember that you are more than just your job.** When you feel yourself getting sucked into working overtime, take a moment to remember all the other things in your life that are important to you.

Marketing trends

With so many new developments every day, it seems that there is little that surprises or amazes us. We're becoming used to the idea that technology will change, and we'll adapt to the next big thing overnight.

That being said, some trends seem to stick more than others, and get integrated into our lives without us realising it. The trends for marketing in 2020 are no different. They're all things we have already been using without putting a name to them. Nevertheless, they are exciting when you start to unpack the possibilities that they bring and what the future holds.

Whatever you decide to do to market your business in 2020, make sure you do it with these trends in mind and try something new to reach your target audience. The key in marketing your brand is to make your content valuable and appealing to the people who are actually going to buy your product or service. So find out what that is and who those people are, and you'll be set for the next year of opportunities.

Voice search

When Apple announced that Siri would be the voice function on all new iPhones, there was a buzz around the world. However, for most countries (apart from the USA) this was just a gimmick for a long time (no doubt you too have asked Siri to recite a poem or told her you love her). The reason for this is that most websites were not ready to be indexed for voice search.

Now with Google Home or Alexa, the Amazon Echo's voice-activated smart speaker, there's

a shift to ensure that all content is able to be searched via voice command and read back to us. This allows us to shift from sitting behind phones and computer screens and rather to continue living our lives with a smart companion close by.

According to Editor's Choice, that's already the case for over 25% of adults in the US who own a smart speaker. In 2019 31% of smartphone users worldwide used voice-activated search, like Siri, at least once a week and it is estimated that in 2020, 50% of all searches will be voice searches.

TIP: Start to optimise your website for voice search by using long-tail keywords such as 'how to make vegetarian lasagne' instead of short keywords such as 'veg lasagne'.



Dominique Sandwith



Podcasts for business

Speaking of the move to reduce screen time, podcasts are also a tool enabling us to gather information or be entertained by voices. According to a study by Edison Research and Triton Digital, in the USA people over the age of 12 spend on average 17 hours per week tuning into their favourite podcasts, online radio shows, and audiobooks.

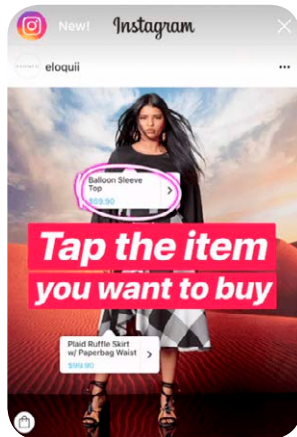
Podcasts are no new trend, they've been around for over 15 years in some form. However, the quality of the podcasts is increasing and with that, an uptake in businesses using podcasts to tell their story. In 2020 we'll see an increase in this kind of podcast with an emphasis on creating brand stories through audio, especially as more specialised agencies form around this medium.

Having had some experience with it this year when creating our own podcast, *Life Behind the Yellow Door*, we found that it was easier than expected when working with professional podcast creators. The trick was to have a strategy for each episode and then to relax into it. We also brought in guests to keep it interesting, and explore different perspectives around topical discussion points.

Shoppable posts

Facebook, Instagram and Pinterest all have ways to integrate e-commerce into posts and pages, allowing brands to tag their products in posts and customers to be able to go directly to the product from social media. Once again, the concept of being able to buy a product via a social media post is nothing new, however, we do believe this will take off exponentially in 2020.

Already over 60% of Instagram users say they discover new products on Instagram and in a survey of over 4 000 Pinterest users, 70% said Pinterest helps them find new products. Social commerce not only allows brands to reach new customers and audiences, but also shortens the sales funnel dramatically as people can buy on impulse directly from their feed.



TIP: In order to have shoppable posts, you need to have an e-commerce website, but it is easier than you think to create a web-shop, and can be a new source of income if done correctly. We recommend a WordPress website with Woocommerce that will integrate seamlessly with any payment or shipping system you would like to use.

Social proof and 'like' visibility

A new trend for 2020 (and something that no one seemed to see coming) is that Facebook and Instagram are trialling the removal of the number of 'likes' a social media post has received. This social proof has for a long time been a metric for businesses and influencers alike to measure their popularity and status. In addition, it's created a culture of "like for like" where the importance of a post is placed on how many likes it received. With this new era comes a change in perception and hopefully a more responsible way of using social

media, to share good content and brand stories rather than just 'likeable' posts.



Mobile first responsiveness

Device-responsive websites are definitely not a new trend for 2020, but the number of devices continues to rise and the importance of building sites for mobile first is more important than ever.

According to HubSpot "48% of consumers start mobile research with a search engine, and the first position on Google search results on mobile has a 31.35% click-through rate." Which means, if you're up at number one on Google for your chosen keywords, you're going to get a lot of leads. However, if your website is not device responsive and user-friendly, you'll likely lose out on these customers.

Building for mobile first means that you'll have more succinct copy, bigger buttons and calls to action, and more pertinent imagery since the screen space is so limited.



Ephemeral media

It all started with Snapchat which allowed users to send content that would disappear once watched. This kind of media took off with Instagram Stories which last just 24 hours, and Facebook and WhatsApp following suit. The appeal of ephemeral content is that its limited lifespan creates a sense of urgency to react and share it with others.



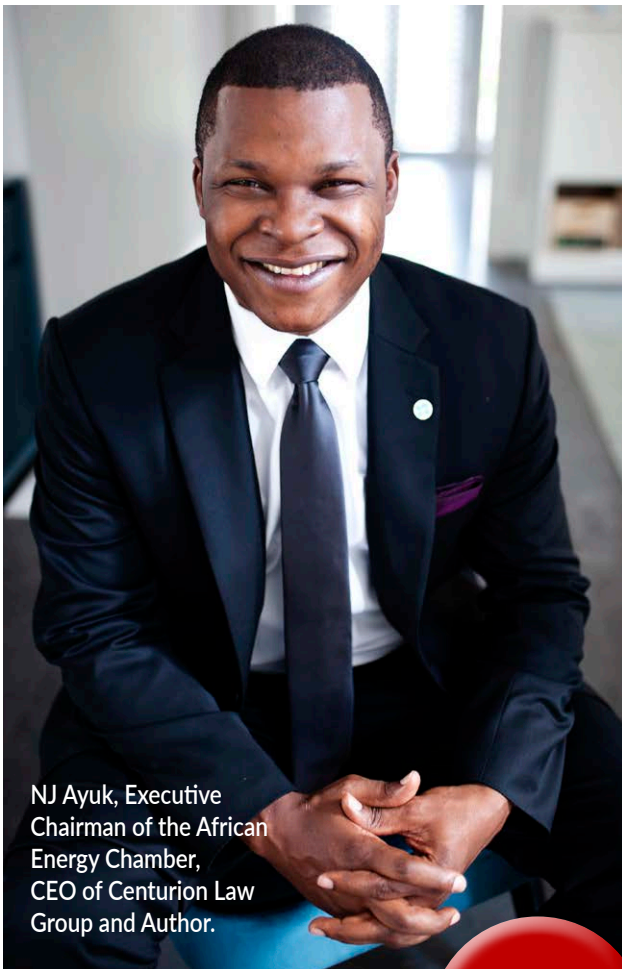
The benefit of this kind of media for your business is to humanise your story and strengthen brand identity, reach a wider audience and maintain consistency with your brand voice and tone.

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.

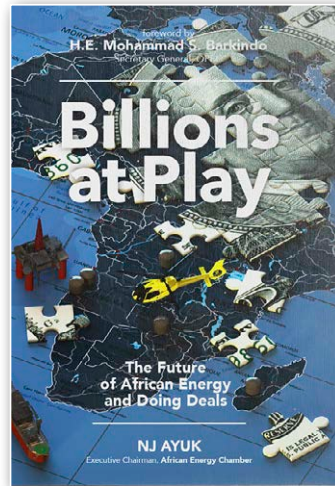


ON OUR BOOKSHELF

Billions at Play: The Future of African Energy and Doing Deals by NJ Ayuk



NJ Ayuk, Executive Chairman of the African Energy Chamber, CEO of Centurion Law Group and Author.



African economies are undergoing a transformative period. The energy sector, particularly, holds great potential to revitalize African economies and empower growth and development. This is a subject NJ Ayuk dives into in detail in his sophomore book, *Billions at Play: The Future of African Energy and Doing Deals*.

With a foreword by OPEC Secretary General Mohammad Sanusi Barkindo, *Billions at Play* sets out to answer the questions: How did Africa get here and what comes next? How do African countries and societies get the most value from their resources? What exactly can African leaders do to put their countries on a sustainable, profitable path? And how can all parties win in Africa's energy deals of the coming decades? In a straightforward approach, Ayuk outlines the fortunes and misfortunes in Africa's petroleum industry and proposes that Africa can learn from itself to build competitive economies. "If African governments, businesses, and organisations manage Africa's oil and gas revenues wisely, we can make meaningful changes across the continent," he says.

Using his experience and knowledge of the global energy sector, Ayuk challenges key players to be more active in developing their resources and local content skills, and encourages decision-makers to put Africa's people at the center of economic growth plans.

WIN one of five copies of *Billions at Play*

Email your name and contact number to competitions@bizmag.co.za with 'Billions at Play' in the subject line.

► Or enter online here

Entries close 31 Dec 2019.

WIN

Making the case for the petroleum industry having the power to support and transform emerging economies, he unpacks key issues including what and how Africa can learn from itself, the role of natural gas in Africa's energy future, effective and sustainable investment strategies, strategic oil and gas revenue management and, the role of women in the African petroleum sector.

Ayuk says that, "Africans are more than capable of making our continent successful." However, global participation in the African energy landscape can produce greater benefits. Speaking on U.S.-Africa relations specifically, he stresses that Africa needs companies that are willing to share knowledge, technology and best practices, and businesses that are willing to form positive relationships in areas where they work.

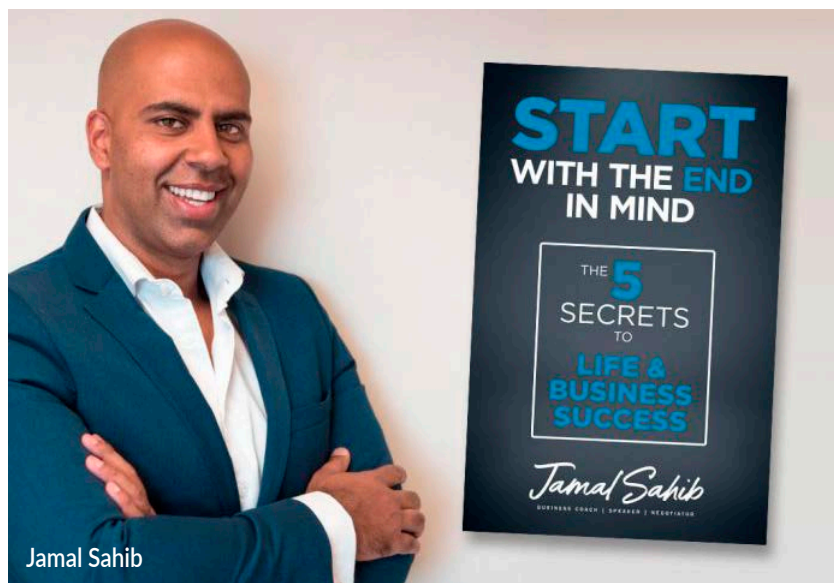
Billions at Play: The Future of African Energy and Doing Deals is available on Amazon - order [here](#).

RRP*: USD 24.99 (hard cover), USD 7.19 (Kindle)

*Prices may be subject to fluctuation due to exchange rate.

Start with the End in Mind

- The 5 secrets to Life & Business Success



In *Start with the End in Mind*, entrepreneur and business coach Jamal Sahib takes you on a journey of self-discovery, the people around you, the mindset you bring to life and business, and how your preconceived ideas about leadership, fulfilment, expectation and responsibility can derail your dreams.

Using real-life coaching examples, coupled with the latest coaching techniques and insights, the book will help you strip out imposed ways of thinking, enable you to crystallise your ambitions, deepen your understanding and appreciation of the people around you and guide you to a better, healthier, more fulfilling and impactful future.

Start with the End in Mind aims to:

- Teach you to value your strengths.
- Show you how to capitalise on your weaknesses.

- Equip you with the tools to get the most out of those around you.
- Give you permission to surround yourself with positivity.
- Tear off the blinkers of self-deception so you can clearly see your path.
- Lead you from dreams and goals into action and success.

Start with the End in Mind is available in major bookstores, and online on Amazon. RRP R230

Win one of two copies of *Start with the End in Mind*.

WIN

Email your name and contact number to competitions@bizmag.co.za with 'Start with the End in Mind' in the subject line.

► Or enter online [here](#)

Entries close 31 Dec 2019.

2020 Events Diary

DESIGN INDABA

26 - 28 February, Cape Town

www.designindaba.com

The annual Design Indaba Conference in Cape Town is a highly anticipated event on the creative calendar. Having established itself internationally as one of the premier multidisciplinary programmes in the world, it consistently draws luminaries to its stage and features the best of global creativity. It is also simulcast live to cities around South Africa.



HOSTEX

1 - 3 March, Johannesburg

www.hostex.co.za

Hostex, the biggest and longest-running food and hospitality exhibition in Africa, returns in 2020 and continues its legacy as an industry platform that provides access to the burgeoning African market and delivers innovation and opportunity for all stakeholders. The show will feature four primary districts – Hostex, Tea & Coffee Africa, Contract Furnishing Africa, and a brand new district, Food & Drink Africa.

FRANCHISE INDABA

6 - 7 March, Johannesburg

www.ife.co.za

The Franchise Indaba, organised by FASA, brings together the franchise industry offering visitors workshops and educational seminars for people wanting to join the franchise industry. This event will also showcase franchise opportunities, and allow you to interact with franchise business owners, industry experts and other people who work within the industry.



SAITEX

21 - 23 June, Johannesburg

www.saitexafrica.com

SAITEX is the original multi-sector trade-show allowing local and international importers and exporters the opportunity to test, explore and take advantage of inbound and outbound trade opportunities within the African region.

In 2020 SAITEX will be entering its 27th successful year, and will feature retail products such as electronics and home appliances, homeware and household products as well as building materials and tools.

SAITEX provides a high-level international business to business trade platform that gives access to both local and internationally secured companies, and attracts buying missions and quality visitors.

AFRICA'S BIG 7

21 - 23 June, Johannesburg

www.africabig7.com

Entering its 18th year, Africa's Big 7 is the continent's largest annual meeting place for the food and beverage industry. It is the leading trade exhibition for agents, distributors and retailers to meet and shape the food and beverage industry in Africa, ensuring a truly international event where 67 countries gather to network and forge relationships.

INVEST IN ONE OF THE FASTEST GROWING SECTORS IN THE SERVICE INDUSTRY

Mark Smith
Franchisee
Cape Town
Northern
Suburbs

“My passion is to bring excellent service and care for customers in their own home. My firsthand experience of seeing how high quality care can benefit people's lives led me to Assisted Home Nursing in October 2017, which provided me with all the tools to work in an industry which I find very rewarding.

