CUT THROUGH THE CONTENT SHOCK

• What execs should not do on social media

How to:

- Onboard a 'newbie'
- Network at virtual events
- Use TikTok for business
- Choose a spokesperson

your business

Inspiration | Advice | Opportunities

August/September 2021 DIGITAL EDITION Volume 26 No.4 | www.bizmag.co.za FREE COPY

TRAINING AND COACHING

Your Success. Our Success.



Making flex work

plan for the future

Uniocking POTENTIAL

Seasoned Entrepreneurs
Frikkie & Pao Le Roux
bring their training and
coaching franchise to SA

Ask the XPERTS

Outsourcing makes business sense

SA'S HEALTH &
BEAUTY SECTOR
OPPORTUNITIES
FOR GROWTH

WONDER WOMEN
MAKE AN IMPACT
MARGARET HIRSCH
ON EMPOWERMENT

HARNESS REVERSE MENTORSHIP EXCHANGE IDEAS AND EXPERTISE THE LOST LEADER'S HANDBOOK 2021 RECLAIM AND SET YOUR BOUNDARIES



BUSINESS OPPORTUNITY

For more than 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.





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 OR code



- Exceptional Training & on-going Support
- Low Start-up Costs





anapan

AN ESSENTIAL SERVICES FRANCHISE



a number of industry sectors operate and quite notably, the demand for home care services has never been greater. Families are choosing to keep their loved ones safe and cared for by using essential home care services as opposed to residential care homes.

As lockdown restrictions lift, it is envisaged that these services will be further in demand as many elderly and disabled people engage home care providers to assist them venture out and about again.



ASSISTED HOME NURSING Caregivers that Care

Assisted Home Nursing is one of the fastest-growing home care franchises in South Africa offering a 24/7 professional, personal and compassionate service for seniors or the disabled in the comfort of their own homes. We take care of routine tasks and simplify daily living for families in need.







VIEW OUR LATEST VIDEO

EXCLUSIVE TERRITORY FROM ONLY R250K ex VAT

PACKAGE INCLUDES:

- Intensive one-on-one training
- Full induction programme: recruiting, training and retaining carers
- Expert marketing to attract new clients
- Proven business with ongoing support
- Recession-proof business model

This is a financially and personally rewarding franchise. If you have management experience, a desire and aptitude to run your own high-quality home care business, we'd like to hear from you. Go to www.assistedhomenursing.co.za for more information.

Successfully operating in the following territories:

Gauteng's Northern and Eastern suburbs, Midrand, Cape Town's Northern Suburbs, Cape Town West Coast, KZN's South Coast and Port Alfred in the Eastern Cape.





AUGUST/SEPTEMBER 2021

BizNews

6 61% of South African SMMEs planning for growth

The latest Mastercard SME index unpacks what South African businesses are proactively planning to ensure their growth for the future.

8 Initiative to support SMEs

Entrepreneurs impacted by the recent unrest are being linked up with mentors to rebuild their livelihoods through an initiative called Restore SA.

9 BizEvents

All about the upcoming Franchising for Africa Conference and the SAITEX digital expo's.

10 Networking at virtual events

Just because you can't shake hands and pass around business cards, doesn't mean you can't network at a digital event. Here's how...

Money Matters

48 Manage that cash flow

Businesses need to remain vigilant in ensuring adequate cash reserves as we head into the latter half of 2021.

49 Make the most of the Small **Business Corporation tax break**

Check whether you qualify for this valuable tax benefit.

38 Terms you simply must know

While a good accountant can help you with most of the work, you still need to be familiar with some basic accounting terms and concepts.

DISCLAIMER - Advertorials marked Cover Story, Showcases or Featured opportunities and Advertisements for companies featured in Your Business Magazine or on www.bizmag.co.za represent neither endorsement nor recommendation of such companies by YBM nor its employees. Readers are advised to seek advice before entering into any contract with companies or persons mentioned in YBM advertorial and advertisements. This publication is provided with the explicit understanding that neither the publisher, its employees nor respective contributors are rendering any legal, financial, investment or other professional advice or services. Click here for our full disclaimer.



Management & Insight

32 Keeping up with the pace of change

Reverse mentoring flips the script on traditional mentoring, empowering younger workers to share their expertise and ideas.

34 Women making an impact

In celebration of Women's Month, we chat to Margaret Hirsch of Hirsch's Group and ActionCOACH Business Coach, Marlene Powell, and tap into their insights, advice and inspiration.

38 Opportunities abound for the cosmetics industry

Consumer trends and the opening up of new export markets in Africa is helping to drive growth in this sector.

68 The Lost Leader's handbook

Opinion: How to redraw the line and set your boundaries.





52 The state of social media in South Africa

Where to find your socially savvy audience...

54 The top platforms for video marketing

A look at the best channels to market your business.

56 Tips for using TikTok

We chat to Scott Thwaites from TikTok Global Business Solutions. who shares his advice on how to make it work.

58 Choosing a media spokesperson

An important component of your PR plan should be to raise your business's profile, therefore choosing the best-suited person to represent your business is essential.

60 What not do on social media

Executives should avoid certain behaviours when interacting in the online space, in both a personal and professional capacity.

62 Cutting through the content shock

Side-by-side with heightened social media use was an increase in influencer marketing. Here's why: Consumers are inundated with digital content.

People Management

64 Making flex work

Employers have 'flexperimented' - and many want to stay that way. But how do you make it work?

66 How to ensure your 'newbie' is thriving

The onboarding process is an important component of a new joiner's experience.





16 Ask the experts

Partnering with the right service providers can have a powerful impact on growth, productivity and bottom lines.

20 How to choose a collections partner

Key considerations that credit providers need to weigh up.

24 The fundamentals of co-employment

Although not a new concept, not all businesses are aware of it the rewards that they can reap from it.

26 The value of outsourcing your IT

The IT needs of today's businesses are constantly evolving, making outsourcing a very attractive option that can offer a number of compelling benefits for businesses, small or large.

28 Recipe for success

The ingredients for a successful relationship between e-tailers and their software developers.

30 Questions to ask a prospective media partner

If you are looking to outsource your marketing function to an agency or consultant, here are some questions to ask before signing on the dotted line.

Entrepreneurship

42 Make the smart decision early on

Greig Jansen, founder and CEO of PURA Soda, offers his top pieces of advice for taking on the entrepreneurial challenge.

46 Big dreams and true grit make for a winning blend

What does it take to make it as a small-business owner and newcomer in the world of wine? We chat to the inspiring owner of Koni Wines to find out.



61% of South African SMMEs planning for growth - Mastercard SME Index

- In the midst of the COVID-19 pandemic, six in 10 SMMEs in South Africa anticipate growth and are proactively planning for the future.
- Upskilling staff for the future, access to data, analytics and insights, and digitising business operations offer highest growth potential for SMMEs.

This is according to the Mastercard SME Index, which surveyed 300 SMMEs in South Africa between April and mid-May 2021.

While the majority (84%) of South African SMMEs say that the pandemic has negatively impacted their revenue, looking forward however, 79% are projecting that their earnings will either hold steady or grow in the next year.

SMMEs in South Africa identified 'upskilling staff for the future' (58%) as the top area that offers the highest growth potential for their businesses, closely followed by 'better data, analytics and insights' (57%).

'Digitising business operations, sales and admin' (53%) came in as the third driver, followed by 'the acceptance of digital payments across multiple channels' (48%). This omni-channel approach is an important consideration for all businesses, as last month's New Payment Index found that 95% of South African consumers will consider using at least one emerging payment method in the next year, varying from contactless, QR codes, biometrics or cryptocurrency. In an increasingly connected world, the

ability to 'do business and transact internationally' (48%) rounded out the top five drivers.

Ensuring that SMMEs have the support they need to go digital and grow digitally is a key focus for Mastercard. "SMMEs in South Africa continue to demonstrate strength and agility, despite Covid-19 where they've had to navigate lockdowns, restricted supply chains, and the changing habits of an evolving consumer.

While several challenges remain, it is encouraging to see how SMMEs are transforming the way they do business to benefit from the secure technology and convenient payment solutions that are currently shaping commerce," says Suzanne Morel, Country Manager for Mastercard, South Africa.

When asked about what keeps them up at night, 39% of SMMEs in South Africa mentioned being able to maintain and grow their business' while 29% are worried about staying in business or going bankrupt. Looking ahead at the next year, three-quarters (76%) identified the rising cost of doing business, 63% cited red tape and regulations, and 51% mentioned getting access to capital as their biggest business concerns. Private sector partnerships (84%), international government or business collaborations (56%) and government-led initiatives (44%) were identified as having the biggest potential to positively impact SMMEs and the wider South African market.



How small businesses improve revenues in tough times

By Jolene Castelyn, head of Marketing at Ricoh South Africa

While many small businesses were able to adapt to lockdown in the short-term, new challenges emerged when it came to returning to physical workplaces. Modern workforces, for example, are fragmented, while exposures. health and safety concerns frequently disrupt operations. How do we cope with these and many other related difficulties?

To help organisations respond effectively to these uncompromising challenges, we had a research firm gather the data, then we analysed it to explore some of the effects hybrid ways of working have had on small businesses and their people.

Nearly one guarter (24%) of people say they don't have the tools they need to deliver the best results for customers or collaborate with their teams. Even more, 27%, consider switching jobs to an employer who offers them the right tools. A major contributing factor is that 48% were forced to use their own technology to keep working during the hard lockdown.

These obviously represent opportunities for companies to keep their people productive and their businesses operational. But we also have a great deal more experience now in the deeper opportunities to cost-effectively improve revenues, productivity, profitability and ultimately business resilience.

Opportunity

The figures I mentioned come from research we did in Europe, but South Africa very closely follows these trends. Which is why it's good news that 61% of people are optimistic about the opportunities that the right technology can provide.