My management expertise went a long way to making this a real success. You've got to offer a community minded service to make a positive difference in people's lives. I am excited to be able to utilise my experience to deliver the highest quality care and exceptional customer service. Assisted Home Nursing are a professional, friendly and approachable team.”



Work from
home or office



Time-tested
business model



Low cost
of entry

**AREA FRANCHISES
FROM ONLY
R250K ex VAT**

- Recruiting, training and retaining carers
- Equipment and software
- Uniforms and marketing materials
- Ongoing support and systems



FASA
THE FRANCHISE ASSOCIATION
OF SOUTH AFRICA
FULL MEMBER

If you have management experience, a desire and aptitude for running a high quality home-care business,
Email: info@assistedhomenursing.co.za or SMS your email address with the letters AHN to 079 118 0766

Visit www.assistedhomenursing.co.za to get started



Secure your future with a
Surefire Franchise Opportunity
Go to www.surefire.co.za





Richard Mukheibir,
CEO, Cash Converters
Southern Africa

The **smart** franchise solution

With a successful track record of more than 25 years of operation in Southern Africa, and over 30 years globally, the **CASH CONVERTERS** franchise continues to provide entrepreneurially minded people with the infrastructure and support to become financially independent and thriving business owners.

The Cash Converters success story starts with Brian Cumins, who in 1984 in Perth, Western Australia, saw an opportunity to package pawn-broking and second-hand retailing services into a mainstream, professional operation that has since evolved into a globally successful franchise operation. As Richard Mukheibir, CEO of Cash Converters Southern Africa explains, "Our group founder, Brian Cumins, describes it as taking the sector out of the steam-driven era and propelling it into the supersonic age."

Fast forward to 1994 when Mukheibir and his business partner Peter Forshaw (current Chief Financial Officer) established the Southern African wing of the brand. It was a time of tremendous change in the country; Nelson Mandela, having been released from prison in 1990, won the landmark democratic election of April 1994

and swore in a new post-apartheid era. "It was a time of post-isolation optimism that matched my entrepreneurial desire to build my own venture," Mukheibir elaborates.

Today, the company has over 90 franchisee-operated stores across Southern Africa, with ambitions to grow to 130 stores in the next 18 months. Collectively, Cash Converters' franchises employ nearly 1,500 employees, and by the end of 2019, will have processed around three million transactions across its retail, pawn-broking and micro-finance business units.

Progressive business model

Cash Converters' unique three-in-one business model (buying and selling pre-loved goods, secured and unsecured money-lending) creates three times the opportunity to generate sustainable profit. In fact, the



three different businesses under one roof creates a recession-resistant opportunity.

The retail floors offer customers the opportunity to purchase quality pre-loved goods at great prices. Stock changes daily, so a trip to a store means a thrilling treasure hunt for buyers. Furthermore, all stores comply with the Consumer Protection Act, and most of the merchandise comes with a six-month guarantee.

For sellers who are looking for a risk-proof, hassle-free way to sell items they no longer need or use, Cash Converters stores will purchase almost anything. They are always on the lookout for phones, laptops, consoles, cameras, coffee machine, microwaves and much more. Cash Converters businesses adhere to a strict zero-tolerance policy on stolen goods, and are governed by the Second-hand Goods Act. All stores are monitored by off-site CCTV footage, and each transaction is recorded on a point of sale system – all to give their customers piece of mind when transacting with them.

With the advent of the National Credit Act in 2007, Cash Converters expanded its money-lending remit (via pawn-broking) to include micro-finance services. Customers are able to access cash using their salary slips. Ethical and responsible business is a cornerstone of Cash Converters, so all the stores are registered credit providers with the National Credit Regulator.

Leading with technology

In line with doing business ethically and professionally, Cash Converters is serious about staying current and relevant. The franchisor has focused their energy and expertise on using technology to streamline the business for the future, ensuring connectivity between head office and the network of stores.

All transactional data is available via Cash Converters'

“ Our successful operation for over 25 years bears testament to the importance of being uncompromising in our standards and values. ”

world-class point of sale system, a bespoke platform that has enabled them to have a single view of each of their customers, and understand what customers do in each of the stores. For Mukheibir, data is a new form of currency. “We have the ability to manage and monitor what customers are doing in our stores, which clearly gives us a distinct advantage,” he says.

The benefits of this system extend to a myriad of other benefits. For example, stores are able to manage debit card-based loan applications, further increasing customer service levels. Inventory is visible across their entire network, which allows them to monitor sales and the demand for various categories, and is the basis for the buildout of their data warehouse.

Cash Converters is also leveraging this system to build out their webshop, so that customers can easily access any of the quality products online.

Furthermore, the bespoke PoS enables Cash Converters to fund a R1-million credit line to each of their stores. This is crucial as it allows franchisees to build their loan books as quickly as possible – with no risk of insufficient cash to lend.

Comprehensive, ongoing training is available via the e-learning system, ensuring all stores have access to the same quality and quantity of Cash Converters-related education.

Cash Converters is also in the process of establishing a centralised jewellery processing centre to refurbish the pieces bought into stores. Similarly, franchisees are able to plug in devices at their stores and connect to a team at head office who will validate software and data.

Franchising with Cash Converters

Cash Converters' shared values – professionalism, passion, integrity, collaboration and respect – are the basis for an ethos shared by every member of the Cash Converters team and family, both at head office and across their store network. This contributes to a consistent customer experience across the board. Individuals must share this common value set in order to be considered as a potential franchisee partner.

"At every step of the process we look to these five characteristics and for 'people person' individuals. Our successful operation in Southern Africa for over 25 years bears testament to the importance of being uncompromising in our standards and values," expands Mukheibir.

Potential franchisees are invited to participate in a face-to-face interview as the first step in the vetting and onboarding process. Successful applicants are then invited on store tours and shadowing sessions with existing franchisees before a franchise is awarded. "This is really important as it gives the prospective owner a feel for what the day-to-day will look like," Mukheibir continues. "We are an owner-operated business, and don't sell our franchises to managers. The owner opens and closes the store, and we have found this to be a very successful model and a differentiator for us."

Post successfully completing these steps in the process, new franchisees must attend an intensive two-month training program prior to opening their doors. The support doesn't end there though, as the franchisor's Training, Marketing, IT, Accounting, and Operations teams offer on-going support and assistance to franchisees.

The start-up costs for a Cash Converters store is approximately R3 million, depending on the size of the respective site. Franchisees are required to have half of the total amount in cash, upfront. The balance can be financed through an institution of the franchisees' choice, while the dedicated franchise team will assist with the compilation and submission of the business plan. Cash Converters also have dedicated site selection and property management specialists to help new franchisees locate a site and negotiate the lease.

How to get started?

Purchasing a franchise and being your own boss affords you the kind of freedom and flexibility you'd be hard-pressed to find elsewhere. Cash Converters provides an ideal opportunity to build sustainable wealth for you and your family.

Ambitious, hard-working, passionate and driven individuals who would like to join our Cash Converters network, are invited to complete a Franchisee Application form [here](#).

Alternatively, email IIsé Murray, Franchise Sales Team Leader: ilsem@cashconverters.co.za.



Join our turnkey franchise operation

Cash Converters' three-stream revenue model – we buy and sell second-hand goods and we loan cash against items or salaries – creates three times the opportunity to generate profit and build sustainable wealth.

A Cash Converters store comes at an investment level of R3 million. Half the capital is required in cash, and we will work with you to apply for finance of the balance. In addition to the above, we provide our franchisees with a R1 million credit line to fund their loan books.

We are part of an international brand, but we aren't just another franchise; we are a family of people with a purpose. So, if you are ambitious, motivated, driven and entrepreneurially-minded with a hands-on approach, we invite you to join our family.

www.cashconverters.co.za



For more information please contact:
Ilse Murray on 087 820 4271
ilsem@cashconverters.co.za

cashconverters®
buy smart sell smart loan smart

Why **invest** in a franchise?

With proper due diligence and planning, franchising can certainly be a lower-risk, high-reward route for both franchisor and franchisee.

Here are some advantages of buying a franchise:

Owning a business with an experienced business partner

Franchising is often described as a business format where you are 'in business for yourself, but not by yourself'. Franchise owners are able to own their own businesses, manage it daily and benefit from profitable trading without having to do any product development or national branding awareness. The franchisor has a dedicated marketing strategy and is responsible for all national marketing through the collective marketing fund, which ultimately benefits their entire franchisee network. This could include television and radio advertisements, social media campaigns and billboards, which are often unaffordable for a standalone non-franchised store. In addition, product development, for a restaurant for instance, is managed by the franchisor. Various menu options and food technology will be tried and tested, and the exact profitability margins will be calculated on all products before they are released to the franchise network.

Supplier relationships and bulk buying power

Most successful franchises either have good relationships with external suppliers or own their suppliers through vertical integration. This ensures that franchisors are able to negotiate bulk purchase deals (based on their entire network) with their preferred suppliers to the benefit of their franchisees. These negotiations may include the additional benefits of a dedicated payment system, logistical arrangements and distribution of stock to the franchisee stores, which further assist franchisees.

Easier access to finance

Funding is an integral part of expanding a franchise network when it comes to setting up, purchasing and revamping franchise outlets. Banks rely on several factors, including the holistic brand performance, the infrastructure and the franchisee support, which means it might be easier for an individual franchised store to



get finance than a non-franchised store. Franchisors invest greatly in stringent selection processes and training of franchisees upfront, which adds further comfort when banks assess a finance application. Banks generally finance 50% funding of the total setup cost, with the franchisees contributing 50% by means of unencumbered cash.

Regardless of the benefits of franchising, it is still important to complete a proper due diligence before buying into any franchise. Not all franchise formats and brands are equal, and sufficient research has to be done before investing in a specific brand.

DUE DILIGENCE TIPS FOR FUTURE FRANCHISEES

Make sure the following efforts are part of your pre-purchase homework...

■ **Check the finances**

There is probably no more important research to do before investing in a franchise than to establish that the network that you plan to part your hard-earned cash with has the financial ability and track record of meeting its commitment to its franchisees, and to weather difficult times. While franchisors may not be prepared to provide you with financial statements, the disclosure document should contain a statement of viability from the accountant/auditor of the business. Be sure to verify that this statement is dated within the last year. If the franchisor is listed, their financial results are in the public domain and you could review that.

■ Suss out the support

The level of support offered by a prospective franchisor is of critical importance, so make sure you scrutinise exactly how you'll be assisted, both as you set-up your business, and in terms of ongoing back-up. You need to be able to access a network of reputable suppliers, business advisers and marketing providers, and benefit from the support of both national and local marketing campaigns.

■ Test the training

There should be lots of information that a solid franchisor wants to educate you on; and they will be eager to see new members learn as much as they can about the brand and the way the business operates. Training should also be on an ongoing basis, as the franchise invests in new developments. If you come from a non-financial background, it is advisable to attend some basic training in this area.

■ Look for knowledge gaps

The level of technical knowledge that a franchisor possesses will be a good indicator of their commitment to their business, and will differentiate a stable enterprise from a "fly-by-night" scheme. A read-through of the operating manual and an in-depth discussion with the franchisor about their concept and experience in the industry should soon reveal any obvious knowledge gaps. The operations manual should be specific to the business and its policies and procedures, and not generic business principles.

■ Check the qualification criteria

Don't be offended when a prospective franchisor expects you to sell yourself to them; this is a good sign. Professional operators want to be certain that the franchisees they sign up are willing to adopt their vision, are capable of adding value to their brands and are likely to do well in business.

■ Evaluate the brand and market

Ensure that you are investing in a well-developed brand that has continuity. Working out brand equity, the value of a well-known brand name, is difficult, but is highly linked to consumers' knowledge; so a good starting point would be to do some qualitative research into how the market feels about the brand you're considering investing in.

■ Visit existing franchisees

You are entitled to visit existing franchisees before making an investment decision. Ask as many questions as you can think of relating to technicalities, including how well the marketing programmes work, what the potential profit is like, etc. Also ask broader questions to get an overall sense of how things work. You could ask them how the opening of their store went, whether everyone gets along in the network, and whether they would choose the same franchise if they had to choose again.

■ Seek expert advice

Make sure that the franchisor issues you with a copy of both the franchise agreement and disclosure document and that you have 14 days to consider this information before signing an agreement. As you get closer to signing on the dotted line, be sure to speak to as many people as you can, from industry insiders to professionals like attorneys, accountants, and the bank. At this stage it's important to not let your decision making get clouded by emotion; so try to listen to their objective opinions. Know that, according to the Consumer Protection Act, there is a ten-day cooling off period after signing, within which you may cancel the agreement.

Of course, you will also want to consult with family and close friends, who will be able to weigh in on whether they think this is the right path for you.

Consider the brand

To run a successful franchise you need to partner with a strong brand. Yet many franchisees neglect to evaluate a brand and its market position before investing.

Brand, marketing and sales - all are needed for business success. Your marketing activity sits in the middle, and without a strong brand to support it, you will struggle to see results.

Too many franchisees think they inherit a brand from the onset and only need to worry about sales. While it may be true for well-established brands, such as KFC or Nandos, it often does not apply to smaller brands brought in from abroad via licensing agreements, or a Durban based business franchising out to owners in Johannesburg and Cape Town.

So what should you do as an aspiring franchisee? Marketing Consultant and Founder of Firejuice, Bernard Jansen, offers the following advice:

- First prize is to buy into a real brand that is recognised in your area.
- If you want to buy into a business with a brand that is unknown in your area, you should be prepared to do marketing activity that grows awareness in addition to driving sales. This can be time-consuming, and I would recommend negotiating with the franchisor to assist in this for a launch period.
- If you already own a franchise that has a brand problem, I would suggest taking a couple of steps back and resetting your expectations. You need to go back and also build a story for the brand and establish awareness with customers, over and above driving sales. Marketing activity needs to be focussed on building awareness and driving sales.

What it takes to **succeed** as a franchisee

HOW TO set yourself up for success.

Joining a franchised network is a calculated business decision. The required investment should generate appropriate returns but there is an important proviso: Being a franchisee is not a passive investment; the onus is on the franchisee to maximise the ROI.

Before you invest in a franchise, you need to do your homework. Investigate the following key points:

1 Your suitability for the role of franchisee.

Find out all you can about franchising before you move into this field because not everyone likes to work within a relatively rigid system.

2 Your personal interests and your ability to fund the business.

The franchisor will train you, but unless you have passion for the sector, your success chances will be mediocre at best. And a shortage of capital can derail any new business.

3 The business sector's status and outlook.

It is generally not a good idea to enter a sector that is in decline, or where price cutting is rife.

4 The stability of the franchisor and the standing of the brand in the marketplace.

5 The prevailing 'vibe' within the network.

Lack of enthusiasm for the brand and what it stands for can erode its success chances.

Obtaining honest answers to these questions is far too important to rely on the network's disclosure document or a franchisor representative's statements alone. Undertake your own investigation. Once satisfied that everything is as it should be, you should ask recognised professionals to double-check your findings.



Be prepared to immerse yourself

Upon joining the network of your choice, you need to adopt its culture as your own. You also need to pay attention during initial training and accept the support team's advice in all facets of setting up the business and getting it ready to trade.

Be a hands-on operator

Once the business is up and running, you need to focus on making it the best of its kind in the territory. The first few years in every new business's life are the most critical and a franchise is no exception. Leaving its management to a salaried manager would be unwise because no matter what incentive scheme you put in place, an employee's commitment is unlikely to match yours. Should the going get tough, an employee can move on. You don't have this option because you have "skin in the game".

This is probably the main reason why your franchisor has decided to expand through franchising in the first place. If the success record of salaried managers were the same as that of owner operators, then there would

be no incentive for franchisors to assign the business's profits to franchisees in exchange for relatively modest fees.

Participate in the network's activities.

- Trust your franchisor. You are in it together; no franchised network can hope to succeed unless most of its franchisees are successful. So, don't waste your time bemoaning the fact that you must pay franchise fees. Rather, make sure that you get your money's worth in return. Some tips follow.
- Your Field Service Consultant is an expert in all aspects of the business and can really assist you. For example, they have access to performance figures achieved by other franchisees and can help you pinpoint problem areas. It makes sense to treat them as an ally.
- Participate enthusiastically in national marketing drives and don't be shy to ask for assistance with your local marketing.
- Insist on receiving ongoing training for yourself and your staff.

- Attend all regional and national events arranged by the franchisor. Use them to share experiences, make suggestions and build relationships with fellow franchisees. You will soon realise that together, you really can achieve more.

What's in it for me?

If you follow these pointers, what can you reasonably expect to receive in terms of ROI? Fair question. The short answer is: "A return that will outperform any ordinary investment by a considerable margin!" Let us explain: Because you work in the business, and subject only to cash flow constraints (which, up to a point, you control), you are entitled to pay yourself a market related salary. And because you have invested your own money into the business, the profits it generates are yours to keep. Lastly, your business is an asset which you can sell at some point in the future. Not too shabby, is it now?

Source: www.whichfranchise.co.za.

FRANCHISEE SELF-TEST

The following test has been designed to help you identify a starting point from which to commence your own research. These ten questions will help you assess whether franchising is the right way into self-employment for you:

- ✓ Can I cope with the isolation of unemployment?
- ✓ Can I exercise self-discipline?
- ✓ Can I work long hours under pressure?
- ✓ Can I think about what the effects of working for myself will have on my future?
- ✓ Can I handle being unsure at times?
- ✓ Can I accept advice?
- ✓ Am I able to generate enough money to meet payments to run a business and pay off debt commitments?
- ✓ Can I rely on the support of my spouse/partner?
- ✓ Can I demonstrate the willingness to understand and deal with a business situation in a manner that is likely to lead to a good outcome?
- ✓ Am I motivated to make a profit?

If you answered "yes" to all or most of these questions, franchising may well be the right fit for you!

**Don't be taken
to the Cleaners,
come to Levingers**

LEVINGERS
DRY CLEAN & SHOE CLINIC

Operational in Gauteng for over six decades
Franchise Opportunities Available

Tel: +27 82 376 7086
Yadhir@levingers.co.za
www.levingers.co.za



All tracks lead to Digit FMS

- a leading vehicle tracking and fleet management company

It's onwards and upwards for this growing franchise brand.

Digit Fleet Management Solutions is a sophisticated vehicle tracking and fleet management company that specialises in solutions for the commercial vehicle industry, designed to ultimately mitigate the risk and manage a more efficient fleet.

In addition to traditional vehicle tracking, Digit is a leader in fleet management solutions such as real-time diesel management to help prevent diesel theft in tanks, trucks or static storage tanks reducing operational losses. Digit also offers real-time on-board mobile camera solutions to help owners keep a close eye on their fleet as well as their drivers. Their attractive theft prevention product, Dcut, can disable a vehicle remotely with a single command to the unit. The high-end tamper-proof technology is mind blowing!

With diesel and petrol sales in South Africa totalling more than R800 million per day, it is very clear why clients opt for Digit solutions. Digit's dynamic network currently consists of over 100 franchisees and there are many more opportunities available in South Africa, as well as abroad.

Franchise offering

Each branch is 100% independently owned and franchisees enjoy a once-off franchise cost to purchase the franchise, with no on-going management fees or royalties. Yes, you read right, **NO ROYALTIES!** This low risk, low overhead opportunity requires no premises and you can literally work from anywhere using Digit's advanced software on your mobile phone or PC.

Franchisees have access to 3 viable income streams of which one is annuity based – it doesn't get better than this!

When you take all of those factors into consideration and you look at over 800 franchise opportunities available in South

Africa, you would be hard pressed to find a franchise that is as well established and ticks all the important boxes.

Ideal franchisee

A Digit franchisee is an entrepreneurial-minded person who has an interest in the automotive and/or security industry. Even with limited or no knowledge of vehicles, electronics or telecommunications, if you possess the right attitude and are willing to learn and make an effort, Digit can help you achieve the success you desire.

Training and support

Since trading commenced over ten years ago, Digit's unique turnkey model has been refined to the extent that franchisees are fully equipped to provide customers with all the technical and ongoing support that they require.

Heading up the training and franchise development department, Lee Bester prides himself on providing a high level of training and support to new and existing franchisees. An annual conference takes place once a year to provide a great network opportunity for all Digit owners across the country.

For more information on this proven franchise model that offers a substantial return on your investment, please contact Lee Bester on 076 860 6203 or visit www.digitfms.co.za.





**Make that lifestyle change today
and BE YOUR OWN BOSS!**

Digit FMS has THE latest
Vehicle tracking and Fleet
management technology
that enables you to very
conveniently run your
business from anywhere
in the world.

100+ BRANCHES

Join more than 100 branches already
established in SA and abroad



Lee Bester

076 860 6203 📞

068 592 1006 📞

lee@digicell.co.za ✉️

Available areas but not limited to:

Limpopo: Hoedspruit, Phalaborwa, Mokopane, Burgersfort, Musina, Thohoyandou **Mpumalanga:** Komatipoort, Lydenburg, Ermelo, Standerton, Witbank, Secunda **North-West:** Mahikeng, Lichtenburg, Vryburg, Potchefstroom **Free State:** Harrismith, Botshabelo **KZN:** Richards Bay, Ulundi, Vryheid, Greytown, Eskort **Eastern Cape:** Mthatha, Queenstown, Aliwal North, King William's Town, Somerset East, Middelburg **Western Cape:** George, Mossel Bay, Swellendam, Worcester, Paarl, Somerset West, Vredenburg, Beaufort West **Northern Cape:** Kimberley, Springbok, Upington, De Aar **Gauteng:** Sasolburg, Soweto, Benoni, Sandton, Edenvale, Randburg, Mabopane

INTERNATIONAL MASTER LICENSE: Swaziland, Lesotho, Mozambique

Home of the bold African Piri-Piri flavour



Louis Germishuys,
Founder, Galito's

The homegrown franchise firing up the world.

The story began in the Mpumalanga city of Mbombela (Nelspruit) when the first Galito's restaurant opened its doors in 1996.

Within a few short years, the powerful combination of great tasting chicken, excellent service and pride, had made Galito's a Lowveld favourite and huge business success. By mid-2002, founder Louis Germishuys had opened a closely-knit family of eight restaurants. Then during 2003, Germishuys took the decision to expand, and his branding and franchising efforts took off in earnest.

Galito's has continued to expand and now operates in more than 16 countries internationally, with 163 stores and counting across Africa (15 stores in Kenya), into Malaysia, Pakistan, the UAE, India, Canada and most recently Kazakhstan with two more countries confirmed for 2020.

Global growth, however, is not Germishuys' primary vision. "It's certainly a highlight and something of which I'm very proud. I'm amazed that our small brand from Mpumalanga has managed to do so well in such varied markets. But my vision is to remain accessible to everyone, from businessmen to the guys in overalls off the street," he says.

Convinced that enormous growth is still possible locally, he says it is all dependent on price, position and product: "We can do it because we have the best product. We don't outsource. We control our own central kitchens, which is important, otherwise you lose quality.

"And if you're not looking at your price you're going to be in trouble because the economy is struggling – it's rough out there and you've just got to be competitive, but you can't be competitive by providing an inferior product. So, you have to be better at everything you do."

And then it's location, location, location.

Piri-Piri Perfection

"Product is everything in our business. All our sauces are still made from fresh ingredients using the original recipe and with no artificial ingredients. Lemons are still being zested, chillies are still being chopped. I'm absolutely pedantic about providing great food in every store and proud of it."

The central kitchen, where every sauce and marinade is created from scratch and sent out to Galito's stores worldwide, is still situated in Mbombela, another fact that Germishuys is proud of, and the one he believes is the secret to the brand's success.

The menu has been carefully crafted to cater for a broad range of customers, using only the best ingredients in Galito's original marinade recipe. Each chicken is carefully marinated for a minimum of 24 hours and then flame-grilled, ensuring the authentic flavours of Galito's are retained and enjoyed daily.

Persistent Innovation

Galito's is an example of a strong, stable South African franchise investment that has stood the test of time, constantly innovating to include different store formats from casual dining and take-away to food court, drive-thru and fuel station models.

Galipods were launched in 2016: full-service stores built in a container that can be placed anywhere, including rural areas.

"We wanted to provide an opportunity for entrepreneurs who couldn't open a full store, or where there's no mall to do so. With the Galipods, you can throw down concrete anywhere, put down the container, and you're in business. There's also less risk for the franchisees because we can buy back the containers to deploy elsewhere should things not work out."

The Galipods have the same look and feel as stores, and have an average turnover of R120 000 – R170 000 per month, as opposed to stores' +/-R500 000. The aim is to open 98 more stores in South Africa by 2025, bringing the total to 200 local sites.

"It's ambitious, yes, but we're well on our way. We're opening four more this year, including in Port Elizabeth – completely new territory for us."

The strategy is simple - welcome all guests with local hospitality, warmth and the promise of great memories made over great meals: "Our future is bright. No matter where you are in South Africa or the world, home is where Galito's is."

Visit: www.galitos.co.za/franchise-opportunities.



**IT'S WHAT YOUR MOUTH
WAS MADE FOR!**

YOH!

**FOR FRANCHISE
ENQUIRIES VISIT
WWW.GALITOS.CO.ZA**



Galito's

FLAME-GRILLED CHICKEN



A great opportunity for driven franchise partners

Join the journey and be part of the **ONLY REALTY** success story...

Only Realty is the only real estate franchise that focuses on property investors and the rental and management of their investment as its core business. It offers franchisees the opportunity to build regular and secure residual income through building a managed property portfolio, while gaining access to the property sales market and being supported by a management team who collectively holds forty years' experience in the sector.

"Our management team are hands-on, easily contactable and actively involved in the day-to-day running of our franchises, whilst constantly working on growing and improving franchisees' revenue and profitability," says Managing Director, Grant Smee. "Our success is underpinned by the people we have in our group. As such, we are looking for driven and passionate individuals who realise that success only comes from those you are surrounded by, combined with hard work."

A business built on solid principles

Only Realty celebrates its 10 year anniversary in 2019, and credits its franchisees, members of the team and industry partners for contributing to the business's growth, culture and continued success.

Only Realty firmly believes that business is not only about processes or systems, technology or disruption, nor is it about price and product only. The company prides itself on shaping an environment where human beings can show kindness, awareness and consideration for one another, where informed opinions are discussed and different viewpoints shared, whilst constantly striving to add value to the lives of clients, colleagues and partners.

The group has shown amazing resilience over the last few years. During some of the most difficult conditions the property market has seen in recent times, Only Realty continues to flourish, with the franchise continuing to show growth year-on-year for the last 10 years.

Smee credits the agility of the franchise as a core component of their success. "Products have been added, pivoted, leveraged, scaled down, scaled up - all to ensure we continue to build success. Only Realty's market



Grant Smee, MD and Brad Allen, Sales Director

insight and willingness to find the edge has always been a strength and will continue to be so. With the solid foundation that we have built and our strengthened position, we are ready to take on the next 10 years with absolute confidence that nothing can stop the Only Realty Franchise Group from fulfilling our greatest dreams," he says.

What's on offer

Investing in a franchise package includes a once-off cost of R45 000 plus Vat, which includes one-on-one training with directors across the organisation, operations and marketing guides, setup support and compliance support, with an optional start-up marketing kit. Franchisees benefit from ongoing active support throughout the year, with the Only Realty national conference taking place annually and offering a combination of training, team building, strategic planning and awards.

Join the journey

"We currently have 19 offices across the country, and our initial expansion plan is to reach 50 franchises in the next 24 months and 70 in four years' time. Our growth plan is consistent with our approach of being able to provide the best possible level of support to new franchisees and therefore not taking on too many recruits," concludes Smee.

For more information and to [#joinourjourney](#), email: franchises@onlyrealty.co.za or visit: www.onlyrealty.co.za

**SUCCESS, FOR YOURSELF NOT BY YOURSELF.
BECOME AN INDEPENDENT FRANCHISE PARTNER.**

only **realty**

Property. Perfected.

> PROVEN BUSINESS MODEL

> COACHING & MENTORSHIP

> PROGRESSIVE BRANDING

> INNOVATIVE SYSTEMS

> HANDS ON SUPPORT

> DYNAMIC LEADERSHIP

www.onlyrealty.co.za | franchises@onlyrealty.co.za

Own your own **award winning fitness boutique franchise**

Body20 is leading the EMS fitness revolution and offering franchise opportunities to entrepreneurs in one of the fastest growing industries within the franchising sector and helps you capitalise on one of the fastest growing fitness movements globally.

Body20's application is the most holistic health and fitness offering in the world, leveraging EMS training and full body assessment Technologies to provide the most advanced technology training workouts in only 20 minutes, while actively tracking our members' results through ongoing consultations with our wellness coaches.

Body20 helps franchisees set up their own Body20 EMS Studios to capture huge customer demand and supplies systems and support to ensure ongoing success. The combination of Body20's state of the art EMS Technology, modern personal training and rapid fitness results makes Body20 the most exciting franchise opportunity in fitness this decade.



The appeal of a stronger, fitter you in only 20 minutes per week attracts potential members, along with the strategic membership prices, Body20 retains members through additional offerings which provides owners with multiple revenue streams.

Attend a Franchise Discovery Session and find out why Body20 is the most exciting Fitness Boutique Franchise opportunity.

Visit: www.body20.co.za/discovery



OWN AN AWARD WINNING FITNESS BOUTIQUE FRANCHISE

Newcomer Franchisor of the year 2017 and Franchisee of the year 2018. International fitness franchise network with over 60 Body20 studios in the USA & Southern Africa. Exclusive and state of the art wireless training technology and Body20 For Life program

THE BODY20 FRANCHISE ADVANTAGE

- » Earn subscription revenue through our membership model.
- » Small space & low staffing requirements = low overheads.
- » Investment requirement includes estimated setup costs and operating capital.
- » Lifestyle orientated opportunity.

ATTEND A FRANCHISE DISCOVERY SESSION AND FIND OUT WHY BODY20 IS THE MOST EXCITING FITNESS BOUTIQUE FRANCHISE OPPORTUNITY.



Teach South Africa

To run a successful training business, it's important to pick the right partner. And, with Cyber-Minds® Training Institutes by your side, you are off to a great start!