But which ones? It seems incredible that, during this pivotal moment of unprecedented connectedness, just 12% of workers strongly agree they can access all the information they need and collaborate easily with colleagues.

Smart and safe workplaces, with blended work solutions, help people be productive and effective, contributing to robust business models and dependable revenues. Connecting via any device anywhere at any time, with smart team solutions, flexible hybrid meeting spaces, digital authorisations, home worker packages, and remote working as a service to maximise employee potential.



These changes - the digitalisation of our small businesses don't need to break the bank. In fact, they have guite the opposite effect when properly done. Rather than throwing tech at the problem, we should rather follow proven methods of strategic deployment. That enables us to maximise returns from low-hanging fruit, but keep the end goal in sight.

And it's important to remember that digital transformation wasn't something that came about because of the pandemic. It's been with us for a long time and we've been developing these solutions for years. They are robust and dependable. They're just used a lot more widely now than ever before.

Beyond the front line

So, while meeting the frontline needs of employees is undoubtedly important, automating workflows and processes such as accounts payable and others can provide longer term sustainable business benefits.

Accelerating strategic digital transformation connects businesses with customers, enables us to rethink business models, and grow. It's about using automation to advance business processes, create portals that enhance customer experiences, and future-proof business in the cloud.

Cloud and digital transformation changed how we consume and pay for services, everything from Netflix to the largest, most sophisticated business systems. That's why we provide world-class integrated solutions with flexible pricing to help small businesses transform digitally on their journey to the cloud. We back it up with regional, enterprise-grade support and guidance 24-7.

Find out more about how you can make your business more profitable and resilient. Visit: www.ricoh.co.za/business-services/business-size/small/. Or call us on (011) 723-5000.

Help for entrepreneurs impacted by unrest

Entrepreneurs impacted by the country's recent looting are being linked up with mentors to rebuild their livelihoods through an initiative called Restore SA.



The initiative has also set up a fund to assist affected businesses, which will be managed by non-profit organisation, Ranyaka Community Transformation. They will identify businesses in need of support and

oversee the disbursement of funds. 100 percent of donations will go to the businesses owners.

The idea was sparked by the founder of social enterprise initiative *Fix Forward*, and the fund was launched in partnership with *weFix*, who will be donating 10% of the value of trade-in phones they receive in the coming months. Individuals both locally and abroad have also pledged to donate.

"The informal economy employs millions of people, and in a country plagued by high levels of unemployment, we need these affected businesses to rebuild and prosper," explains Restore SA Founder Joshua Cox. "South Africans are heartbroken at the devastation which has unfolded. Encouragingly, many South Africans with various skills have reached out and want to support these business owners as they try to rebuild," he adds.

"We have over one hundred mentors already on-board to offer support, and we are hoping to increase this number exponentially in the coming weeks," Cox explains. "In addition to this, within days of launching, twenty small-business owners received a mentor and have begun their rebuilding journey."

Cox encourages small business owners to sign-up. "Affected businesses who sign up will receive an hour or two a week of mentoring for at least two months.

"Between our mentors and small business owners we can dust off the hurt, the anger and the damages and move forward." he concludes.

Donate to the Restore SA fund here: www.restoresa.co.za/rsa-fund/. Small business owners and mentors can sign up at www.restoresa.co.za.

Understanding our Born Digital generation

The youth of South Africa is becoming more assertive of the demands and aspirations they wish to see represented in their economy.

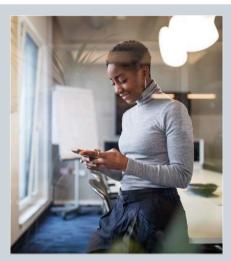
The Born Digital generation is the first to grow up in an entirely digital world, and now account for most of the global workforce, including South Africa where they make up 34.7% of our population.

But it's about more than the bottom line for this generation. In fact, according to research by *Citrix*, 83% of Born Digital workers would prioritise employee mental health and wellbeing in their areas of work once they reached leadership levels within their careers. With 16.5% of South Africans suffering from

common mental health disorders like depression and anxiety in 2020, psyche is a currency that they are not willing to bargain with in their working environments.

With unemployment amongst South African Youth now reaching a concerning 46.3%, the Born Digital are also hungry for professional business opportunities. According to the study, the most common demands of the youth are Permanent Employment (72%), Job Stability (85%) and Job Satisfaction (87%).

By 2035, organisations will be led by the Born Digital generation. This cohort has grown up with technology integrated into their lives and information always at their fingertips,



and they expect work technology to be seamless and intuitive. As a result, their priorities are different from those of older generations; above all, they are seeking a healthy work-life balance and the flexibility to work how, when and where they choose.



SAITEX 2021 will be hosted as a digital event from 23-25 August 2021, allowing for connection and engagement with customers and sellers alike, access to informative content and the chance to come together with your sector. The live event will return in June 2022.

SAITEX is the original multi-sector trade-show allowing local and international importers and exporters to test, explore and take advantage of inbound and outbound trade opportunities within the African Region for 27 years. SAITEX facilitates tangible international and local trade relationships, whilst providing a platform for the private sector to demonstrate the innovations, solutions and services they have to offer Africa.

When entering any emerging market, particularly in the multi-product supplier space, you need to understand your operating environment at lightning speed. What does the future of business and trade look like? How can your business anticipate the next trend?

In response to stakeholder demand and to ensure maximum value from participating, SAITEX now offers digital access to credible content and tailormade connections for professionals.

By registering for the digital expo and workshops, you will be able to:

- Schedule chats and video meetings with other attendees.
- Meet top-recommended attendees with shared interests.
- · Schedule meetings and directly chat with digital
- View and download promotional material from their digital booths.

Register for free attendance here: www:// dmgevents.expowiz.com/ExWeb5/Register/ Visitors. For more info: www.saitexafrica.com



Franchising for Africa Conference

Ever mindful of the enormous role that franchising plays, FASA's Franchising for Africa Conference will take place on the 25th and 26th of August 2021.

Hosted by the Franchise Association of South Africa and sponsored by Absa, the conference takes on even more importance and urgency to assess the fall-out and thrash out what needs to be done to get South Africa's franchising sector back on its feet.

Savs James Noble. Head: Wholesale. Retail & Franchise at Absa Business Banking, "the sooner we can regroup as a sector and use the entrepreneurial advantage that is so prevalent in franchising, the sooner we can get back on track."

"While some of our sectors, like those in the restaurant and retail sectors are being hardest hit, surviving the crisis and rebooting becomes a precarious balancing act for all franchises that requires team work and a focused business approach," says Pertunia Sibanyoni, Chairperson of FASA and CEO of InspectaCar. "But if there is one business sector that knows how to balance the scales of supply and demand, be innovative enough to change course and use its collective power to weather the storm, it's franchising."

Franchise consultants like Eric Parker of Franchising Plus, Lindy Barbour of The Franchise Firm and Elana Koral of Franchise Coaches will all be presenting at the FASA virtual conference. These stalwarts of the industry are only too aware of how important it is for franchisors to continually find strength in the collective to stay affoat, plan for future growth and continue to innovate.

The conference will take place virtually over 2 days and with two streams. For more information, the full agenda and to book, visit: www.fasa.co.za/events.

Networking at virtual events

Just because you can't shake hands and pass around business cards, doesn't mean you can't network at a digital event.



In one short year, events like conferences have largely moved online. The only aspect that has been missing from the experience is networking, which is one of the primary reasons that people attend. This usually occurs when you stand around the coffee table chatting in between speakers, or do the rounds at an after-conference networking event. However, if done properly, there are many more upsides to virtual meetings and events than being able to wear your pyjama pants.

I was recently invited to attend the annual Sotheby's International Realty conference. Being 'zoom' fatigued like most people, I was dreading the occasion. But as it happens, I not only thoroughly enjoyed myself, I felt energised and loved the productivity of the whole occasion.

Hosted as a hybrid event, this year's virtual format allowed us to host the largest networking event in the 45-year history of our brand and enabled us to bring together nearly 9 500 attendees from 73 countries around the world. And how else would we have been able to secure the highest paid Academy Award-winning A-list actress as the keynote speaker with her tight schedule?

What it highlighted very clearly for me is that the success of such an event very much depends on the platform used, as some are more advanced and flexible than others, and certain platforms work best with certain types of events.

On the Hopin platform, networking was actually very easy as there were numerous 'rooms' with multiple people, and you could move from room to room until you found people with similar interests.

And, like a real-time meeting, once we had met kindred spirits (much like speed dating) we were also able to chat one-on-one in a room with an initial time period of two minutes. If you felt you had more to discuss, you could simply extend the time.

It also allowed for live interactive entertainment, just as one would experience when attending an event in person, with guests like renowned chef, Ina Garten "The Barefoot Contessa" and Max Major, the mentalist who ended the event with a mind-blowing interactive show.

The event also demonstrated numerous advantages that networking on digital platforms has over meeting people in person:

- You are able to use your time more effectively;
- It's easier to 'walk away' from someone when you have nothing more to say or have little in common;
- Instead of handing out business cards in the hope of connecting later, you can immediately tap into LinkedIn and connect with the person.

There are a number of factors that organisers can do to ensure a seamless and successful digital or hybrid event:

Select the right platform. In order to host a successful event from which attendees can gain maximum benefit,

it's critical to use the platform that best fulfils your goals and attendees' needs.

Implement intelligent matchmaking. An automated system that recommends connections based on mutual interests helps create a structured environment to help businesses promote stronger networking throughout their events, before as well as after.

When attendees register for the first time, they should be able to opt-in to receive recommendations for new connections and personalised content which will allow them to view profiles and initiate chats with people they want to connect to.