Previously Creative Minds® centres, the recently re-branded CYBER-MINDS® TRAINING INSTITUTE has a wealth of experience in the training industry and has successfully set up more than 30 IT training centres across the country. The new license opportunities have all been designed to assist owners in their goal of growing successful operations and profits.

Are you a good fit?

Teaching is not for everybody. No matter how much knowledge or expertise you have with computers, you must have the people skills and patience necessary to transfer that knowledge to others who might not grasp the concepts as well as you do.

If this sounds like you, read on.

There are currently four licensing options available, and your choice will depend on the size of the area in which your centre will be situated. The models are all fully customisable to suit your situation. There are options for rural villages, small rural town, towns and suburban areas, and large towns and suburban areas.

Training with a difference

CYBER-MINDS® licensees specialise in training computer novices, and also offer more advanced courses for office workers, managers, businessmen, etc. All training is offered on a step-by-step basis using world-class training materials. Importantly, all training



is offered using no-fear, stress-free methods, allowing students of all ages and all walks of life to become confident users of computers.

"Computer training can be intimidating," explains CYBER-MINDS® founder Marius Lubbe. "A very important aspect that we have built into the process is constant confidence-boosting to make people believe in themselves."

Once students have mastered the most basic skills, they can move on to intermediate and eventually to our more advanced courses.

Start your own **COMPUTER SKILLS TRAINING CENTRE**

World class tutorials produced in-house to the standards of SAQA and MICT (ISETT) SETA

- Beginner to advanced courses
- Microsoft (Word, PowerPoint, Excel)
- Pastel software and IT training
- Step-by-step training in a friendly stress-free environment

Various licensing options available, depending on size of the town or area

- Full training at Head Office
- Complete operational manual
- Initial marketing package
- Exceptional ongoing support

» 20 Centres Nationwide

Associated or partnered with:
SAQA, MICT, SETA, Pastel, Microsoft TM

The one you can trust

If you're looking to invest in a business venture that offers you years of experience in the industry, the trust and loyalty of its customers, and franchise support from an expert team, then Hi-Q is the one for you.

What you'll become a part of

Since opening their doors in 1999, Hi-Q has gone from strength to strength, growing a humble 3 store enterprise, into an extensive 130 store franchise network with a unique multi-product and multi-services automotive offering.

Hi-Q's approach to business is centred around being 'the one you can trust' to their customers, their suppliers and their franchisees.

"That has always been the key driver in everything we do," says Sean Harrison, Hi-Q's Managing Director. "For example, when it comes to our customers, they need to know they can rely on us to put their safety first. That we'll always strive to offer them expert, friendly service and top of the range products, while also keeping up-to-date with the latest technologies and advancements in our field."

An acclaimed and awarded brand

Hi-Q has again and again proven themselves to be a leader in the industry. They've been voted South Africa's No.1 tyre retailer for 8 consecutive years (2010 – 2017) by consumers in the Ask Africa Icon Brands Survey, the biggest of its kind in Africa – a clear indication that they are respected and trusted by their customers.



Business support

Hi-Q Franchisees all have the support of an expert and knowledgeable team with years of experience in the industry, who are available to guide them on their business venture. This includes areas of business such as marketing/promotional, commercial, organisational structure, tools and equipment, sales and more. Franchisees also have access to various skills training opportunities for members of their team. Hi-Q is invested in providing their network with the tools needed to **thrive and grow in an ever-challenging market.**

Relationship with Goodyear

Hi-Q has the support and backing of international tyre of multinational premium tyre manufacturer, Goodyear, and its full value proposition. This means access to incredible promotional and marketing opportunities in partnership with the brand.

Franchising opportunities

Hi-Q has embarked on an extensive expansion plan and have identified areas of opportunity to extend their Franchise footprint growth countrywide. You'll find more information on our website www.hiq.co.za.

We'd like to invite those who are interested to become part of our team to contact 011 663 2431 or email: naomi_claassen@hiqmail.co.za



With hundreds of franchise options out there, choose the one you can trust.



WHY JOIN *Hi-Q*?

- With **20 years' experience in the business**, Hi-Q is well-established and respected.
- Hi-Q is an awarded brand, being **voted SA's No.1 tyre outlet** (2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2019)
- Our **knowledgeable team will support you** through your business journey.
- You'll have the backing of **multinational premium tyre manufacturer, Goodyear**, and its full value proposition.
- You'll have the advantage of a **multi-brand and multi-services** offering.

**For further information contact +27 11 663 2431
or naomi_claassen@hiqmail.co.za**

Hi-Q
THE **1** YOU CAN TRUST

HOW TO franchise a business

Franchising is a very successful distribution strategy to expand a proven, successful business.

Business owners considering going the franchise route should remember that it is not ethical or practical to franchise an idea or a business that has not been run successfully and proven to be profitable and showing a good R.O.I.

Once this has been achieved and you decide you want to grow or expand nationally using a franchise model, you should investigate if your business is franchisable.

Critical success factors to consider

To assess the viability of franchising your existing business, you need to consider several critical success factors. Eric Parker, Partner and Consultant at Franchising Plus, offers these ten questions that must be answered satisfactorily before franchising commences:

Q Does the business operate in a large and growing market?

Market demand must be sufficient to sustain a franchised network, or even more than one franchise, since competition either has or will inevitably enter the marketplace. A large market will also contribute to promising margins, making it an attractive business opportunity for potential franchisees. The market must also provide room for growth, for the benefit of the franchisee and franchisor. The franchisee must be able to grow his/her business in the existing market. Because the profitability of franchising relies on a multiplier effect, the franchisor needs to grow the franchise network in order to be profitable.

Q Is the growth in the market sustainable?

The market must have the potential to grow for a long period of time, since the franchisee usually signs a long-term contract and the franchisor has to build a solid infrastructure to support the franchised network. This means that fads are not franchisable, since their growth is not sustainable over the long term. It is therefore important that the concept must be tried and tested for a reasonable period of time. This should prove its feasibility over the long term.

Q Are the margins sufficient to cover the proposed management services fees?

One of the elements that forms part of franchising and indeed describes franchising (in part) is that franchisees are required to pay money to the franchisor both at the beginning of the relationship as well as on an ongoing basis. Usually, the ongoing payments are referred to as a royalty payment or a management service fee and a monthly advertising and marketing payment. The royalty fee is generally determined as 10% of the GP margin expressed as a percentage of turnover. For example, if the GP is 30%, the royalty will amount to 3% of turnover. Gross Profits should be large enough to sustain the royalty. This royalty must be set at an acceptable level once the ideal model has been established and financials determined.

Financial models must be evaluated and analysed. Franchisors must





ensure that the franchisee makes enough money to receive a return on the initial investment, as well as be able to pay the monthly fees. It must also be remembered that if a franchisee has to gear himself in order to pay the initial franchise fee and set up costs, franchisors must ensure that these costs can also be paid and still provide the franchisee with an income.

Q Can the product demand a price premium?

Consumers must be willing to pay a price premium for the product, in return for added values such as exceptional service, after sale service, knowledgeable advice etc. Product categories that are caught in price wars do not franchise well. In these instances, there is very little loyalty to the product and margins remain under pressure. A franchisee cannot be expected to prosper in such conditions.

Q Do you have access to sufficient capital?

The first few phases of franchising are capital intensive. It is imperative that the franchisor is financially stable in order to survive the initial period. Moreover, the franchisor must be able to afford franchising in a professional manner. This includes investing in technology and professional assistance. This must be taken into account when franchising is considered as an expansion mechanism.

Q Does the potential exist to establish a memorable brand?

Well-known brands like McDonalds and KFC are among the best franchises in the world. A well-known and easily recognisable brand can move into franchising relatively easily. The criteria for building a brand include uniqueness and the ability to cultivate loyalty amongst consumers. A good brand is easily recognisable and pronounced, so that consumers will remember it

easily. This is what branding is all about: occupying the number one spot in a consumer's mind to ensure repeat sales. Another important consideration is whether or not the brand name can be protected. Intellectual property must be registered as soon as possible and must be difficult to copy.

Q Is there a substantial barrier to entry?

Uniqueness is one of the prerequisites for a franchisable concept. A concept that is easily copied will experience extreme difficulty in gaining the competitive advantage required for success in the marketplace. Although some categories are competitive by nature, the barrier to entry may be raised by offering advantages to the consumer that other brands can't or won't. An example in this field is the tyre fitment centres, which are highly price competitive. By adding services such as extended hours, email, internet, photocopying and faxing facilities as well as offering a broader product range, an operator in this category will be able to differentiate himself from possible future players in the market. It is up to the franchisor however to constantly work at innovation and technological advancements that would always set his operators up to ensure that they are "ahead of the pack".

Q Will the development costs permit a satisfactory return on investment?

The franchisor and the franchisee must both be able to receive a return on investment. The franchisor will incur costs and will invest capital to develop a franchise network with the required infrastructure. The returns he receives must justify this. A franchisee needs a reasonable return on investment; otherwise it would make more sense to pursue another business opportunity. Once again, this question can only be satisfactorily answered once the

ideal operation has been established, all products and services have been tested and the financial performance of the operation can be analysed for viability and profitability.

Q Is it possible to grow a franchise culture in the company?

It is important that the potential exists to create a franchise culture in the group. A franchise culture is open and learning orientated. It must be flexible and supportive by nature. When an organisation chooses to go the franchise route, it must be committed to creating a win-win situation. In other words, the franchisor and the franchisee depend on each other for their success. A professional franchisor has a long-term commitment to the success of the concept. This includes having a vision for the future of the concept and a strategy for continued success. The franchisor must practice the highest business ethics, especially since the franchisees trust him with their investment.

The challenge to any organisation during a franchise rollout is the ability to deal with change. A franchise culture should be instilled in the people that will be involved in the franchise, right from the beginning of the franchising process. A "Franchise Champion" will need to be identified as soon as possible and should be trained during the franchising process. Franchising will require a long term commitment from management to support franchisees.

Q Is the business concept teachable and easy to replicate?

The mark of a good franchise system is whether or not the business can be easily replicated and then taught to new operators. In order for a country development plan to be accurately developed, we must determine the replicability of the business concept. In other words, how easy will it be to set up new operations and roll out new outlets?

Further, the business system must be developed in such a way as to ensure that it is relatively easy to pass on the necessary skills and know-how for managing the retail business. Having said this, we must be able to document all business and operational issues into a comprehensive operations and procedures manual. This manual then forms the base or "blueprint" of the business and all franchisees will be required to operate along these rules, standards and guidelines.



NEXT STEPS

If you have ticked all the boxes and decided that your business is indeed franchisable, you must get franchise ready. You need a franchise development plan including:

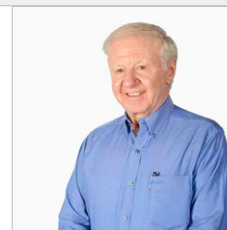
Country development plan:

This is a development plan where you prioritise the geographical areas for expansion so that growth happens in a clustered, sustainable manner.

A franchise package consisting of:

- **Operations manual** – this is the blueprint for running the business and the standards that franchisees have to maintain in their outlets.
- **Franchise agreement** – This has to be CPA compliant.
- **Franchise disclosure document** – This is a CPA requirement and similar to a prospectus.
- **Franchisee recruitment and selection package** – Design your recruitment documents and process and ensure that it's CPA compliant.
- **Franchise support** – Franchising is a long term relationship and franchisees need support on an ongoing basis.
- **Franchisee training.**
- **Marketing plan** – The franchisor must design a national marketing strategy and provide franchisees with guidelines for local marketing campaigns. These guidelines and corporate identity standards must be included in the operations manual.
- **Procurement/Distribution** – Franchisees will expect to share in collective buying power, the franchisor should negotiate on behalf of the whole group.
- **Systems and Controls** – Standardised systems such as point-of-sale and backoffice systems will help the franchisor to monitor franchisee performance in order to assist when needed.

Eric Parker is a Partner and Consultant at professional franchise specialists, Franchising Plus. Eric is also a past Chairman of the Franchise Association of Southern Africa (FASA) and served on its Board of Directors for many years. Visit: www.franchisingplus.co.za



My offer to you: Earn all the money you want!

PROOF!! THIS BUSINESS IS A HIGH INCOME GENERATOR AND CAN MAKE YOU RICH! GUARANTEED!

Easy-to-operate mobile kits

Windscreen Repair kit

only R5 750!

High quality repairs of cracks and chips (or get the starter kit for only R3 750!)

Glass Scratch Removal kit

only R7 500!

Glass polishing for windscreens, table tops, building glass, shopfronts, patio doors, showrooms, etc (or R3,750 for STARTER KIT to remove single stripes AND small dots on glass)

WOMEN CAN EXCEL AT THIS!!

NO BETR
AUTOGLASS REPAIR SYSTEMS

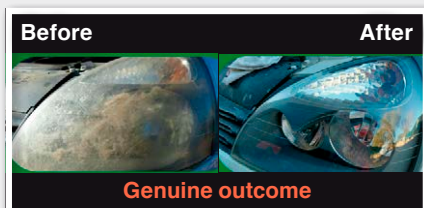
Headlight Restoration Kit

only R4 000!

Restore any headlight to look like new within minutes. Training DVD included (or get the handkit for only R950!)

WORK ANYWHERE. EARN MONEY EVERYWHERE

Excellent for part time / full time or add to existing business



START YOUR OWN BUSINESS TODAY

Our easy to operate windscreen repair system can be turned into a highly profitable business for any candidate! Operate from anywhere and make money everywhere!

EACH KIT IS A BUSINESS ON ITS OWN AND OFFERS A COMPLETE BUSINESS IN A TOOLBOX. EACH KIT IS BOUGHT SEPARATELY.

Advantages of NO BETR windscreen repair kits:

- Easy to operate and learn.
- Unsurpassable in work quality - Professional kits.
- Cheap to purchase - can generate more than R15,000+ per month.
- Light weight and mobile (only 5kgs), battery operated (included).
- Parts locally available with minimum down time wherever you are. We do have everything in stock - parts and products - resin etc. Offer permanent guarantee on your work.
- FREE intensive practical training or instruction DVD.
- Guaranteed work: every car on the road is a potential customer.

THE PROOF IS IN THE PUDDING

See how our headlight polishing system cleans a faded headlight. This miracle system makes 99% of headlights to look brand new again!

Turn This  **Into This**



Successful training sessions with new entrepreneurs on their way to self sustaining

The price you see is what you pay. No hidden costs. Every kit is complete. No extra costs.

Get started today! Contact Frik Liebenberg on Cell: +27 82 364 9669 email frik@nbwindscreenrepairs.co.za or visit www.nbwindscreenrepairs.co.za

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,
or visit: www.snapon.co.za
for more information.



Getting to grips with small business financing



Whether you need money to buy stock or equipment, require working capital to employ more staff or to fund a contract, or are simply looking for assistance to bridge your cash flow gaps while you are building your business, if you can't secure the finance you need, it will have a huge impact on sustainability and growth of your business.

Research consistently shows that the access to finance is one of the primary necessities for business sustainability, and is vital for achieving business growth. In South Africa, while there is plenty of finance available for entrepreneurs of growing businesses, many still struggle to secure it.

If you are needing to raise finance for your business, it is best to start by getting to grips with the financing landscape. It is essential to do your homework and find out what finance options are available, which ones fit your needs and who the lenders are that provide these products. If you adopt this approach to seeking finance, you will save yourself hours of wasted time and a frustrating run around, the disappointment of rejected applications, not to mention the risk of business failure.

SMME financing is not a one-size-fits-all solution. There are different types of lenders offering different types of finance products that are specifically tailored to address different finance needs, across a range of different business types, stages and sizes.

Different types of finance providers

Growing small and medium businesses have a number of different types of finance providers to approach to raise

capital. These include banks, debtor financiers, trade financiers, niche lenders, merchant financiers, venture capital companies and private equity firms, as well as Government funding agencies and other development finance institutions.

Startups and early stage businesses on the other hand are typically funded through personal savings, loans from friends/family or bootstrapping. A small percentage manage to secure money from angel or venture capital investors, and there are also Government funds that specifically support startups and early stage businesses. When it comes to Government funding, the focus is on supporting businesses that are aligned with their key objectives such as job creation, wealth creation and improved wealth distribution across the population groups, increased export markets, and improved economic participation for previously disadvantaged people. They also prioritise funding for businesses in specific sectors that are deemed to promote economic growth, as well as support innovation.

Different types of finance products (funding options):

There is a range of different finance offerings for the growing small and medium business market. Some of these include:

- Term loans (where lenders give you money for a fixed period and charge you interest)
- Customer deposits (where customers pay a percentage of the contract upfront to use as working capital)
- Personal and business credit cards
- Personal and business overdrafts
- Revolving credit facilities
- Debtor finance or invoice financing (borrow against a customer invoice while you wait to be paid)
- Supplier finance (supplier gives you the supplies on credit for a fixed period)
- Asset finance (where you can rent or lease equipment/ machinery or take out a loan to buy the equipment)
- Equity finance (lender buys shares in your company)
- Contract finance
- Trade finance (import and export funding)
- Retail finance (provides funding against your credit/ debit card income or subscription income)

It is essential to do your homework and find out what finance options are available, which ones fit your needs and who the lenders are that provide these products.

- Finance from manufacturers (some manufacturers have their own financing division and offer finance to rent or buy the machinery or equipment)
- Venture capital
- Property finance
- Innovation finance
- Grants
- Incentives
- Loans

It is necessary to understand that one finance option can address multiple funding needs. For example, a term loan can be used to fund working capital, business expansion, the purchase of equipment and machinery, franchise funding (depending on the amount of finance needed) or buy out a partner, to name a few. Likewise, one finance need can be funded by various finance products e.g. if you need working capital, this can be financed via a credit card facility, overdraft or revolving credit facilities, customer deposits, debtor finance, supplier finance, contract finance, equity finance or Government grants, amongst others.

Another key determinate when it comes to deciding on the right finance product is the term or time period that the finance is required for. The difference between short-term or long-term financing is closely tied to the reason the money is needed, and the amount of finance required.

Short term finance usually addresses requirements such as cash flow assistance that is likely to last for only a few months, working capital to fund a project for 6 to 12 months, or possibly the purchase of office equipment over 12 to 36 months. Short-term funding options include invoice financing, contract finance, overdrafts, credit cards, revolving credit facilities, supplier credit and asset finance.

Long-term finance, on the other hand, is more closely linked to business growth and expansion plans, rather than cash flow bridging. These types of funds involve larger sums of money, and repayment terms are from 5 to 10 years, but may be longer depending upon the amount of the loan and the reason for why the finance is needed.

Different forms of funding

When you consider the different lenders and finance products available, it helps to start with what form of funding you would prefer. Broadly speaking, business funding falls into three categories, namely, grant and incentive funding, loan finance and equity finance. Each has their pros and cons.

• Grant and Incentive Finance

A grant is a sum of money that is given to you that does not have to be repaid. Grant funding is most commonly offered by Government and can range from 35% to 100% of the total funding application. Payments for grant funding are usually received in tranches (portion payments) once it can be proved that you have delivered the milestone that corresponds with the tranche payment.

The pro is that it is money for free, the downside is that it usually takes a long time to receive payments, by which time you have often run short of working capital. Always make sure you have cash flow contingency plans if you have been awarded Government grant funding. Incentive funding usually requires that you pay for the costs yourself, and can then claim back a portion of the total costs or apply for tax relief up to a certain percentage of the project costs.

• Loan Finance

A loan is a sum of money that is borrowed by the business from a lender. Loans are provided for a defined period with interest charged at an agreed rate. Loans have to be repaid to the lender, and strict penalties for late payments or defaults apply.

The pro is that repayment periods are lengthy, and usually in line with your submitted cash flow plan. The negatives are that the qualifying criteria is usually very onerous (requiring good credit records and strong business plans), and once you secure the loan it can be subject to high interest rates.



• Selling Shares

This is where a lender provides the sum of money you are needing to raise, in exchange for giving them an agreed share of your business. The money that is received is not a loan, it does not need to be repaid. The lender owns the shares and the money belongs to the business.

The pro is that you get the money upfront, in most cases, and you have the working capital needed to grow your business at no financial cost. The downside is that you have to give up shares in your business and have to bring new partners into your business. If you go this route, make sure you opt for 'smart money', meaning you choose a financial partner who adds more than just money. They should bring with them access to market opportunities, introductions to business networks and experienced business input. Key to the success of equity finance, in the long run, is that you respect your funding partners and enjoy working with them.

Darlene Menzies is CEO of Finfind, an innovative online platform linking finance seekers with matching funders, providing easy access to more than 270 lenders and 500 funding options. Visit: www.finfind.co.za to find the business finance you need, it's free and easy to use.





No financials? *No finance!*

South African entrepreneurs looking to access finance to grow their business, won't make much progress if their financials are not in order.

"We see it all the time, high-potential businesses can't access finance for growth because they can't provide up-to-date financial records," says Ken Brown from SME Tax.

This is often driven by the fact that many small businesses neglect the accounting and bookkeeping functions as they focus on securing new business and fulfilling orders.

Brown points out that many SMEs win a contract at a corporate and then can't get on to the vendor system because they haven't kept their SARS or CIPC submissions up-to-date.

"While technology has driven a lot of innovation and the development of new tools, bookkeeping or accounting at its core hasn't really changed much in terms of its purpose, which is to provide an accurate financial statement of a business at a point in time," says Brown.

When it comes to applying for finance, here are some common mistakes that entrepreneurs make:

- **If your returns for CIPC, SARS and even B-BBEE certificates are not kept up-to-date, you will find it very hard to get onto vendor systems.** Entrepreneurs need a system such as the SME Snapshot tool or regular reminders from their bookkeeper or accountant to keep these current so as not to miss out on orders or finance.

- **One of the real innovations in the world of fintech is the ability to use technology to access finance quickly – often inside of 72 hours – but many of these new online systems require you to upload your current financials into secure databases.** If you don't have up-to-date

financials stored on a recognized financial platform such as Xero or Sage, these automated systems cannot apply their credit scoring systems and disburse funds.

- **Lenders want to know that you have fiscal discipline and ultimately positive cashflow.** An immediate red flag for lenders is a bank statement which shows the owner or entrepreneur making regular cash withdrawals and using the company bank account for lifestyle expenses. A good bookkeeper or accountant will help instill this discipline in your processes, immediately making you more attractive and lower risk in the eyes of a lender.

- **If you are looking to access venture capital or bring in a new investor, these parties are going to want to know what they are investing in.** Being able to present financials and realistic forecasts will be a critical part of your pitch.

- **As part of their credit-scoring metrics, lenders have a relatively good idea around profit margins in various industries.** Financials which have been hurriedly put together and reflect margins which are either wildly high or unsustainably low, will both be flagged during credit vetting processes.

"In the quest to find new business, entrepreneurs often neglect the financial administration side of their businesses and this is unfortunate as they could very easily be accessing growth finance, if they just put the right processes in place or partnered with teams who can do this for them," concludes Brown.

Ken Brown is Master Franchisor at SME.Tax, an SME accounting and advisory firm. E-mail: ken@sme.tax



TIPS for managing your cash flow

For the small business, cash is KING. Running out of cash is the number one reason businesses (of any size) fail. You could be making lots of sales, but if there is no money in your bank account then you can't pay bills and salaries, and your doors will not stay open.

Managing your business cash flow should therefore be your number one priority as a business owner. Not only does it help you stay on top of things and stay in business, but cash flow management and forecasting is also a vital part of business strategy. You need to know when cash will be high and when it will be low in order to know when to spend and when to save.

Here are twelve tips for improving your business cash flow:

1 Monitor your cash

Up-to-date and accurate accounting records are not a “nice to have”, they are essential to the health of your business. In addition to having accounting records, you need to regularly use them to create and maintain cash flow forecasts, budgets and strategies. You should be checking your actual cash flows in and out of your business against your predictions in your forecasts and budgets on a regular basis – weekly if you can but at the very least monthly.

2 Create a budget

When it comes to spending your company's money, the strategy of “winging it” is not recommended. Spend the time on working out where your money needs to go, why it has to go there and where you would like the excess to go, and then put together a monthly budget that helps you make it all happen.

3 Stick to your budget

Creating a budget is a fairly useless exercise if you don't stick to it. Do not be tempted to spend money where it doesn't need to be spent. Remember to keep the bigger picture in mind, if you know the end goal that you are aiming for, it makes it so much easier to be disciplined along the way. Spending money on assets for “growth” will be money wasted if you have to shut the business down in two months' time because you didn't pay salaries. Know when to spend and when to stop.

4 Improve your billing process

I highly recommend investing in a cloud accounting solution that allows you to generate quotes and invoices on the go. The sooner an invoice reaches a customer the sooner the payment will reach you. In addition to the instant access, most cloud solutions allow you to set up invoice templates or repeat billing – so they will invoice monthly customers for you without you having to do a thing.

5 Improve your collections

Shorten your payment terms, if you can do so without offending people, don't have any terms at all and ask for immediate payment. If possible, request 50% deposits up front. If you do have customers on terms, be strict about charging interest on late payments and consider offering small discounts to customers to incentivise early payment. It is better to get 5% less but to have the cash in the bank now, rather than receiving the full 100% ten days late. Most cloud accounting solutions also have wonderful Reminder tools so that you can send statements and reminders to clients when their bills are due.

6 If possible, set up a debit order or credit card system for payments.

If you sell products then immediate payment by credit card is a cash flow no-brainer. The merchant will charge you a fee, but like an early-payment discount it is a small price to pay in order to receive immediate cash. If you are a service provider and you have clients on monthly retainers, then a debit order system ensures monthly payments on specific dates.

7 Bill your worth

Many small business owners are too scared to charge what they are worth. Make sure you are not underselling yourself, your time is money - if your service or your product meets a need then it is worth



the price. Make sure you are charging the maximum amount you can while providing full value to your customer.

8 Review your suppliers

While you should never pick your suppliers on price alone, you should always be sure that you are getting the best price for the best level of service. Do a regular check on your repeat costs to be sure that there isn't a new supplier who can't offer the same or better service for a lower price. Or negotiate with your current suppliers to see if they won't give you better rates for loyalty or bigger orders. Don't feel bad shopping around for better prices – make it a habit!

9 Review your expenses

Sometimes we get so involved in running our businesses that we forget to take time to analyse them. Make it a monthly habit to review your expenses so that you are 100% certain that you aren't spending money unnecessarily. Check that you aren't paying for a service that you no longer use. Track consumables carefully and make sure you don't have unnecessary waste. Business needs change over time, make sure your spending lines up with what your business actually needs.

10 Outsource before you hire

Having a solid and reliable team is wonderful, but there is always a time period during growth where you have more work than you and your current team can handle, but not enough revenue to cover the cost of another staff member. Outsource the function until your revenue grows. In some instances, permanent outsourcing can solve a problem at a much lower cost than hiring.

11 Travel less, Skype more

The world has changed and face-to-face meetings aren't the necessity they once were. As technology improves, more and more people are quite happy to virtually meet with you and Skype is not the only option available to you. There are now many free and cheap meeting solutions that remove the need for you to get into your car. Not only do you save on fuel, but the time you don't spend on travelling can be spent creating more income.

12 Go completely virtual

If it is not essential to the running of your business, lose the brick and mortar office. There are many virtual office solutions available now, from a simple phone answering service to hotdesking or office-share options, you will be able to find a virtual office solution that suits your business model and meets your needs while drastically reducing your monthly expenses.

BONUS TIP: Reduce your debt

While business loans and credit can provide much-needed cash injections for your business, they should be used sparingly and wisely. If you consistently need to borrow money to keep the business running, then it is not successful in its own right and you should rather re-evaluate your business model than get yourself into more debt.

Constant monitoring and management of cash flow is a business necessity. Positive cash flow helps you to pay your bills, invest in new opportunities and stomach the unpredictable. Besides, life is far less stressful for a business owner when there is money in the bank!

The Cash Flow statement understood

If you are a good, conscientious business owner then you already have your accounting up to date. Whether you handle it yourself, outsource it or have hired a bookkeeper, your accounts are accurate and you have access to regular financial statements.

While not all small business owners fully understand the Income Statement and Balance Sheet, most recognise them and have a broad idea of what they are and how to use them. However, the Cash Flow Statement is probably the financial report most responsible for confusion, blank looks and mild panic in small business owners. It is typically used more by your accountant, potential investor or the bank than by the business owner themselves – but this is a shame, because it's actually an extremely handy report that can give you some very valuable insight into the health of your business.

While the Income Statement represents the profitability of your business, the Cash Flow Statement represents the liquidity of your business – how fast and how easily you can cover your debts and keep running.

As the name implies, the Cash Flow Statement shows the flow of money through your organisation. It details inflows and outflows of money over a specified time period. It is important to note that this report deals with the flow of your cash over a specific time period and not with the value of your cash on a specific date.

The Cash Flow Statement deals with differences in physical cash received and paid, as opposed to the Balance Sheet and Income Statement which include accrued items - items that have been billed (to and by the company) but not yet paid. These reports also show the value of specific accounts at specific dates, whereas the Cash Flow Statement deals with the change in cash over time. As a result of these two discrepancies, the Cash Flow Statement very rarely matches figures on the Income Statement and Balance Sheet, resulting in complete confusion and causing a lot of small business owners to simply avoid the Cash Flow Statement completely.

Broadly speaking, a business brings money in through sales, financing (loans) and returns on investments. Money flows out of the business on supplies, services, utilities, taxes, loan payments and debt. Being cash flow positive means that more money is coming into the business than is going out – this is the position all businesses want to achieve.

The Cash Flow Statement organises and reports cash flows in three categories: Operating, Investing and Financing.



Operating Activities represent the main source of the business's cash generation – in other words, what it costs you to run the company. A strong, positive cash flow from operations is a good sign of a healthy company. It means you are bringing in more money than you are spending. If you have consistent levels of cashflow from Operating Activities over long periods of time, then the company is able to fund its operations – in other words, it does not need permanent outside funding in order to exist.

Investing Activities are changes in assets and investments, in other words money put into items that have value and that the company will hold onto for a long period of time. Cash changes here are normally outflows because the cash is used to purchase equipment or buildings or stocks. When a company sells an asset or cashes out an investment, it will generate an inflow. A healthy company continually invests in assets and should therefore have consistent cash flows in this section.