- Virtual hangout area. Traditional events offer attendees ample opportunities to socialise and mingle, either between presentations or at after parties. A good digital event will have online lounges for specific topic areas that gives your attendees and presenters spaces where they can come together to meet like-minded individuals and share their ideas and feedback.
- Virtual booths or rooms. These facilitate one-on-one networking and are akin to the stands you see at inperson events like trade shows and festivals which make it easier for sponsors, organisers, and attendees to connect.
- Real-time messaging. Many virtual events still focus almost exclusively on presentations to an audience, in which there is minimal opportunity for two-way conversation and one-to-one networking. Attendees need to have opportunities to connect with speakers and other attendees and instant messaging video and audio chat fulfil that critical need.
- Group chat channels. Create dedicated groups and chat channels for specific topics by integrating platforms like LinkedIn, Facebook, and WhatsApp into your virtual event networking program. This way you can set up as many interest groups as you need to allow people to seamlessly make the right connections.

However, the event organisers can only provide the right platform and tools to facilitate networking. At the end of the day, it's up to the attendees to optimise the opportunities and the best way to do so is to be prepared.

Here are some top tips to make the most out of the experience:

- **Establish your goals.** At a virtual event, there's no chance of running into someone at a presentation or booth, so virtual networking requires more homework and planning. Make a list of your networking goals and check the list of attendees if available. This will help you focus your efforts and help you know where and how to invest your time most efficiently.
- Register on the event guide/app. Most virtual events have an online tool or app that lists seminar topics, speakers, and often attendees as well. If possible, submit a bio and include contact information. Familiarise yourself with your event's guide and look for community notice boards and other means of connecting with fellow attendees.
- Get active on social media. Announce your attendance to your connections, use the event hashtags and share links. Give feedback by sharing your thoughts during and after the event. Share insightful comments on the event platform and showcase your expertise by engaging with targeted sessions and presenters.
- Engage in real-time messaging during presentations. Use the events' private messaging tools to ask new connections their opinions of a particular topic or idea when it's presented. This not only conveys that you value their opinion, it also builds trust and conveys interest beyond being merely a sales opportunity.
- Don't wait too long to follow-up with your new connections. Within three days (while the event is still fresh in everyone's mind), you should email your event contacts to thank them and contact attendees with whom you had the most rapport. Also search social media platforms for mentions of the event or hashtags in order to connect with others who are talking about it. Cross-reference your new connections on LinkedIn, and send link requests with reference to the event.

By Yael Geffen, CEO of Lew Geffen Sotheby's International Realty.



Our Success. Your Success.

The need for business training to improve bottom-line results in businesses across the country has never been greater.

Founded in South Africa 1998 and based in New Zealand since 2008, the HIGH PERFORMANCE TRAINING AND COACHING LTD® franchise model is different from any other business development system. By changing habits, attitudes and activities of business owners and their staff, clients gain immediate impact on bottom-line results.

As leaders in business development, franchisors Frikkie and Pao Le Roux have successfully worked with most of the top companies in South Africa, and have many high-profile clients in New Zealand. There are currently 8 franchise branches up and running in New Zealand and one branch in Perth, Australia.

Now launching in South Africa

With a proven franchise model of 23 years, High Performance Training and Coaching Ltd® is expanding their network to include South Africa. The company is looking for the right professionals to make a difference in the performance and productivity of South African businesses. Prospective franchisees will not be limited to a specific geographical area and the Master Franchisee will be responsible for developing the local market.

Getting it right

"Our purpose is to help business-minded people and their families live full, healthy and prosperous lives. We are experts at helping owners, professionals and executives become more focused, effective and productive to unlock the creative potential in themselves and their businesses. We provide the tools to help clients identify their KPI's, develop strategies for improvement and then create behavioural change to achieve their goals. We hold clients accountable to themselves and the goals they want to accomplish, says Frikkie Le Roux, Founder and Managing Director."

"Our process focuses on what is important to the individual, enabling their goals to become the driving force behind the results-orientated process."

Benefits of joining our network

High Performance Training and Coaching Ltd® offers a flexible, proven and easy-to-start franchise system



that can be run with or without employees from a home or small office. Franchisees benefit from low start-up costs and overheads. The business model allows you to leverage your time and maximise your earnings.

As a franchise owner, you can provide coaching online or in person. High Performance Training and Coaching Ltd® have a unique approach to improve motivation, organisational efficiency, service delivery and quality.

"We utilise a time-proven and experience-tested methodology to unleash the dormant potential in organisations, boosting overall production resulting in reduced costs and increased profits. Our agile system allows us to scale our training programmes to all businesses of all sizes. Clients can log in to our system via their mobile devices, laptop or computer," explains Le Roux.

'We help drive business success and balance the lives of our clients."

Franchise investment

To own your own Performance Training and Coaching Ltd® franchise you will require an investment amount of R495 000 plus working capital. Franchisees will receive:

- Unique systems, techniques and proven training modules.
- All systems, tools and support to get your High Performance Training and Coaching® business up and running.
- A comprehensive 3-day online training programme via Zoom, Microsoft Teams or WhatsApp. Areas covered include sales, coaching and business development.
- Training in the marketing and selling of your services.
- Marketing material and electronic presentations.
- Weekly training on your own training programmes.
- Business development meetings with each franchisee on a weekly and monthly basis.
- Support and ongoing development.

"We develop long-term relationships with our clients and guarantee results and a high return on your investment. We have hundreds of satisfied clients and have worked with more than 100 000 clients in South Africa and globally," says Le Roux.



Do you fit our ideal franchisee profile?

Prospective franchisees should have an entrepreneurial spirit, be willing to learn and follow our sophisticated online training and coaching programme. A proven trackrecord with previous business management and sales experience in a business-to-business environment is beneficial. Presentable franchisees can come from any industry background, but it is important they have a strong network connection within their sector.

"The franchisee's role is to be able to relate to people, liaise at director level and build relationships to get new clients on board. Franchisee's need to determine the company's needs, listen to the problem areas and help their client move forwards to achieve long-term results," says Le Roux.

Results achieved by our clients

"Historically we achieved an average of 1:10 return on investment for most of our clients. "Some of the companies that we have worked with previously in South Africa include: Standard Bank, Siemens, ReMax, Sanlam, Sasol, Old Mutual, Metropolitan, Liberty Life, Nissan, Protea Hotels, Toyota, Dimension Data, Telkom, ConnectNet, Ulwazi, FNB, BMW, Bank of Athens, Investec, Allied Bank, to name but a few."

"This opportunity is lockdown and COVID-proof. Demand for services has increased drastically due to the impact of COVID and the recession. If you use our systems correctly and work hard, we can assist you to reach your goals. Our client's success is important to us - when they succeed, we succeed," ends Le Roux.

For more information or to discuss your vision of working with High Performance Training and Coaching Ltd®, send an enquiry on www.highperformance.kiwi.nz, call Frikkie Le Roux on Mobile +64 21 110 4738; Office: +64 921 56 525; or email: frikkie@highperformance.kiwi.nz

Here's what some High Performance Training and Coaching® clients have to say:

Bank of Athens, South Africa

"It is quite an achievement to see such a positive and quick inflow of open communication within a group session, after all that is what its all about. I think it is a high achievement and probably the best thing I have seen in 30 years."

Dimitrios Koutakis. CEO Bank of Athens

"The business book for the first two months of this year has basically doubled from last year. The business pipeline that averaged about 140 million last year is now about 200 million. It's about a 40% - 50% improvement."

Paul de Bruyn, Head of Retail Banking, Bank of Athens

On results achieved by some of our New Zealand clients:

Lucas Lu, House of Boulevard Restaurant

"Our customer footprint has increased by 14%, the average-spend has gone up to 40%, as well as a 60% increase in sales - which is a wonderful result."

Watch: www.voutube.com/ watch?v=xjCecpzrTpo

Mary Talisa, 275KAI Food & **Beverage Company**

"Our average-spend increased by 50%, new customers increased 7-10% and our sales went up 60%. Even though our results increased. I still managed to have time to be with my family. I was able to train my staff to work without me, so I could have the extra time with my kids. I absolutely recommend High Performance Training and Coaching."

Watch: www.youtube.com/watch?v=-7v0HUdhTkc

Deven Maharaj, Subway

"The number one goal at the start of the programme was to increase the percentage of achievement of KPI for my stores. We started off at 45% and by the end of the programme my stores were achieving over 75% of hit rate in the KPI's."

Watch: www.voutube.com/ watch?v=FqAecLomnik

Seb and Rachel, Spray & Wash, West Auckland

"Our average sales are up 114%, our number of customers is up 73% and our average-spend is also up 29%, so we are really pleased with the results."

Watch: www.youtube.com/ watch? $v=aYt7Zjr4p_8$

HIGHPERF :: RMANCE® TRAINING AND COACHING

Feedback from our Real Estate clients....

Justin Meldau and Lisa Marsden, Top 2 agents, Harcourts Blue Fern Realty Ltd

"Frikkie approached us to work with him on our business. Be warned, he will see things that you don't, and will make suggestions that may be out of your comfort zone. But, we did them - and he was right! We could not be more delighted. We have achieved all of our short-term goals. We listed 15 listings in 8 weeks, and achieved 89% success under the hammer. If you're willing to break out of your comfort zone and follow his advice, you will succeed."

Watch: www.youtube.com/watch?v=npA9i-fUJis

Jason Hyde, Hills Crockford, Tauranga

"I've been able to achieve some pretty fantastic results in a short period of time. My prospecting and appraisals have lifted dramatically and I have 5 new listings." Watch: www.youtube.com/watch?v=Vm0yxR5xEel



Paul Curran - Barfoot and Thompson

"I find this the best money ever invested." Watch: www.youtube.com/watch?v=2LNN_I-jhzM

For more testimonials, visit us:

www.facebook.com/highperformanceinternational or www.highperformance.kiwi.nz



TRAINING AND COACHING

TRAINING AND COACHING FRANCHISE OPPORTUNITY

Own your own business and drive success



High Performance Training and Coaching®,

established in 1998 and based in New Zealand is looking to entrench themselves in the South African market. As leaders in business development, they are looking to recruit franchisees to help business owners have a better work/life balance, increase profit and reduce costs.

High Performance Training and Coaching® will equip franchisees with all the tools, guidance and motivation, so there is no reason for not achieving success.

"I've chosen to be a franchisee of High Performance Training and Coaching™ because I've personally known Frikkie and Pao for a long time. I just love the values and the norms that they bring to their business and personal life - that attracted me.

High Performance Training and Coaching™ is all about helping people thrive in their businesses as well as their personal life, so it's not just a business opportunity. I see it as an opportunity where you can also excel in your family life and get the balance right

I decided to be part of their team as I have a passion for talking to people, enjoy the training aspect and love what the franchise brings. The support has been exceptional.

Throughout my career, I have had some experience in training but didn't know too much about the business. Frikkie, Pao and the rest of our great team specialists are extremely supportive. I can ask them any sort of question knowing that help is always there, every step of the way."

- Natasja Du Plessis (Franchisee Perth, Australia)

Start-up cost from R495 000

plus working capital

7 GREAT REASONS TO JOIN OUR NETWORK

- Flexible and easy-to-operate business
- Home-based with low overheads
- A Comprehensive 3-day online training programme via Zoom, Microsoft Teams or WhatsApp.
- Unique online systems, techniques and proven training modules
- Marketing material and electronic presentations
- Ongoing business development and training meetings
- Franchisees will not be limited to a specific geographical area

Master Franchise also available



If you are passionate about training and have the desire to help others succeed, this is a chance of a lifetime.

Contact Frikkie Le Roux for more info on joining our growing network.



Partnering with the right service providers can have a powerful impact on growth, productivity and bottom lines. For those looking to build a solid and sustainable business, outsourcing simply makes business sense.

Starting and running an operation is a multi-faceted process and calls on a diverse set of skills; from sales to good financial management, marketing, HR, tax - not to even mention being a digital guru... the list goes on. Besides having natural talent, more difficult qualities like tenacity, resiliency and a growth-mindset are demanded of entrepreneurs. In a challenging economic environment, it is paramount to work both smart and hard to create and cultivate change as quickly and effectively as possible.

Time is almost as valuable as money, as both have a measurable cost internally, and a means of exchange externally. Enter outsourcing and collaboration. You don't have to single-handedly build an empire. And luckily today, access to information and experts on a global scale are easier than ever before.

Savvy business owners know that success is made possible by relying on a community of product and service providers who are skilled in their niche fields. By acting on the opportunities presented by networking, collaborating, and partnering, you can achieve your goals and vision faster.

Internally, outsourcing lends leaders the opportunity to better focus on their talent, their team, and the core aspects of their business. By managing their resources carefully, entrepreneurs are better able to drive optimal efficiency and effectiveness, creating room for creativity and innovation.

Outsourcing non-core activities can assist with:

- · Improving staff efficiency.
- Cutting overall operational costs.
- Driving faster turnaround times.
- · Streamlining capabilities and productivity.
- Increasing competitiveness within an industry.
- Improving job satisfaction, as staff will be doing more of the work they love and not be stressed with tasks they are not confident with or that do not motivate them.
- Improving internal culture, creating one of pride and innovation, where staff will hunt for new ideas and further training, out of a want instead of a need.

Externally, in a supportive eco-system where everyone is looking out for one another and working together to serve a bigger purpose, there is certain strength in (clever) numbers. As entrepreneurial skills develop and experience is gained, the strongest entrepreneurs embrace collaboration as a way to seek out and include diverse views, and effectively distribute workload for productivity.

Locally and globally, working to act upon and enable these internal and external opportunities of communication, information and collaboration is a surefire way of achieving reputable and distinctive business eminence.

As with most business relationships, the relationship and "chemistry" between client and provider are at the heart of determining whether the partnership will last and expectations will be met. While technology makes it much easier than it once was to find capable, reliable

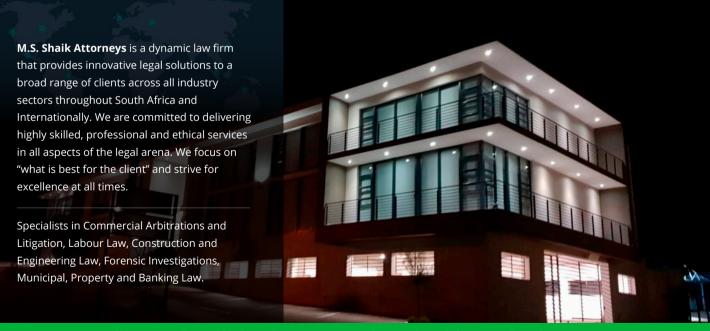
outsource providers, the selection process is still vitally important. A good starting place is your own network; ask other business owners or your accountant, lawyer, or banker if they can recommend a provider offering the services you need. Online networks like LinkedIn make it easy to expand your personal networks and to ask for recommendations

Ask for references or samples of work if appropriate (if you're using a graphic design firm, for example). Find out what industries and what type of workload the firm or individual is accustomed to handling. Also, make sure you feel comfortable with who will be doing the work and that you can discuss your concerns and needs openly.

If you're an entrepreneur, collaboration can be as important as your idea and vision itself, and should form part of your planning and mindset. Learning, working, and innovating together, is going to make a bigger and better difference sooner.



Delivering skilled and professional services.



Talk to us today to find out how we can assist you in solving your legal matters.

Tel: 011 682 1732 | Fax: 086 527 1804 | info@msshaikattorneys.co.za | www.msshaikattorneys.co.za Washington House, 1 Madison Avenue, Aspen Business Park, Aspen Hills, Johannesburg, 2059

An outsourcing partner that helps you play to your strengths.

Reliable, scalable and integrated solutions that reduce cost and improve efficiency.

Payroll legislation is a highly complex area. With rules and policies so often in flux, processing payroll in-house is often costly and inefficient. Our specialist team offers a flexible way of managing your payroll requirements.

Our approach

Outsourcing your payroll functions can improve accuracy, efficiency and security. Partnering with us lets you to draw on world-leading expertise in finance and HR. Our experienced professionals work closely with you to simplify and improve performance suited to your specific circumstances. Using the latest technology and platforms, we help in the delivery of streamlined and automated payroll and HR processes.

Our services:

- Tax reconciliations
- IRP5 requirements
- Audit reports
- Salaries administration
- Remuneration restructuring and advisory services
- Advice on remuneration structuring
- Applying for dispensations
- External audit and forensic reporting
- Pensions advice and implementation of pension schemes
- Assistance in processing share options and incentive schemes in payroll
- Salaries or payroll outsourcing and benchmarking

We also manage all communication with SARS, UIF, and WCA departments with a specialised knowledge of current legislation and changes in procedures that the business manager generally doesn't have time to keep abreast of.

Our payroll services include:

- PAYE, UIF and SDL registration for companies employing staff in South Africa for the first time
- Advice regarding South African employees retaining social security liability in their home country
- Electronic distribution of payslips via an online portal
- All calculations of PAYE, UIF and SDL
- Processing share option schemes as required
- Electronic filing of IRP5 reconciliations
- Management reports tailored to your individual requirements
- Paper or electronic data submission for amendments via email
- Facility to import/export payroll data to Excel/CSV
- Flexible deadlines for submitting payroll information
- Ability to allocate costs by percentage or a fixed amount across departments/cost centres
- Production of EFT upload file for local SA banks or a Remuneration list emailed to client, including payment to third parties such as SARS, pension, medical aid, etc.
- A dedicated helpline for payroll queries



Joy Schrikker Manager: Payroll external T: +27 21 818 5152 joy.schrikker@mazars.co.za



Company Secretarial services: Easing the burden on your business so you can focus on your core.

Our suite of services means you receive an expert, turn key solution. All work is completed in-house from start to finish and our expertise runs countrywide so location is no challenge.

Our approach

Company registrations and converting CC's to companies

- Setting up your new company, including registration at CIPC and all incorporation documentation required.
- Includes tax registration.

Maintaining statutory registers

- Your share transactions are in capable hands as we prepare documentation fast and efficiently with emphasis on accuracy.
- Any changes registered are updated so that you always have an accurate Share Register on hand.

Converting a CC to a Company

Submission of annual duties

- Checklist, FAS, XBRL and submission of annual duties to CIPC can be attended to by our competent teams.
- We send you a letter each year, a month before the due date, requesting the correct amount to be paid to CIPC.
- Avoid your company being deregistered due to noncompliance.

Making changes to MOI or adopting a new MOI

Advisory



Michael Berman
Director
T: +27 21 818 5048
michael.berman@mazars.co.za

Mazars is an internationally integrated partnership, specialising in audit, accountancy, advisory, tax and legal services*. Operating in over 90 countries and territories around the world, we draw on the expertise of more than 42,000 professionals – 26,000+ in Mazars' integrated partnership and 16,000+ via the Mazars North America Alliance – to assist clients of all sizes at every stage in their development.

 st where permitted under applicable country laws





Selecting a collections partner

Key considerations and insights...

Levels of consumer and business financial distress have significantly deepened, and the number of once diligently paying debtors who now find themselves in an untenable bind, is growing exponentially.

"Credit providers are very much alive to the fact that these are not ordinary times, and that a more collaborative and an increased data-driven approach is needed to help indebted consumers find their way through their constraints. However, there is also a fine balance to strike, as unpaid debt will undoubtedly limit the ability of a business to recover, grow and remain sustainable. When assessing a potential collections partner to help recover such debts, there are critical considerations that credit providers need to weigh up," says Gareth Levinsohn of Shapiro Shaik Defries and Associates (SSDA). He provides some of the key considerations and insights into selecting the right collections partner.