As the name suggests, **Financing Activities** are business activities related to the cost of financing the business. These will be the changes in debt, loans, stock

options, capital and dividends. This section shows how borrowing money (and paying it back) affects the company's cash flow.

The “bottom line” on the Cash Flow Statement is the net result of all increases and decreases to cash and cash equivalents – in other words, the change in your bank balances and cash on hand. If your Balance Sheet from 31 March had a bank balance of R100 000 and your Balance Sheet from 30 April has a bank balance of R150 000 then the bottom line of your 01-30 April Cash Flow Statement should show a figure of R50 000 – the nett increase in your cash on hand.

The “bottom line” should not just match the difference in your balance sheets, it should also balance back to all the inflows and outflows in the three sections because it makes sense that the change in your bank account will be the result of everything you have received less everything you have paid.

When assessing your own Cash Flow Statement, look for the following:

- You want healthy cash inflows from Operating Activities.
- You want decent cash outflows to Investing Activities.
- You want your Operating inflows and Investing outflows to be bigger than your Financing outflows.
- You want a positive bottom line – nett growth in cash.

In other words, you want your company to have enough cash to sustain itself and to grow. And you want to spend more on your growth than you do on your debt. Plus, you want to do all this and still have cash available at the end of the day.

Learning to use this report can change the way you run your business – a business with healthy cashflow is a healthy business!

Tamryn Dicks is a SAIBA Business Accountant and a SAIT Tax Practitioner. Her company, Pharsyde Accounting, offers payroll, bookkeeping, accounting and tax services to small business owners in South Africa. Send her questions: info@thepharsyde.com or visit: www.thepharsyde.com



Financial terms you **must** know and **understand**

Not every entrepreneur is a financial guru, and many financial duties can be delegated to the right employee or be outsourced. But here's the thing though: As a business owner there are certain financial duties, responsibilities and terminology that you simply have to **LEARN** and **UNDERSTAND** if you want to run a professional and successful operation.

Debtors and Creditors

As basic as it is, two terms that often confuse people are Debtors and Creditors, otherwise known as Clients and Suppliers.

Debtors are clients who owe you - they are in debt to your company until they pay your invoice in full. Creditors are your suppliers - they give you credit until you pay their invoice in full. It is in your own best interest to manage your Debtors Book effectively and efficiently. Failure to do so usually impacts on your cash flow. Part of your monthly Management Reports should consist of an Aging Analysis. This shows how much you are owed in total, by which clients and how long they have owed you this money. Allowing clients to owe you longer than 30 days is not a good idea!

You also need to keep a very close eye on your Creditors Book. Unless you have negotiated otherwise, your suppliers should be paid as soon as possible.

Not paying your suppliers on time may result in consequences, such as penalties, interest or even your business being liquidated.

Accounting records

Accounting records and balances have to be retained for at least 15 years from the date of the last entry. If SARS wants to look at something that happened 10 years (or even further back) and you no longer have the proof and/or documentation, there will be consequences in the form of penalties and interest. So be sure to have proper Archive Procedures in place and ensure you know what the time period is required for documentation to be retained. *(For a comprehensive list of documentation retention periods, email nikki@viljoenconsulting.co.za.)*

Asset Register

An Asset Register is a list of all the business equipment and belongings that has been purchased, such as (but not limited to) office furniture, computers, printers, etc. Basically everything you need to operationally run your business.

The list should be used by your short term insurance company to ensure that you are properly insured. It is also required by your accountant in order for them to calculate your depreciation, which impacts your Company Tax. Some of these assets will depreciate more quickly than others and values needs to be adjusted every year. For example your office furniture will depreciate faster than your company vehicle.

Current Assets vs Fixed Assets

Current Assets may include your stock on-hand, cash and accounts receivable. Examples of fixed assets are buildings, manufacturing equipment, fixtures, and vehicles.

Tangible Assets vs Intangible Assets

Tangible Assets are physical and have various sub-classes that include both Current and Fixed Assets.

Intangible Assets are non-physical and can be divided into two categories, namely goodwill, and intellectual property such as copyrights, patents, trademarks, trade names, and customer lists.

Short Term Liability vs Long Term Liability

Liabilities are obligations that you have incurred and they carry a

responsibility. Short Term Liabilities are usually payable within one fiscal year, e.g. stock that you have purchased and that payment is due and payable within 90 days. Long Term would be items that are payable over a longer period of time, such as a building or vehicles.

Accounting equations

The 'basic accounting equation' is the foundation for the double entry bookkeeping system. For each transaction, the total debits must equal the total credits or the other way around, as long as they balance in total. So you can have one debit and twenty credits as long as the total value of the credits is equal to the total value of the debits.

Basic category groups in bookkeeping.

There are seven basic category groups in bookkeeping. All entries in bookkeeping belong in one of these groups. They are:

1. Assets
2. Liabilities
3. Bonus Equity
4. Revenue
5. Expenses
6. Profits
7. Losses.

Accounting transaction

Accounting transactions are the components of a system that keeps track of the money. In accounting, all money that enters and exits a company must be recorded. This is why Auditors are often heard to say "follow the money", when they find discrepancies that may or may not be fraudulent.

Source document

A source document is the physical bill that you need to pay. It also tells you the amount to be paid.

Expenses

Examples of expenses are (but not limited to) salaries, advertising and marketing, rental, fuel, office refreshments, accounting fees, etc.

Income

A few types of income are (but not limited to), sales, interest, shareholding dividends.

Financial Statements

The four basic Financial Statements are:

1. Balance Sheet
2. Income Statement
3. Statement of retained earnings.
4. Statement of cash flow.

Financial Statements provide an overview of the business's financial condition in both the short term and the long term.

Financial period

The financial period is the time period for which the financial statements are prepared. In the usual course of business and as a legal requirement in terms of the New Company's Act, this is one financial year, but it can be for a month, a quarter, semi-annual, etc.

Trial balance

The trial balance is a worksheet that lists the balance as at a certain date of each ledger account in two columns, namely debits and credits, and it must balance in total. It is used to detect errors, such as (but not limited to):

- Error of entry
- Error of omission
- Error of reversal
- Error of commission
- Error of principal and
- Compensating errors

Income Statement

Income statements are used to determine the past performance of the business, to predict the future performance of the business and also to assess the capability of generating future cash flows.

Calculating profit

In accounting, net profit is equal to the gross profit minus overheads, minus interest payable for a given time period.

Calculating Gross Profit

In accounting, gross profit (or sales profit) is the difference between revenue and the cost of making a product or providing a service, before deducting overheads, payroll taxation and interest payments.

Working capital

Working capital is a financial metric which represents operating liquidity available to a business.

Net working capital is calculated as current assets minus current liabilities.

There are obviously a great many more financial terms that are used on a daily basis, mainly by bookkeepers and certainly by Accountants and Auditors. If you want to increase your understanding and comprehension of these documents, it is well worth attending some sort of Financial Literacy program.

Nikki is an Internal Auditor and Business Administration Specialist. Contact her on 083 702 8849, email: nikki@viljoenconsulting.co.za or viljoenconsulting.co.za for any policies and procedures that you may require.



Smart tactics to improve your sales

Considering global volatility in markets, financial pressure on the average buyer and the plethora of choices available to the consumer, it is an understatement that the demand on the salespersons' confidence and skill levels are higher than ever before.

Marketing departments (usually facing budget constraints and fully engaged in the fight to make the brand stand out amongst countless competing brands) have a finite capacity to provide the sales team with prospects.

To not only survive but thrive, smart tactics have become a requirement in sales and marketing especially :

1 Hire right!

Invest as much financial and human capital into hiring the right person for a sales and or marketing role in your company. Highly effective Artificial Intelligence is now available to ensure that you hire the right people. Our own biases, moods, preconceived judgments and ideas lowers our capacity dramatically when it comes to hiring the right person.

Business owners know all too well the extreme drain on your energy and financial resources when you get the hiring, onboarding and retention of talent wrong.

2 Train and coach sales performance

Performance does not happen by itself and definitely does not maintain itself. Coach your sales and marketing team towards higher performance consistently.

Harvard research has proven that up to eighty percent of all managers are poor coaches mainly because they tell people what to do. Instead focus on 'positive inquiry' - the change management approach that focuses on identifying what is working well, analyzing why it is working well and then doing more of it. This a much more effective coaching tool.

Invest in the masterwork of Chris Voss, for example, and apply at a very low cost. (His latest book, *Never split the difference*, is a highly practical sales and communication tool).



3 Create a high-performance sales culture

A high-performance culture exists when the right people were hired (people who want to do the job because they truly love selling), who are constantly inspired and empowered by top management and who have excellent communication skills married to high confidence levels.

Within a high-performance sales culture, all salespeople share a common purpose and a strong set of values that drive their behavior and make them feel welcomed in a family environment.

4 Great salespeople are great connectors and communicators

The best salespeople understand the core skill of empathetic listening and can build rapport quickly and effectively.

If your budget does not allow for expert and high proceed sales training, there are excellent free and highly practical information available on various social media channels. Examples will be Dan Lok and Grant Cardones' sales orientated videos on Youtube.

5 Sales masters first 'sell purpose' and then only features and price.

Product or service purpose is how it alters the client's life experience and what value it adds to their lives.

6 Modernise

Maybe flyering, billboards and other 'old school marketing mediums' are still valid within your industry. But as Einstein famously said: "Doing the same things and expecting different results is the definition of insanity".

Carefully monitor your marketing activities in relation to results. How many high-quality leads are your activities actually bringing in and at what cost to your employees 'sweat equity'?

If there is still a good return on investment from 'old school activities', by all means, keep on doing it, but first

"I have never worked a day in my life without selling. If I believe in something, I sell it, and I sell it hard."

-Estée Lauder

thoroughly assess the ROI before blindly continuing with old habits and methods.

It is not a question anymore whether you should have an online presence or not. Of course, you should! Yet it is no use having one that is of poor quality and content.

There is little use in having a high-quality website but one that has a very low ranking on Google, therefore SEO (Search engine optimization) is a critical part of most marketing and sales departments intellectual property.

Have well planned and professional content on your social media platforms. If your budget does not allow you to outsource this, anyone with a natural knack for social media married with passionate curiosity and the will to learn can become a social media expert over time. Excellent copywriting is an essential skill in online sales.

If you do have the budget to outsource your social media marketing carefully, select the agency that you work with. The ultimate KPI that you are looking for before hiring an agency is their ROI to you in terms of high quality leads for your marketing spend with them. Irrespective of how great their graphic designer's client portfolio is, the ultimate telling factor is whether they can give you a high number of high quality leads that you can convert into customers.

Instead of focusing on and building anxiety over the hard economic and industry challenges, it is advisable to execute practical tactics that can uplift your sales performance such as those listed above.

Dirk Coetsee is an international High-Performance coach. Within the Sales sector he teaches companies how to hire the right sales people, how to 'close deals' rapidly, how to maintain a lasting client relationship, and how to dramatically increase your sales revenue. Contact Dirk at: dirkcoetsee3@gmail.com





TOP interview questions to ask

- and what to learn from the answers

When it comes to a company's interview process, no matter the type or size of the company, there is one common goal that they all strive for; to find the right professional who is able to personify the key skills, attitude and qualities they need in order to ensure the right hiring choice is made.

This might sound like a simple process, but there really is a lot more involved than what meets the eye.

What matters most are the questions that hiring managers ask interviewees. There are some very important ones to ask in order to gain more in-depth insight into the candidate's skill levels, their demeanor and overall attitude, to reduce the risk of making the wrong hire and have confidence in making the right one.

The questions that every hiring manager should be asking include the following:

Q What do you know about our company and why do you want to work here?

When this question is asked, you are able to determine upfront who's truly interested and invested in the position you have available, because the most interested and invested applicant will actually do their research and access information from various sources about the company, its sector, its products or services, its key people and its vision and goals.

"Most candidates like to know they're aligning their core values with those of the company they are attending an interview for."

Chantelle Smith

Q What are the key strengths and skills that you can bring to this role specifically?

This question will provide you with insight into who has read the job specifications properly and made sure that they have applied for it because their skills and experience align with the role at hand. You will know if they thought about how their skills will benefit the new team.

"In the current job market, there is so much desperation for people to find a job that they blanketly and blindly apply for anything and everything out there, hoping to be seen by Recruiters, and their skills don't even match."

Q Tell me more about your current role?

This question will give you some insight about how the person communicates and articulates their role and its associated duties.

"It gives a candidate the freedom to express openly how they feel about their role, what they might enjoy and dislike and a bit about their background too."

Q Are you able to tell me about a time when you had a disagreement with either a manager or a colleague and how you handled it?

When it comes to conflict in the workplace, no matter where you work, it is inevitable at some point. People are different and have different opinions and views. This question allows you to get a view on their conflict resolution abilities and how they would cope in such instances. You can identify this by how they talk about

conflict, the tone that they use, body language that might change.

"You'll be able to see if common ground and compromise was reached and, in any company, a candidate's emotional intelligence is key to any job."

Q Why are you leaving your current role?

There are normally three 'reasons' a candidate will give for leaving their job – one is the reason they give their existing managers, the second is the one they tell their friends and family and the third, is the REAL reason. Asking this question will show you if their expectations of the new role are realistic and if the role can meet their needs.

"For example, leaving for having no benefits showcases the ones that you have available, and how your role will meet any needs for career growth as well."

Q What kind of work environment is ideal for you?

This will allow you to determine if the person will flourish in your company's environment. '

"For example, if they prefer a private workspace where there is no interruption from noise and chatter, then an open plan workspace might not be the best fit for them."

Q How would your colleagues describe you?

When it comes to teamwork, this question will help give insight into how the candidate will work with others.

"When you have an understanding of your current staff, you'll get a feel for whether this candidate will complement the existing team or challenge it. Asking about how their Managers describe them would be something rather left for Reference Checks because a candidate's answer to that would be entirely subjective."

Q Where do you see yourself in 5 years?

This is a very common question and will show you if the candidate has professional drive and career goals – that they are a valuable person to have on your team.

"Finding the person who has very clear career goals and sees themselves achieving it in your company, increases the likelihood that they will stay for the long-term and they won't be leaving for 'greener pastures'."

Q What is that one thing that you can tell me about that's not on your public LinkedIn profile?

The right questions will help you gain more in-depth insight into the candidate's skill levels, their demeanor and overall attitude, to reduce the risk of making the wrong hire.

Most companies nowadays will research a candidate online, usually through LinkedIn, and asking this sort of question will uncover interesting insights into a candidate's hobbies, their interests outside of work, family dynamics and what they hold dear apart from work, along with any other motivations and goals they have.

"It allows for a free-flowing conversation and will reveal more about their character and personality that would otherwise not be shown."

Q And the most important question being - Do you have any questions for me?

This is vital – most hiring managers overlook this and don't give the candidate the chance to interview them and the company as well.

"It shows interest and wanting to find out about you too. If the candidate has a question to ask, it shows they have been truly invested in the interview and have held on to every word. They'll have an enquiring mind and it shouldn't be a tough question for them to answer."