■ Find a collections partner, not a debt collector.

Work with a collections partner with a proven track record in partnerships, versus one that has a client/ vendor approach. It's imperative that an external partner acknowledges that every client is unique, and thus spends the time to research and understand what 'success looks like' for your business. There is simply no one-size-fits-all solution to collections.

- Size and scaling capability. The collections partner should be able to effectively manage the portfolio given, and maintain quality standards and customer retention at the same time. How scalable is the set-up in order to rapidly respond to changing circumstances in the macro/ country environment as well as within your micro/business environment?
- Data and Analytics Capability. Does your preferred collections partner use the supplied data effectively and augment this with their own expertise, and are they able to tap into additional resources to correctly engage with a debtor? How strong are the data analysis and interpretation capabilities, and are they able to apply the appropriate treatment to the data, at the right time, in the

correct medium to best reach and engage each debtor?

- Track record. Collection regulations often differ between industries, and there are also many subtle nuances, so find a collections partner that has experience in your specific sector. They will be better equipped to deal with your unique challenges and improve recovery while maintaining a compliance system that's fit for your business needs.
- It's about ROI. It may be tempting to compare agencies based on initial price only, but what's more important is how much cash they actually return to the business and their recovery rate, especially when it comes to more complex debt collection. One collections partner may have a higher initial fee than another, but a far better recovery rate and agent quality. It's important to measure the real returns versus the perceived expense.
- It's about customer service. Every customer is unique in terms of their personal and employment circumstances. By better understanding each debtor's circumstances and behaviour at the current time, your collections agency should be able to segment and risk-rate debtors more precisely and activate the right conversations - the ideal being to rehabilitate their account and bring them back on track. And if that's not possible, find ways to restructure their debt, offer individual settlement packages or even payment holidays if their immediate situation is untenable.

"The right collections partner can work wonders for your cash flow, provisioning and actually enhance your brand's reputation. At the end of it all, the best outcome is one where the debt is successfully recovered and the debtor remains a loyal customer, being treated fairly, with dignity and respect. Completing the due diligence and asking the right questions when assessing a collections partner, will go a long way in ensuring that you get the best results and brand reputation in the long term," concludes Levinsohn.

By Gareth Levinsohn, Chief Commercial Officer of Shapiro Shaik Defries and



Patent. Trade Mark. Copyright Attorneys

Africa's IP partner of choice

KISCH IP has over 146 years' experience assisting clients from small to large businesses in all sectors, in safeguarding their intellectual property rights. As the intellectual property partner of choice across Africa, serving as a gateway to the region for multi-nationals and local companies seeking to enter African markets, we are able to fulfil our clients' needs while continually growing our personalised IP offering.

With 16 directors, nearly 100 dedicated support staff and global representation via an established network of trusted agents, we are well positioned to successfully help clients from start-ups to large corporations. We have worldwide representation via a network of dedicated agents and have offices in Jersey Channel Islands, Johannesburg, Pretoria and a satellite office in Cape Town.

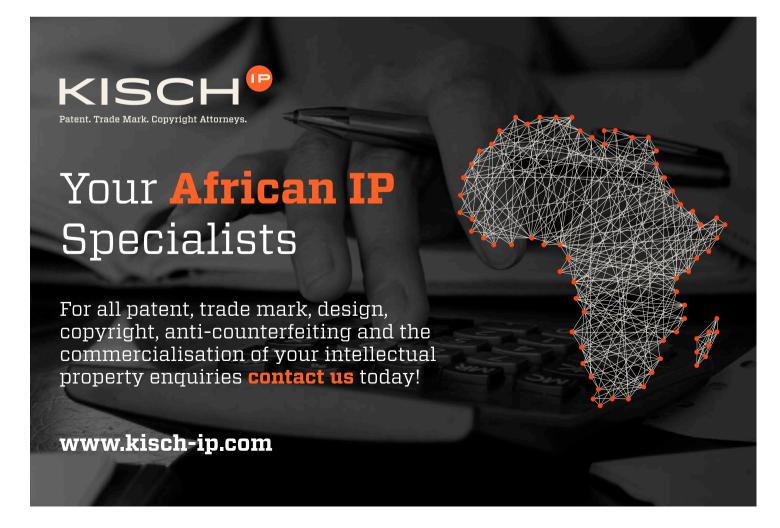
Our professionals and staff offer a skillset of unrivalled expertise, and our commitment to our clients means we remain leaders in the competitive African market.

Our practice areas include Patents, Trade Marks, Designs, Anti-Counterfeiting, Litigation, Commercial Law, Plant Breeders' Rights, Corporate Services, Competition Law, IP Audits and Valuations, Franchising, Information Communications and Communications Technology Law, Advertising Regulatory Board complaints, Tax Advisory Services, and Risk Management and Advertising Law.



At KISCH IP, we commit ourselves to complying with the Quality Management System in accordance with the ISO 9001 standard and the various legal requirements as imposed by the South African Government. We are accredited and ISO certified by the British Standards Institution (BSI), a global national standards body which produces international technical standards on a wide range of products and services and supplies certification to organisations. It is an internationally recognised mark that represents quality, reliability and continual improvement.

This underpins KISCH IP's commitment to maintain excellence, share knowledge, improves operational effectiveness and increases customer satisfaction which we are always committed to.





Global Fx Solutions for

Importers, Exporters and Investors

BeztForex (Pty) Ltd is a regulated Financial Services entity providing a broad spectrum of Foreign Exchange and Banking Solutions to Importers, Exporters and Investors in South Africa.

Our highly skilled registered Financial Representatives have over 100 years of experience in International Banking to assist you with all your cross-border foreign exchange and offshore investment requirements.

WE SERVICE:

- Companies in South Africa involved in Imports, Exports and investments.
- Offshore companies investing in South Africa through loan funding or equity investment.
- Private individuals emigrating, investing abroad or receiving inheritances.

BeztForex is registered with the SA Reserve Bank and accredited with Sasfin Bank, Mercantile Bank, Capitec Bank, Investec and GroBank, as a foreign exchange and banking Intermediary.

OUR PRODUCTS AND SERVICES:

Cross-border payments

All your foreign trade payments will be done fast, efficiently and seamlessly through our partner banks and unique online payment and trading platform. All payments and SWIFT messages will be facilitated through new settlement accounts with our partner banks. To automate all your import/export payments, you will be given free use of a secure web-based FX trading, payment, risk management and administration platform. Low payment fees apply. We and the platform do all the work - you focus on your business.

Competitive Exchange Rates

Through our partner banks, we can provide very competitive exchange rates and direct access to a dealing room. BeztForex will endeavour to establish a SPOT/ FEC/Hedging trading facility with our partner bank,

without the placement of any margin or signing of guarantees or surety. This means that you can effectively convert your existing SPOT/FEC facility into a working capital/overdraft facility.

South African Reserve Bank Applications

The Currency and Exchanges Manual for Authorised Dealers contains the permissions and conditions applicable to transactions in foreign exchange that may be undertaken by Authorised Dealers and/or on behalf of their clients in terms of Exchange Control Regulation. We can facilitate any request for permission to receive or pay foreign exchange outside the laid down rules and regulations of the Financial Surveillance (Exchange Control) Division of SARB.

Tax Clearance Certificates

BeztForex can facilitate the issuance of Tax Clearance Certificates on foreign investment allowances over the laid down limits.

Import/Export Trade Finance

As a company involved in foreign trade, you will face many financial challenges in the funding of your goods in South Africa. BeztForex can facilitate Trade finance via one of our partners.

Global Trade Training

BeztForex also provided tailor-made Global Trade and Investments training designed to suit your specific requirements.

Let BeztForex add 'real value' to your business! - With us you get more than the basic FX services.

Visit: www.bextforex.co.za



MAIN BENEFITS



VERY COMPETITIVE EXCHANGE RATES



LOW SINGLE BANK TRANSACTION FEE



DIRECT ACCESS TO THE DEALING ROOM



NO NEED TO CHANGE YOUR BANK



FREE TAX CLEARANCE CERTIFICATION



*FREE SARB APPLICATION



*FREE ONLINE FX SYSTEM

- FX Risk Management
- FX Sending & Receiving
- Automated Payment Process
- Hedging

HOW WE WORK

NO CONTRACTS
NO COMMITMENTS
NO INVOICES

FOREIGN EXCHANGE:

FX RISK MANAGEMENT

- Dynamic Costing of all Invoices
- Real-Time Tracking Positions & Exposures
- Dashboard Reflecting % Hedge

CALL: +27 83 700 8076

• Manage CFC Balances & Set-off

STRATEGIC BUSINESS REPORTS

SPOT & FEC ONLINE TRADING FULL HISTORY OF ALL TRADES & PAYMENTS

AUTOMATED BOP FORMS

OTHER GREAT SERVICES:

INVESTMENT CALL ACCOUNT

- Attractive Interest Rates
- No Minimum Deposit
- No Notice Period
- Readily Accessible
- Online Access
- Low Fees

FREIGHT & FORWARDING

SHORT-TERM INSURANCE

DEDICATED SERVICE

DTI INCENTIVES

TRADE FINANCE

INVEST:

INVESTMENT LOCAL & OFFSHORE

www.beztforex.co.za







The fundamentals of co-employment

Although co-employment is not a new concept, not all businesses are aware of it the rewards that they can reap from it.

Co-employment is a contractual agreement between a company and a Professional Employer Organisation (PEO) that allocates and divides employee responsibilities amongst themselves. The contract is often called a Client Service Agreement, and this is when an employer outsources personnel and shares the responsibility with a PEO.

Co-employment can prove to be cost-effective for companies that want to focus on their core business and application of development strategies without the burden of HR related tasks. Accurate Agent Group, a new era Management Consulting Firm, unpacks some of the main benefits that stand out:

- Provide HR administration support. For businesses that don't have a dedicated HR person, the PEO can offer their resources or one of their specialists to assist with administration strategies and offer guidance.
- Offer talent attraction and management

A co-employment agreement can assist companies to attract and manage potential talent. PEOs also often assist with implementing employee training and management, conduct employee performance appraisals and provide strategies that help employers adapt to the changing working environment.

Receive compliance expertise

For a business to establish credibility, they require to be compliant in their respective industry. Although this can often be a challenge for most small businesses, PEO's have HR compliance experts that can assist the company to be regulated to ensure that they do not find themselves under any risk of being penalised for breaking rules and regulations.

• Provides payroll management

A PEO is responsible for managing employee-related



responsibilities and liabilities, allowing employers to outsource payroll administration services such as tax filing, keeping track of working hours, and employee benefits. This gives businesses the opportunity to focus on other key areas of their operations and enables the success of co-employment.

How has co-employment impacted businesses?

By making use of PEO services, SMEs can avoid being penalised for either not following labour laws outlined in the labour act and BCEA, or complying with tax obligations. It also minimises the risk of getting stuck with unskilled workers who over-promise during the recruitment process, because the company did not have the resources to conduct background checks and ascertain that the candidate is indeed capable to deliver the position's Key Performance Indicators.

As a company grows the HR department may find it difficult to maintain set Employment Equity projections in terms of skills development, to keep up with the increased need and responsibility of the evolving job requirements. Co-employment ensures that PEO's work together with the business to administer the skills development plans for the appointed roles, and that the personnel continuously add value to the business they are contracted to.

CEO of the Virgin Group Richard Branson once said that, "Clients do not come first. Employees come first. If you take care of your employees, they will take care of your clients." This simply signifies the importance and benefits of investing in impactful employee-focused strategies as in turn, it will help create satisfied clients.



Fully Fledged Global Business Support

Antrix Corporate Solutions Ltd, established in 2011 and based in Mauritius, is a fully fledged International Corporate Services Provider specialised in providing a wide range of Fiduciary, financial, legal and advisory services across multi jurisdictions worldwide. We are committed to serving our clients, corporates, multinationals, private equity funds and institutional investors for the furtherance of cross border transactions. We provide the best tax optimization solutions to our clients through appropriate structuring. Our success is built on the level of service and the special attention given to our valued clients. We emphasise personal relationships with our clients (the "Know Your Client" approach).

ANTRIX BACK-OFFICE SUPPORT SERVICES

With the advent of Covid-19, many companies around the globe are facing challenges to keep their business alive and are outsourcing part of their business to jurisdictions like Mauritius to cut cost. Antrix has a dedicated and qualified team at your service to handle back-office support for clients around the world including crypto exchanges. From our office in Mauritius, we can provide you with tailored services to meet your back-office needs. While we take care of your back-office operation, we can free your management time to focus on your clients.

WHY MAURITIUS?

The cost of service delivery in Mauritius is a significant advantage for firms pursuing cost-containment strategies. In fact, based on the cost components of staff remuneration, operations and technology, administration and accounting fees, Mauritius is a highly affordable outsourcing destination with no compromise on the level of quality or productivity. The availability and affordability of qualified professionals, who are bilingual in English and French, also make Mauritius appealing to both English and French-speaking countries.

ATTRACTIVE FEATURES IN MAURITIUS:

- A Large pool of qualified accountants, chartered administrators and secretaries and university graduates available at reasonable costs
- Proven fund and trust administration facilities
- Well-developed infrastructure with modern telecommunications systems;
- Ideally located between the Far East / Australia / Europe/USA
- Frequent air connections with Europe and Asia; and

Phone: +230 211 2888 | Mobile: +230 52547240

Email: info@antrixcorporate.com

www.antrixcorporate.com

• Appropriate time zone - GMT + 4 hours.



The hidden value of outsourced IT resources



The IT needs of today's businesses are constantly evolving, making outsourcing a very attractive option that can offer a number of compelling benefits for businesses, small or large.

We see it time and time again: businesses that spend their time and resources trying to manage every aspect of their company internally.

There is this misconception prevalent in South Africa that you shouldn't pay someone to do a job that you could do yourself, because that would be throwing money away. And businesses seem to take this attitude towards outsourcing resources as well. After all, why pay an external company to manage certain functions when you could spend the money hiring someone internal?

But, when it comes down to it, there are plenty of things that we pay others to do on our behalf, simply because our time is more valuable to us than the job at hand. We don't spend hours on end learning the ins and outs of our cars, because we know that taking them to a mechanic will see the job getting done quicker, and cheaper, than if we tried to do it ourselves. And you certainly wouldn't hire a mechanic to constantly be on call, ready to repair your car when the need arises. Unless, of course, you run a repair shop.

So why would you spend tens of thousands of Rands every month hiring skilled IT professionals to be part of your internal team, just in case something goes wrong with your systems? Why would you have your existing IT team spend their valuable time chasing issues and performing run-of-the-mill maintenance, when you could be outsourcing the management of your IT resources, and seeing their experience contributing directly towards your business goals?

The time to make your impact

When I think of outsourcing IT needs, I like to think of Uber. And it's not because of that car analogy that I just made. Uber is a huge company that could easily develop their own in-house IT technologies to cover their needs, from billing to cloud storage and beyond. But that is not their core business or their core focus. Instead, they outsource their IT needs to companies who specialise in those services, while focusing their own efforts, and their time, where they will have the biggest impact - on the transport industry.

Time is an invaluable asset when it comes to business management, and you could be putting your time, and that of your teams, to better use through outsourcing your IT requirements to an external company. But time is hardly the only value that outsourcing your resources offers.

Access to a team of experts

When you hire an individual as part of an IT team, they come with their own skill set, their own knowledge and experience. And this experience is exceptionally valuable, but it is limited. When an issue arises outside of their realm of knowledge, they will find themselves backtracking, hurriedly researching to find the quickest fix, which won't always be the best for your business. And that's not their fault. It's impossible for one person to know everything. And upskilling oneself, or learning about the latest techniques and advances in technology, takes time that most employees working an 8-to-5 (and with already full plates) simply do not have.

Hiring an individual as part of an internal team also comes with a certain amount of unpredictability. An employee cannot be on call 24/7, 365 days of the year. There are leave days, sick days and family responsibilities to consider, not to mention the fact that no one can be productive for 8 hours straight every work day of the week. Will your internal IT team be at their best when the need strikes, or will your operations come to a halt over a weekend, while you try to get hold of an IT pro to patch a problem? This unpredictability also comes at a premium – a monthly salary that you increases the more experienced your employees are.

This is where the value of outsourcing your IT to an external team truly shines. Because when you are partnering with an IT company, you aren't investing in an

individual. You are hiring a team of experts, whose job it is to be available, and to stay up-to-date on the latest technologies.

They have experience in a wide range of fields and are prepared for any eventuality. They know the right solutions because they've implemented them for clients across the board. It is part of their role to be constantly upskilling themselves, broadening their experience and putting their knowledge to the test when confronted with the unique demands of a wide range of businesses.

The right managed IT partner can also be available 24/7, ready to address your needs whenever they arise. And the cost associated with having this convenience is often far lower than the salary you would expect to pay a full-time employee.

From reactive, to proactive

Productivity and efficiency increase, as existing teams are able to work more effectively. Where the management of resources shifts from an existing team, job satisfaction improves as well, both on the part of the IT team themselves, and from a management perspective. There is no longer a constant struggle of trying to keep systems maintained. A reactive mindset transforms into a proactive one, as everyone within the company is able to focus their efforts on moving the business forward, towards a unified goal of success. This has a massive impact on company culture as well, changing the way that your teams feel about their positions and the work that they do.

Many businesses consider outsourcing their IT management to be an unnecessary expense, feeling that it should rather be handled internally. However, those businesses who recognise the hidden value of outsourced resources, especially when it comes to IT, are setting themselves up for better return on investment.

The time that outsourcing can save you, the knowledge and experience that they offer, and the impact that the change can have on company culture, are invaluable assets for any business.

By Michael Claxton, Co-Founder and CEO of Solid Systems that provides managed IT services.

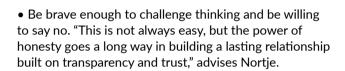


Key ingredients for a successful partnership between e-tailers and their software developers.

The online retail industry is experiencing a massive boom, with indications that the sector was worth R30bn in 2020, a full third higher than estimates just three years ago. This means retailers of all shapes and sizes need to ensure their systems and e-commerce capabilities are modernised to keep pace with the modern consumer. With this in mind, Gerhard Nortje from redPanda shares the building blocks that nurtures a successful relationship between clients and development partners.

For partners/software developers:

- Aim to nurture long-lasting relationships with clients. This means getting to know your client, understanding their business, their people and their processes. There's little to be gained in terms of meaningful work with once-off projects chasing fast money.
- Invest in people. Attitude is more important than aptitude. Once everyone has similar skills, go for the ones that want to learn, grow and be part of a team. Personalities make teams, so take time to get these dynamics right.
- Develop processes that can be repeated. "This is important beyond being efficient. When you have a formula that works, that is consistent and can be used time and again, you can offer this type of predictability to clients. Invest in your processes," advises Nortje.
- Choose your target market carefully. "This is directly related to the number one cause for relationship failures - trying to be everything to everyone," says Nortje. Stick to your key competencies. Work where you have expertise. In other words, work in industries where you speak the same language as the customers.
- Develop meaningful relationships with clients' IT teams. "If the client has a strong IT department it will affect their ability and willingness to work with the project team. However, if they don't have a mature IT department, this relationship can be nurtured. Work with them to help them understand you, your needs, and your business. It is important for clients to see IT not as a support function, but as an enabler of their business. This type of trust is just like any relationship - it takes time and investment to get it right."