These questions will help hiring managers uncover the deeper side of candidates that are not reflected on a CV. They will boost confidence in making the right hire and reduce the risk of making wrong decisions that are based purely on skills-fit for the role at hand.

Chantelle Smith is a Recruitment Specialist at HR Company Solutions, and is passionate about people and matching only the best talent with solid career opportunities. Visit www.hrcompanysolutions.co.za



Stronger together

Finding strength in our diversity



As leaders of an organisation, you may have a team vary in age, have different backgrounds, cultures and beliefs. This may not always be easy to manage, but as the leader you have to make it work, because your team's productivity may suffer. According to Fortune Magazine, research showed that companies that embraced a more inclusive culture had outperformed their counterparts. There is thus value in exploring this topic, a bit further.

What is Diversity Management?

The Business Directory describes diversity management as, "The practice of addressing and supporting multiple lifestyles and personal characteristics within a defined group. Management activities includes educating the group and providing support for the acceptance of and respect for various racial, cultural, societal, geographic, economic and political backgrounds."

Diversity management is aimed at creating an inclusive working environment for all employees, so that the maximum potential of each employee, is unlocked. Now, you may be wondering, how is this typically done? Let's help answer this question for you and unpack a few tips for you to consider.

1. Diversity Awareness

Diversity awareness is aimed at sharing purpose of diversity management and eliminating the misconceptions that may have initially existed. It also helps with creating an improved awareness about different cultures, and at the same time address incorrect stereotypes. It is thus important to encourage leaders and employees to undergo diversity awareness training, to explain the role of management and employees in the company, when creating an inclusive work culture.

2. Management buy-in

Management buy-in is key in creating an inclusive work culture. Once diversity management is understood and the value is shared, management would be empowered and equipped to develop a practical diversity programme or action plan, which should be integrated into the business strategy.

3. Develop a diversity management strategy

Diversity management involves organisational actions, taken to promote the inclusion of employees, from different backgrounds into the organisation. Developing

a diversity strategy enables diversity programmes to be integrated with the achievement of the business goals. For example, having teambuilding activities to promote cultural awareness to strengthen the relationships with team members.

4. Move beyond compliance

You may have heard this analogy before, a “happy employee is a productive employee”. With this in mind, employees that feel excluded, may not necessarily give their best, which ultimately affects the bottom line. Diversity interventions is more than just an event or a compliance activity, because it is makes good business.

5. Review policies and procedures

Company policies and procedures, should be non-discriminatory and must align with the principles of the Employment Equity Act No.55 of 1998, which is to promote equity and fair treatment in the workplace and to redress the imbalances of the past through affirmative action measures. This includes creating a working environment free from discrimination against age, gender, pregnancy, marital status, family responsibility, ethnic or social origin, colour, religion, disability, political opinion, culture, language, and birth.

6. Employment Equity Committee

An Employment Equity committee's role, is develop, monitor and implement the employment equity plan, in line with the Employment Equity Act legislation. This team would be representative of the different race groups, gender, disability and occupational levels within the organisation. If a trade union exists within your organisation, then a trade union representative, would also form part of this committee. Their role is also to review policies, procedures and work practices, to ensure that they are fair and non-discriminatory, develop plans to address the concerns and ensure it is implemented.

7. Open and honest conversations

Be cognizant that we are not all the same. Be approachable as leader and encourage openness in your meetings, so that staff feel comfortable to address any discriminatory or harassment issue directly with you. Address their issue in a constructive manner and give timeous feedback.

“ Diversity management is aimed at creating an inclusive working environment for all employees, so that the maximum potential of each employee, is unlocked. ”

8. Diversity, a strength

Having managed a diverse team myself, has helped me see its value. It assisted me in understanding different viewpoints that I would not have typically considered. This was not because I did not want to, but because of lack of exposure and context. As a diverse team, we were able to develop more holistic solutions.

9. Celebrate differences

In South Africa, we celebrate Heritage day on the 26th September each year. You could use this as an opportunity to showcase, different cultures and beliefs with all your employees through talks or other fun activities. Encourage open conversations about your differences. Explore the benefits of your differences and as leaders of the organisation, commit to address the possible challenges faced.

Closing note

It may not be a legal requirement for a business to establish an Employment Equity Committee or Diversity team, if you employ less than 50 employees, but creating an inclusive environment, has a business case. It not only promotes greater teamwork, it creates a climate of belonging, tolerance, respect and mutual understanding, which people value.

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.



Renumeration, rewards and HR trends

"Appreciation is a wonderful thing. It makes what is excellent in others belong to us as well." - Voltaire

It's always important to remember that loyalty has never come from "cracking a whip". French philosopher and writer Voltaire's words ring very true, despite the fact that he penned them over 200 years ago.

Happier people are simply less distracted and more positive. And they pass that on through referred positive actions. So, the more value you bring to your employees' lives, the more they'll bring to your company. And employees should never feel like they are the "Have Nots" if they see company leadership as the "Haves".

Rewarding your staff members can do wonders for morale and for your turnover. And employee rewards and remuneration schemes do get results. 2019 has seen a few shifts in remuneration, rewards and human resources trends. With 2020 just around the corner, here are TOP TRENDS for the coming year.

Where corporate governance is headed

Trust and transparency have become extremely important as society in general becomes more accustomed to free access to information. And there has been a particularly strong focus in recent years on what directors are earning, with single figure reporting for top management openly exposing the top earners' total pay within organisations.

Principle 14 of the King IV Governance report makes it extremely clear that ethics and fairness are paramount when votes are cast by governing bodies, stating: "The governing body should ensure that the organisation remunerates fairly, responsibly and transparently, so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term."

Non-binding "No" votes on remuneration policy are on the rise, as stakeholder scrutiny and awareness

increases. And there is a possible move towards binding votes on the cards for the King V report.

Fair and transparent pay policies are becoming a necessity for compliance with the SOE guidelines for each sector. And there is a stronger focus on aligning variable pay to company performance at director level.

Environmental, Social and Corporate Governance (ESG) performance measures are becoming a key component in addressing all stakeholders' (not only shareholders') concerns. And the introduction of malus penalties and clawbacks for badly performing, or unfairly paid, executives are becoming more the rule than the exception.

Arresting the wage gap

Reducing the ratio between CEO pay and the general worker's pay is being helped along by transparency measures and the introduction of EEA4 reporting to the Department of Labour, which implemented the system specifically to address salary parities. It's likely that we'll see companies introducing caps on variable pay in the coming year to stay on top of it all.

Greater focus on gender pay parity - and it's the law

Under the Equal Pay for Work of Equal Value legislation and the ANC National imperative around gender, the male/female pay gap will soon become a thing of the past. Equal opportunity for both sexes is something that all companies or organisations will need to be mindful of to stay compliant.



Minimum shareholding requirements at director level

Executives will be expected to maintain in-employment and post-employment investment. This means that organisations will require that executives hold a multiple of their Total Package values in shares that have no other restrictions, i.e. they have a fully vested interest in the company.

Talent engagement and rewards

The “Total Reward” concept is being adopted by more organisations every year. This is the idea is that companies need to focus on rewarding employees in the broader sense, by adding value to their lives beyond just remuneration.

Some of the staffing trends we’re likely to see more of next year:

- Increased mobile working.
- Increased flexitime.
- Rewards for proactive entrepreneurial and innovative value-add ideas.
- A shift in performance management from measuring activities to outputs.
- Provident /pension fund equalisation between execs and general staff – all employees should be able to contribute the same maximum to their provident and/or pension funds.
- Investment in and closer focus on organisation culture.
- A greater tolerance and understanding of employees’ needs and “Create my pay my way” remuneration, for example, more leave days, study time, self-development time and holidays.

Change and business transformation management

Technology should never be an inconvenience. It should be adding value to your business as it evolves. And organisations are also recognising that the ever-evolving workforce needs to be respected and managed with sensitivity to stay ahead. Modern change management capability next year should be focused on four key factors:

- The changing dynamics of the work force, especially inter-generational dynamics.
- The changing nature of data (and BIG DATA’s massive influence on decision making).
- IOT (Internet of Things) is changing the nature of work

Trust and transparency have become extremely important as society in general becomes more accustomed to free access to information.

- Artificial Intelligence (AI) is directly affecting resource planning and restructuring for changes and job losses in certain industries.

Agile organisation structuring

If you don’t move with the times, it’s likely that they will completely pass you by. Traditional functional corporate structure designs are fading away in favour of more agile, quick-turnaround, team-based decision matrix structures. South Africa is particularly affected by the change in thinking because of globalisation. Both government and private companies are changing.

The trends we’ll see more of in 2020:

- Business processes are becoming more streamlined – to cater for faster market delivery and more demanding and informed clients/voters.
- Organisations are becoming viewed less as “machines” and more as sentient “organisms”.
- Union membership is declining, which is a natural consequence of easy access to information among ordinary employees who can engage directly with much more ease.
- These circumstances have generated an entirely new level of complexity in designing jobs, job profiles remuneration packages.
- Skills audits are on the rise, as organisations work towards achieving the right ratio between superior performance and their wage bill. Audits also ensure that organisations are optimally staffed to deliver on their strategies.
- There is an increased focus on team-based pay or “as organism” structure.

Chris Blair is CEO of 21st Century, SA’s largest Remuneration and Reward Consultancy. Visit www.21century.co.za





Connect with your audience

Knowing and researching your target market should determine your event strategy.

I recently helped a client plan and host an event in a small town outside the hustle and bustle that is the Gauteng province. What could be harder than putting together another event, right? Wrong.

Being based in one of our country's metropolitan cities, it is easy for a small business owner such as myself to fall into the trap of applying a blanket approach towards a particular market's media consumption, purchasing behavior and interests. It's never easy to have a group of like-minded people walk through the door to support your event, it gets even harder if you haven't invested the time to understand the market and the most effective way to communicate with them.

Fortunately for this client, I was able to pull out a sheet of lessons learned from her previous event and we used these insights to create a whole new experience for her tribe. Here are some of my lessons learnt on effectively connecting with your target audience.

"If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart."

Branding the event to use the local language has the potential to create resonance amongst the locals – a feeling of belonging and that the event had been tailored to suit their

needs to the “t”. To achieve this, you need to unpack the layers of your concept and get to the essence of it – what inspired the idea and what are you hoping to achieve? Be careful not to come up with a cheesy name as it could offend a chunk of your market whom you might never be able to recover. Remember how sour the Pick ‘n Pay “iNkukhu” campaign went and ended up unintentionally becoming a wave for Nando’s to ride on?

Also keep in mind that not everyone understands the widely spoken language in the area, take into account how common it is to have certain words used in order to avoid excluding individuals who do not speak the language. Verify the spelling, pronunciation and meaning of the vernacular words that you use with reliable local contacts.

Measure the performance of each communication platform and tweak your plan accordingly

Not every social media platform will work for your market. Avoid making assumptions about the popular social media platforms that will work better, rather test all of them and monitor their performance closely. From here onwards, you will be in a better position to make an informed choice. Look for the ‘insights’ tab on your business’ social media profiles and get comfortable with playing around with the available options. Have a look at the level of engagement each content piece receives and the post performance based on the type of content shared. You will soon understand if your market engages more with your video content as opposed to posts that carry images. Use that as a guide for creating your upcoming posts.

Cash, card or tickets at the door?

In the age of digital, it’s easy to assume that every other person is super comfortable with making online transactions. The reality is that part of your target market might prefer the experience of walking into a brick and mortar store or linking up with a part of your team in person to complete a purchase and receive a hardcopy ticket in exchange. While online ticketing systems make it easy for an event planner to keep track of guest bookings and extract reports as and when

“ It is easy to fall into the trap of applying a blanket approach towards a particular market's media consumption, purchasing behavior and interests. ”

required, it is important to keep multiple payment options open and have them communicated clearly with your target market. If possible, you might also want to consider making a few tickets available for purchase at the door. Some markets tend to enjoy the hype around the event until the eleventh hour before deciding whether or not to attend the event.

Establishing a brand around the concept is critical for your sales

Locals tend to buy into the individuals and brands associated with an event as opposed to the content of the event. This makes brand building a critical when starting out. Be sure to invest time in introducing your market to what your brand is about and clearly articulating your proposition. If you can afford teasers or tasters of your brand experience by carefully selecting key influencers in the area and inviting them to an exclusive launch, go for it. Find fun and creative ways of bringing in individuals outside the influencer circle to keep it real.

**Amantle Mokubung, Marketing Strategist
& Future Females Ambassador**
Web: www.amantle.co.za
Email: info@amantle.co.za
Instagram/Twitter: @Amantle_



A peek preview:

Tech that will shape SMEs in 2020

It's that time of year again! While you list all of those New Year's resolutions, we are polishing our IoT-enabled crystal ball to find out what 2020 will hold for IT in your business.

As always, we take pride in our nerd-infused technology forecasts - and strive to make sure that local business owners are prepared for what's around the corner! Let's take a closer look:

■ Transitioning to fully managed Cloud solutions

We foresee a wholesale shift to completely managed and cloud-based IT for SMEs. Already, a small percentage of forward-thinking small businesses are completely cloud based - with a mobile workforce, too. So, what does this mean, in practice? This means that the business has no power-guzzling server in the office (sorry Eskom!), and employees' laptops carry no sensitive data, either. At closer inspection, this means that the office itself is becoming redundant! One only has to look up these days to notice the prevalence of



trendy collaborative workspaces (think WeWork) and increasingly popular “hot desk” environments. Death of the office, anyone?

Without doubt, this trend is being driven by the adoption of the cloud and key subsets of cloud computing such as Software-as-a-Service (SaaS). Indeed, if one simply looks at what is possible within the Microsoft Office 365 “stack” alone, you will see that the majority of applications that a small business needs are native to this environment. Notably, such applications have a “single sign on” function that allows for ease of use, strong security and efficiency. Additionally (and this is critical!), once you operate within this environment, there are incredible business intelligence and analytics benefits – primarily because multiple aspects of the operation are now running in a single environment that has been made for the



purpose. Do you need a nerd translation here? So, with this type of application, your business data is easily and automatically collated and made available to you, the owner, to make rapid decisions that will drive operational efficiency (and profit!).

■ The dark side

Sadly, a significant driver of widespread cloud adoption is the ever-increasing threat of cyber-attacks – along with shadow IT, and malware (ransomware in particular). These threats will only increase into 2020. Cyber fraud/hacking is now a highly sophisticated and very profitable industry, and every business represents a target (no matter its size or sector). For example, if one looks into “malware as a service” online, you will quickly see that it is now a business model that one can adopt, quickly and easily. Surprised? It gets even worse!

Today, you can pay for a subscription to one of many providers of malicious software and get a unique key that identifies you as the “reseller” (for lack of a better word)...and the more people you can infiltrate or infect, the more money can be made. Believe it or not, they’ll even provide IT support!

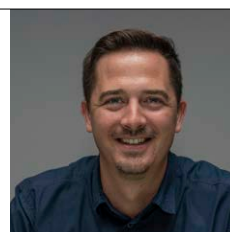
■ Flying towards 5G (and ultra-fast computing)

Now, let’s get back to the brighter side of life. Tech experts and telecoms companies are all getting very excited about 5G. Are you in the dark here? 5G is essentially the latest iteration of wireless data standards and promises to be around 10 times faster than the current state-of-the-art 4G used by cellphone networks (while also being more reliable).