For clients/retailers

- The business owner or director of a business unit needs to buy into the work and processes of the vendor. This is important because, with their support, the vendor can achieve the objectives more efficiently. The senior director will drive the faith in the vendor - and its processes - internally," says Nortje.
- Provide internal access. "For a vendor to be able to do their work properly they need access to systems, data, business users and subject matter experts in the business. It may seem obvious, but by not providing this access the vendor is unable to effectively achieve its objectives." Reducing internal red-tape and laborious approval processes will go a long way towards clearing the way for a fruitful relationship.
- Take the time to develop a basic understanding of the vendor's business - who the key players are, the processes and how the vendor achieves its objectives during projects.
- Be willing to change. "At the end of the day, you brought a vendor in to improve your systems. Sometimes this will require changing the way things are done. It may be uncomfortable at the time, but is essential for success," concludes Nortje.

By Gerhard Nortje, Operations Director for enterprise retail software specialists, redPanda.









HR OUTSOURCING



PROTECTIVE CLOTHING



LABOUR OUTSOURCING



CLOCKING **SYSTEMS**



TEMPORARY & PERMANENT STAFF



BUSINESS FUNDING

All the above to your specific requirement in the shortest time possible, with cost-effective delivery of skills to your site and legal requirements in place.

CPI believes in empowering its team of administrators and consultants in order to continuously deliver superior results. The CPI team is empowered to ask questions, make recommendations and continuously change things for the better.

ET CPI BE YOUR NEXT TEP TO SUCCESS

ASK US FOR A QUOTE:

0861 CPIWORLD (27496753) sales@cpiworld.co.za





Questions to ask a prospective digital media partner

If you are looking to outsource your digital marketing function to an agency, here are some question to ask before signing on the dotted line.

Digital Marketing is by far the most popular choice for brands looking to reach existing and new customers. The reason why digital media marketing works so well is because it can be tracked, unlike other more traditional above-the-line marketing initiatives like TV, radio or print advertising. However, where it can become pricey is when you spend money on digital media. This spend is used to promote a brand using various digital media platforms like Google, Facebook, or LinkedIn.

The recently released South African Social Media Landscape Report 2021 indicated that, whilst the majority of companies surveyed plan to invest in training their current people to improve their digital marketing efforts, there is a notable leap in companies outsourcing this function to specialist digital marketing agencies or consultants.

Since nobody likes to part with hard-earned cash, it is therefore important to carefully consider who you partner with to run your digital media campaign. And to do this one must ask the right questions.

Ryan Sauer of King James Digital has in his 12 years of experience as a digital marketer and agency owner been privy to various costing and client service models.



He suggests asking your prospective digital media partner the following seven questions before making your final choice.

What services do you offer?

You must look for agency that either offers a group of specialist functions running congruently, or specialises in a specific function. It reduces the ability to hide poor performance across services and ensures all other suppliers are working towards the same goals, but are measured independently.

How do you define and measure media performance?

There are many ways to answer this question, but I suggest looking for a partner that focuses on performance gains consecutively with a KPI metric of a business aligned goal, which can be improved on over time.

What factors will affect the media performance?

This question shows whether your media partner understands the integrated factors affecting their delivery and how those can and should be mitigated to achieve their performance.

Do you have a risk model or incentive structure to propose?

The best in the game often has a view and understanding of how to drive performance for a business. It shows they understand and are aligned to your business needs and has some skin in the game.

There are some complexities that link back to the performance levers and the dependency on other partners, but these can be defined in advance and helps the marketing manager understand the key elements to manage between partners.

How do you charge?

This is a tough question that will have many different answers. Most if not all, are valid and fair. I would look for an answer that is between a set cost to cover overheads and the servicing of the account with a performance driven percentage that will drive alignment to the business.

If spend is particularly complex and large, a percentage of media spend would also be applicable.

Set percentages on fluctuating budgets is a red flag, especially if that is the only method of fee structure. Long predefined media spends and commitment to channel would also be of concern as it means they may be lacking transparency in the pricing structure.



Can you share your list of media partners (direct and programmatic) as well as transparency of media buying with me?

What does this mean and why would you ask this question? It is a longer more involved conversation, but the crux of it is; if your media partner is charging a management fee for buying media and your agreement is there should be no further costs, then you have the right to ask your media partner for insertion orders or view access to your media channels they are managing on your behalf.

If it is transparent, then access should not be a challenge. I have seen too many accounts where media is arbitraged into the reporting and the media partners are taking extra margin. This question also shows the breadth of media reach your partner could and would offer.



Do you currently have a client in this category, or have you ever had a client in this category?

This is not that simple to explain, but from the onset, I am not convinced that media buying should have exclusivity from running category competitors. In many countries and sectors agencies have more than one or two competing brands.

I also do not want to know that you have "experience" on a previous brand in my category, but that the people that have the experience in that category are still with the business. This is often missed in the way the question is asked and how the prospective agency partner answers.

While there are many more questions one should be asking a prospective digital media partner, these seven should be enough for you to shortlist your top few.

> By Ryan Sauer, MD of King James Digital.

Keeping up with the times



REVERSE MENTORING flips the script on traditional mentoring. It's designed to empower younger workers to share their expertise and ideas with more senior employees.

Traditionally, mentoring involves a more experienced individual providing guidance, motivation and role modeling for a newer, younger individual in the workplace. Given the extraordinary rate of change in the last decade, models of mentorships has changed.

No longer is it just the protégé who has something to learn, and the mentor who can impart this wisdom. Younger entrants to the workplace can make a valuable contribution with the right structures in place, such as reverse mentorship.

By pairing younger employees with experienced executives with the purpose of mentoring on trending

topics of strategic and cultural relevance, both sides of the generational gap stand to learn important lessons from the other in addition to delivering real benefits.

Reverse mentoring for future proofing

The biggest threat to business is the phrase "we've always done it this way". Reworking the traditional mentoring hierarchy is an important tactic that companies can use to ensure that they remain relevant by keeping up with the pace of change.

First utilised in the late 1990s, General Electric's CEO Jack Welch used reverse mentoring to teach his senior executives about the internet. Modern reverse mentoring goes beyond the sharing of technological skills, with today's programs exploring how senior executives approach strategic issues, leadership, and the working mindset.

This method has been utilised by global corporations such as Cisco Systems, MasterCard, Estée Lauder and PwC, with some companies even setting rules on confidentiality and allowing pairings only outside reporting lines.

Which companies would benefit?

Today, every business is a digital business. Driven by the pandemic, new skills are required in order to adapt to Work From Home (WFH). This has been particularly challenging for older employees, highlighting an increased need for skills development and training.

However, it is not just technology skills that are necessary, as the entire business outlook needs to change to facilitate this new way of living. Customer needs have changed, working conditions have changed, and business survival depends on the ability of the executive leadership to respond to all of these changes. Because of this, every business stands to benefit from reverse mentoring, as there isn't a single business out there that has not been affected in some way by the pandemic.

As the largest generation currently occupying the labour force, millennials are known for job hopping. Improving millennial retention is a key challenge for many organisations with studies showing that 43% of millennials plan to find a new job in the next two years.

So how can businesses attract the best millennial talent, and retain it? Reverse mentorship is proving exceptionally effective in this regard. Millennials are not as flighty as they appear. Their willingness to jump ship can be eliminated by creating the feeling of working for a company that makes a difference, and that their contribution to the workplace is valued.

Benefits of reverse mentorship

The millennial generation wants to work for a company with a conscience, and they're prepared to look around until they find it. In addition to flexible environments and socially responsible missions, millennials seek continuous learning and skills development, personal fulfillment, and clear opportunities for career advancement.

Reverse mentorship takes care of the three Rs: Retention, Relevant conversations and Real trends. Through such mentorship programs, millennials can be properly engaged in the workplace with a platform that allows them to make a significant contribution to the organisation. Their contribution to the workplace harnesses their personal experiences, unique skills and insights.

The idea driving this growing practice is that matching up workers of different generations, for example, baby boomers with millennials, facilitates the exchange of expertise and ideas. This benefits companies and helps foster an environment of growth and learning.

Additional benefits include:

- Improves connection to company culture: By pairing a junior with a senior leader, it's possible to gain new insight into the organisation which can reinvigorate executive management and get them excited about work again.
- Drives technological change: Change is tough, and technological change may be the most challenging of all. Reverse mentoring can be used to shake things up and encourage junior employees to challenge existing strategies and processes by finding better ways to do things.
- Fosters deeper inclusion: Reverse mentoring allows for the building of working relationships in such a way that people's differences are valued and accommodated. In the long term, such mentoring relationships will facilitate a critical boost to diversity in upper-level management roles.

Prioriting the relationship

Like any relationship, reverse mentorship requires the participants to be properly paired. There needs to be a willingness on both sides to foster and build that relationship, because the number one reason that reverse-mentoring programs fail is that executives (the mentees) fail to prioritise the relationship. If approached correctly, reverse mentoring can provide the space for all employees to challenge the status quo and reexamine their thinking. Ultimately, reverse mentoring is an effective tool to bridge the generation gap, fuel innovation and business growth.

> By Roland Innes, CEO at **DYNA Training.**

Making an impact

Every year in August we take the time to celebrate women and reflect on the tremendous efforts they make to shape our society.

Women entrepreneurs possess extraordinary traits that not only contribute to their success in business, but also extends to the nurturing of others and society at large.