Around the world, 5G mobile data networks became available for the first time in 2019, although they were very expensive and limited to functioning in confined areas. 2020 is likely to be the year when 5G really takes off – with data-only network provider Rain looking to be the local trailblazer. In September 2019, Rain stated that selected existing customers had been invited to use the new ultra-fast network with unlimited internet access for R1,000 a month. Impressively, Rain’s chief marketing officer told the media that the company has achieved speeds of 700 Mbps during testing (but the typical client will see speeds around 200 Mbps). In short, the world is barrelling towards superfast mobile internet speeds – and web surfing bliss!

As these trends and technologies unfold, we will be sure to provide a nerd-infused update to empower your SME in 2020...

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.



Tapping into the mobile economy

Young, digital, driven - the youth of Africa are the doorway to building socially relevant and economically viable businesses.

Imagine more than 160 million new unique mobile subscribers by 2025. Imagine 623 million people across sub-Saharan Africa connected by mobile devices. These are the statistics from the Mobile Economy: Sub-Saharan Africa 2019 report conducted by GSMA Intelligence. It is also the doorway to a thriving economy where millions of young Africans are connected. But to open that door, entrepreneurs and businesses have to play a role in driving employment and engagement. This can only be a productive and profitable future if those who are connected can earn money and become productive members of society.

There is immense value in building a business on social principles and it's a growing global trend. In Johannesburg, a coffee shop is providing the homeless with skills and an income. Globally, entrepreneurs are leveraging their talents and ambition to change legacy problems while building a profitable business. In South Africa, the problems of unemployment and stagnant economy are challenging but with a dash of innovation and a splash of mobile technology, there are ways to not only improve quality of life, but create jobs.

Mobile technology allows for the business to take your solution directly to the target market. If done well, it talks to the right people in the right place at the right time. For example, imagine harnessing the mobile connectivity of a community to undertake specific tasks or market research? This is already being done by innovative South African companies such as Watu – they use mobile phones and the accessibility of the gig economy to gather up valuable market information in rural areas and townships. Their employees are the vast numbers of youth who are hooked on technology and want the opportunity.

This type of thinking is what's needed to really transform the South African market and pull together the potential of mobile in Africa. It's not just the youth either. Mobile technology is a mobile platform that can deliver



messages into any communities, markets and age groups. It's far more ubiquitous today than it was five years ago and it's dragging Africa, slowly but surely, into the much publicised Fourth Industrial Revolution (4IR).

To really harness this potential, however, the most important step is to do the research and have a clear strategy. Sure, the idea sounds great but don't go blindly. If you plan to create solutions, base them around fact and where mobile can most benefit the business. There are no easy answers but you will find them if you do the work and if you understand and unpack the market first. The smartphone penetration across Africa is large and growing every second. It's only a matter of time before the continent is fully plugged in. This does add to the already cluttered digital world, however, so any solutions you devise will have to be focused on gaining and retaining attention. Always focus on the benefits to the end consumer and stay focused on your business goals and ethos.

If you're planning on tapping into the potential of the unemployed, connected population, keep their value top of mind throughout the process. Ensure that your



strategy recognises their value and use your business to leverage both your growth and their own. If your mobile goals are to penetrate the market with compelling services that can be consumed on a mobile platform, then ensure that what you offer ultimately benefits the end consumer.

In the end, it's important to always ask questions. Does it fit into the market? Do you have tight competition? Is it already happening? Whether you're a capitalist, consumer or philanthropist, you need to know the answers and remember that mobile is the key to opening the door.

Chris Ogden is MD of RubiBlue and author of *'Build a business. Plug the gaps. Know when to fail.'*



What government must do to drive the digital economy

To ignite economic activity – something that South Africa desperately needs – it is imperative that local businesses and business owners gain better access to digital technologies. This will enable the creation of more tech-enabled businesses, create more jobs and open new markets.



However, South Africa still lags far behind; ranking 85th for ICT adoption in the World Economic Forum's Global Competitiveness Report 2018. Africa's most thriving digital economies can be found in cities like Kigali and Nairobi while South Africa's data costs - the highest on the continent – are currently a huge prohibitor for local businesses to participate and succeed digitally.

It is imperative that South Africa's government come to the party in this respect. Firstly, they need to follow through on the commitments made in this year's Budget Speech and again in the medium-term budget policy statement (MTBPS), as well as those included in the Economic Recovery Plan.

Among these was the promise to implement effective strategies and regulations to reduce the cost of data, as well as improving the quality of data. Another key component to unlocking growth of the digital economy is increasing levels of digital literacy across the country. By incorporating more ICT-related studies in the national curriculum, we can ensure that learners will be gaining the skills in the classroom that are necessary to take part in the digital economy.

In addition to creating more potential digital entrepreneurs, educating learners on digital technologies will also add to the potential local customer base looking to purchase local goods and services in the digital marketplace. In turn, South Africans will be better connected across borders, which will drive better intra-regional and cross-continent trade, further contributing to GDP growth.

By David Morobe, Executive General Manager for Business Partners Limited (BUSINESS/PARTNERS)



5 TIPS to build an audience

If you're already running a WordPress blog or planning to start one, you are probably hoping to attract an audience and turn them into repeat visitors. Getting this right involves a mix of elements from the content to search engine optimisation (SEO) to the look-and-feel of your site.

Focus, plan and research

If you're running a blog for the fun of it, you can pretty much post what you like, when you like. But if you're running a blog for your business, hoping to earn some income from it, or simply looking for public kudos, you need to decide which audience your blog is for and what content they'll be interested in to take things to the next level.

It can help to draw up a plan for your blog, detailing which topics you'll focus on, your metrics for success and your plans for reaching your goal. From there, you can write a crisp About page for your blog telling the reader what they can expect to find on your site as well as descriptions of your blog for the search engines and your social profiles.

A plan helps you to draft your content calendar, plan keywords, decide how to brand yourself as a blogger, draw up social media marketing strategies, and more. Even if your blog is not new, you can still take a step back and draw up a plan to improve it.

You should do some research to inform your plan and to stay in touch with the latest trends in your niche. Aside from keyword research, watch what other bloggers are writing about and what sort of content they are getting the most traction from. This can give you inspiration for posts on your own on topics your readers care about.

Tap into Yoast SEO

Yoast is one of the leading SEO tools for the WordPress platform. This tool is wonderful for beginner bloggers because it contains a content analysis feature to guide you through the process of creating a more optimised blog post. Additionally, Yoast SEO has a lot of other powerful features to take advantage of.

Make proper use of categories and tags

In WordPress, categories and tags are known as taxonomies, and they organise blog posts. They make

content discovery easier for someone who is browsing your blog. Four to eight should be fine for most blogs.

You can use as many tags as you like, as long as they remain relevant to your blog post's content.

Categories are general in nature, and shouldn't be used too many times. Tags are not to be confused with keywords. Keywords occur in the content of blog posts and are intended for search engines, while tags are strictly for the internal organisation of your blog.

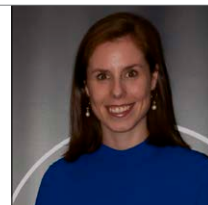
Measure and optimise traffic

You can't manage or improve it if you don't measure it. So, make use of reporting tools like Google Analytics to track your blog's traffic. You can see who has been visiting your website, what pages or posts are the most visited, and then use that information to make a plan for creating more content for your blog.

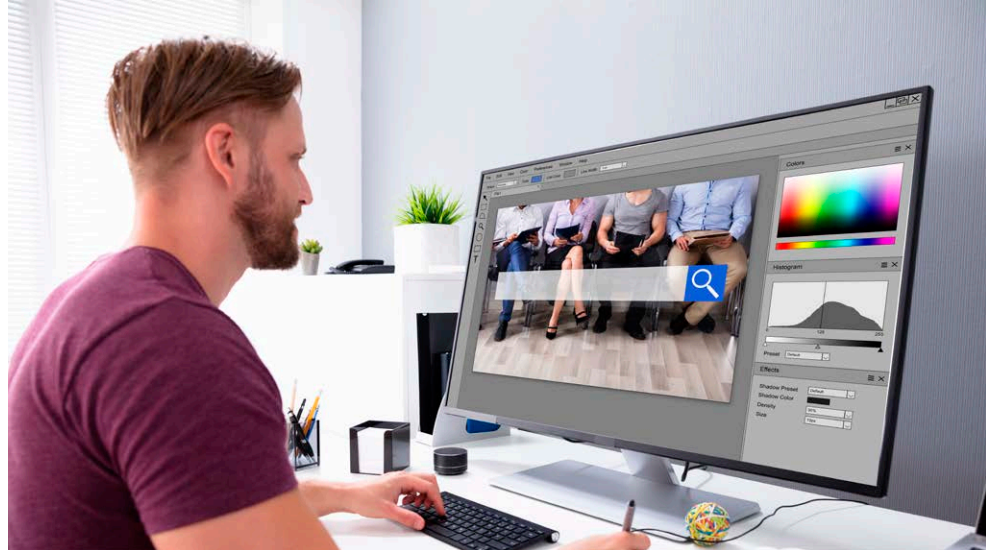
Google Analytics is free and relatively easy to use. Don't forget to add your site to Google Search Console to keep track of your blog's health. Google Search Console has lots of free tools to help you know how Google sees your website.

Get SSL

SSL is a must for every blog. SSL is an acronym for Secure Sockets Layer. This is encrypted information, like form entries that is sent through the browser to the server where your website is hosted. Search engines like Google reward https-encrypted websites by pushing them higher in search results. Plus, having authenticated SSL security helps establish trust between your audience and your blog in the anonymity of the World Wide Web.



TOP TOOLS to manage your **side hustle**



It's easy to forget that people can be both entrepreneurs while in a full-time position. Having a side job, or a 'side hustle' is now almost the norm – it means you can work your usual job while pursuing your entrepreneurial endeavour on the side. Technology has made it easier than ever to manage a side business, and most of it is easy to install at a reasonable price.

Brent Peters, graphic designer at TopLine Comms and motion graphics designer at TopLine Film, shares some useful communication, admin and creative tools that you can benefit from:

Slack

Slack is a simple communication tool that you can use within your team or with clients. It keeps emails to a minimum and helps you work through ideas and complete quick tasks. It integrates with most other software, including Asana, Google Drive, Outlook, and so much more. Slack allows clients to get involved much more than before – you can use it to give them quick updates so meetings may not be needed. Ultimately, it allows more time to design and get the work done.

Asana

Asana is one of the best task managers available. The free account features are sufficient for managing small to medium freelance design projects, and it gives excellent oversight of task progress and tracking of deadlines in the calendar view. You can customise your projects with

the board view feature and organise your tasks in batches. I like that I can separate my daily admin tasks from my creative design tasks, and keep my task list organised.

Google Drive

Google Drive is a simple cloud storage solution, that's already available from your Gmail account. You get 15gb free to get you started, and after that, it's R29 per month for 100gb (which is dirt cheap, in my opinion). It's great for keeping your files backed-up so that you could access them at anytime, anywhere. Its simple drag and drop helps you stay organised. And most clients are already on Google, meaning you can quickly and easily start sharing large files with them.

Cloud accounting software

If you're pursuing a side hustle, you need to make sure you take the time to wear your administrative hat. You need to generate quotes and invoices quickly and track how much money you're making and spending. Plus, having your finances in order makes you look and feel professional.

Adobe Creative Cloud

Many designers think Adobe Creative Cloud is expensive, but as far as I'm concerned, it's a no brainer to set aside some money and invest in it. I'd recommend the All apps plan, as you get access to 20 creative desktop apps, a free adobe portfolio to showcase your work, 100gb cloud storage and access to fonts from Adobe Typekit. You'll save more

money with this one-stop-shop approach rather than downloading a cracked copy. Remember, apps speak to each other – dynamic linking allows you to quickly access a design from Adobe Photoshop and edit an epic video showreel in Adobe Premiere Pro. These apps have been built to suit the needs of the fast-paced design industry and are considered the standard across all marketing and creative fields. Not-having it will make you stand out from the crowd in the wrong way.

Behance

When you're so busy building your client's brands, it's easy to forget about your own. But if you want to get your side hustle off the ground, you must promote yourself and your work. Behance is a great platform to get your work showcased to potential new clients and amongst other excellent design talents. See it as your CV and give a link people can click to view your work. You'll have a great community of designers at your fingertips, so get them to comment and appreciate your work.

Graphic Burger Mockups

When showing clients your ideas, presentation is key. Graphic Burger is a royalty-free download resource that allows you to quickly easily mock up your designs into some cool, real-life scenes. It elevates your designs and, in my experience, helps you get quicker responses from clients. It adds that wow factor and creates an experience for your clients.



your business

Inspiration | Advice | Opportunities

www.bizmag.co.za

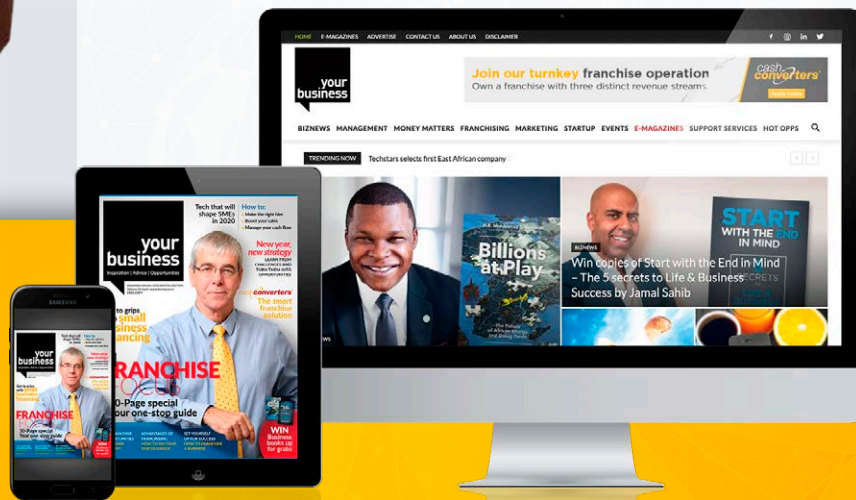
Inspiration | Advice | Opportunities

NEED YOUR DAILY FIX OF SMALL BUSINESS NEWS?

Visit www.bizmag.co.za for:

1. Latest events and hot-off-the-press industry news
2. Latest business and franchise opportunities
3. Extra insight, advice, inspiration and tips for your biz!

Market your products, service or opportunity across our dynamic digital platforms.



PR PACKAGES • BANNER ADS • PREMIUM LISTINGS • NEWSLETTERS • E-MAGAZINE

WRITE IN, TWEET, OR EMAIL US

Got some great advice for your fellow 'treps?
Want to share your start-up story?
Get in touch...
Email: editorial@bizmag.co.za

FIND US ON:



[yourbusinessmag](https://www.facebook.com/yourbusinessmag)



[@YourBusinessMag](https://twitter.com/YourBusinessMag)



[yourbusinessmag](https://www.instagram.com/yourbusinessmag)



[Your Business Magazine](https://www.linkedin.com/company/Your-Business-Magazine)