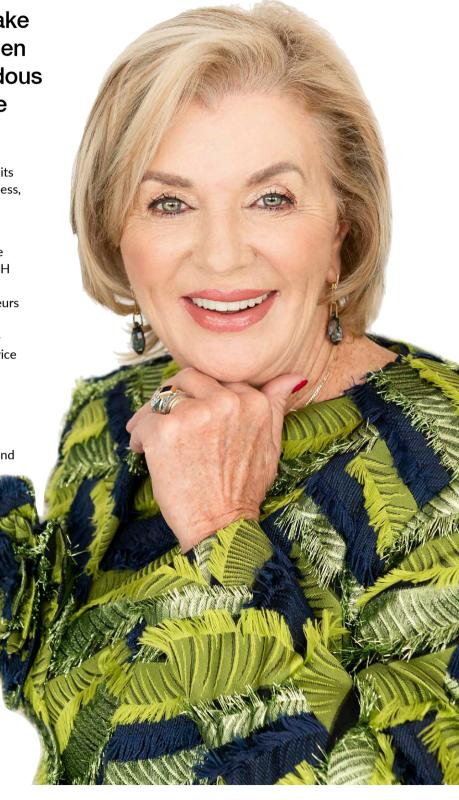
Two such women are Margaret Hirsch, Executive Director of the Hirsch's Group, and ActionCOACH Business Coach, Marlene Powell. Together these two ladies have held over 160 virtual Entrepreneurs Workshops since the beginning of the pandemic and have helped countless SMME's during these challenging times. We tap into their insights, advice and inspiration:

MARGARET HIRSCH - Executive Director of the Hirsch's Group, mentor, champion of women's empowerment and avid cook.

Forty one years ago, Margaret Hirsch helped found the family's mega appliance store from humble beginnings.

"You can have anything in life you want if you help others to get what they want. Do not be envious of their success. Celebrate it with them. and they in turn will celebrate yours."

- Margaret Hirsch



Today, Hirsch's is the largest independently owned Appliance and Electronics retail outlet in Southern Africa with 19 branches and concept stores.

Margaret has received numerous international and local awards for her business, social and charitable work. She is passionate about women's empowerment, and is someone who firmly believes in giving back to the community.

Q In your opinion, what are some of the unique strengths that women bring to the business table?

The first is empathy. Women think from the positions of their staff more than from their own positions, and are concerned with their employees' welfare. Also women have the most amazing intuition - they go with their gut feeling and they usually get it right. There is so much more!

One thing however that women should rather leave at home is their troubles, trials, tribulations and their stories with their husbands and children. Nobody wants to hear that at the business table.

What is your top advice for building a business a business from scratch?

- · Start small and keep building. No matter what setbacks you have, just keep going in the direction of your dreams.
- You can't do everything yourself. You have to learn to delegate. Perhaps nobody will do it as well as you can, but if they can do it 80% as well, you are fine.
- You can have anything in life that you want if you help others to get what they want. It's great to help people along the way and help them to grow their businesses. Do not be envious of their success. Celebrate it with them, and they in turn will celebrate yours.
- You can't be everything to everybody. You have to stick to your core business despite people trying to tell you what to do. Stick to that core role and be the best that you can be at it.
- It's really important to be an expert at what you do. Becoming an expert at something means spending hours on a subject. So start from today, put in the time and the work to get you to where you need to be.

Q Your tenacious efforts to build the Hirsch's brand have now allowed you the space to live your other passions and fuel your own personal brand. How did you manage that?

I spent 35 years building my brand and it certainly didn't happen overnight. But luckily since 2012 I have been able to delegate a lot of my work and live my passion, which is empowering women and showing them how to make money utilising the skills that they have.

Cooking is another passion of mine, and I have taught many women how to make money from cooking. Just recently, I have taken one lady from making no money with her cooking, to making a good profit in less than a week. So it just goes to show it can be done.

To other women who want to create that same space for themselves, I'd say the first thing you have to concentrate on is to build a strong foundation for a sustainable business that makes money. You can't teach other people how to make money if you don't know how to do it yourself. Then you can fast-track their success by teaching them a lot of the lessons you learnt along the way. Let your business fuel your personal brand.

O How can small business owners help uplift their fellow South Africans?

I think the best way SMME's can help is to employ people. People need jobs that they can go to everyday and know that they are going to get a salary at the end of the month.

Bring people into your business, teach them about the business, nurture them and grow them to be the best that they can be. If they move on, so be it. Let them go knowing that you have helped them grow. They in turn will employ other people, and that will build this country.

I wish everybody would become an entrepreneur. Without entrepreneurs South Africa wouldn't be as strong as it is today.

And I do believe that the women entrepreneurs of this country are going to take it from good to great. With all the issues that we are experiencing at the moment, so long as we keep going forward in the direction of our dreams, we will all get there in the end.

MARLENE POWELL - Top business coach with ActionCOACH South Africa and winner of the Global ActionMAN (woman) of the year for 2020.

Marlene Powell was working in Gauteng and climbing the corporate ladder when she realised that there has to be more to life. Leaving her family behind in Durban to commute between home and work was taking its toll. She was given the opportunity to attend a twelve month Management Leadership Program where she was introduced to Coaching through the Graduate School of Business at UCT, and soon found where her true calling lay.

Completely out of character for her, she resigned from her job without even having a plan. But during her resignation month she found an advert from



ActionCOACH Business Coaching looking for people interested in becoming a Business Coach. That was 13 years ago in 2008 and the rest, as they say, is history.

Q We hear a lot about the 'entrepreneurial mindset. What does that mean to you?

To ensure any entrepreneur is successful the 3 key characteristics are: Ownership, Accountability and Responsibility. Entrepreneurs are problem-solvers and do not require anyone to motivate them to take action. Entrepreneurs are Leaders, they step up in times of need and know their contribution to the economy. They contribute to transforming communities by creating work by growing sustainable businesses.

What are your top tips for motivating a team?

As a team leader there are 6 keys to a building a winning team:

- Strong leadership.
- Sharing a common goal.
- Ensuring everyone understands the rules of the game.
- Formulating an ActionPLAN.
- Supporting risk-taking (meaning allowing their teams to come up with ideas that will improve/enhance the
- and allowing for 100% involvement and inclusion in decision-making and brainstorming.

On especially tough and unpredictable times like we face now, what is your advice for running a business?

Pick a lane and stick to it. Wear blinkers and work towards achieving your goal set as a company, a team and as an individual.

As SMME's it is our responsibility to make an impact in our personal life, our business, our teams, the economy and our community.

"Pick a lane and stick to it. Wear blinkers and work towards achieving your goal set as a company, a team and as an individual."

- Marlene Powell

Adapt to new thinking and approaches



Success and failure are the two sides of the same coin. A healthy balance is living both sides with a level head. Make peace with the challenges thrown at you and focus on living in the moment.

- Dipti Varghese

As a small business owner celebrating her 21st year in business, **DIPTI VARGHESE** faced various challenges since establishing her business as a young woman of colour in the early days of our democracy. Having survived two recessions and a pandemic, while earning an array of local and global clients and awards, what is her secret to success?

Think global, act local

Dipti founded Design@Bay in 2000 after working in India, Japan and South Africa, and this has helped her to acquire both global and local perspectives. "The complexity of multi-cultural, multi-lingual countries with deep historical fissures taught me that design has a broad, unifying and effective role to play in solving certain societal challenges. The power of design is not about selling products, but about building bridges between businesses and their audiences to ensure mutual beneficial relationships," Dipti says.

On-time delivery

"My exposure to the Japanese culture has taught me time consciousness, precision and attention to detail. It is this culture of hard work, humility and openness that I have incorporated into my business ethics."

Resilience, relevance and lean financial management

She believes that resilience was key to her and her small team's survival during difficult times. "It is all about recognising the stifling conditions, identifying opportunities, and adapting to the challenges by acquiring new skills and clients. We've maintained an agile approach, constantly adapting to technology and remaining relevant in an evolving business environment. Lean financial management is a given."

Nurturing young minds

Dipti believes in building a conducive environment, and as such have appointed university graduates to mentor. She is committed to shaping these young minds into multi-skilled and well-grounded individuals.

"Women have a unique approach of compassion and empathy to problem solving. They have an inherent ability to derive clarity in a complex and challenging environments. Nurture these strengths, be agile and adapt to new thinking and approaches. Stay out of your comfort zone - it encourages growth," she concludes.

Female franchisees lead by example

"As the country celebrates Women's Month this August, it is encouraging to see how many strong women are heading up franchises or are successful franchisees - a figure that stood at over 30% in the 2019 FASA survey," according to Pertunia Sibanyoni, FASA's Chairperson. "The softer skills that women have stand them in good stead as they are good at people management, teamwork, and negotiation. They like to be creative, and they like the idea of support networks, which is why franchising is so appealing."

Internationally women are taking the lead in starting up successful small businesses Statistics in the United States, for example, indicate that women are starting businesses at twice the rate that men are. and that women's enterprises outstrip overall business performance in revenue and employment growth.

"While we see women franchisees in almost all sectors, many opt for franchises in the services sector, such as beauty salons, slimming salons, nail bars as well as franchises in the education, real estate and business-to-business areas. There are also guite a number of women in the food franchise market, in the retail sector and in the automotive sector, with many copartnering with their husbands or others in the ventures. Many of these women run multiple franchises, and others do so with their partners, as couples make up a high proportion of franchisees. They tend to be very successful because the business becomes a family affair," continues Sibanyoni.

As women across the world have found themselves hardest hit by the pandemic, female entrepreneurs will be firmly on the agenda at FASA's Franchising in Africa conference being held virtually on the 25 and 26 August 2021.

Visit www.fasa.co.za/events/ for the full 2-day agenda.

Opportunities abound for the cosmetics industry

Consumer trends such as the interest in sustainable 'green' products, the demand for multi-cultural skincare and haircare, and the opening up of new export markets in Africa will help to drive growth in SA's cosmetics and beauty industry.

The cosmetics industry is slowly recovering from last year's hard lockdown, with leading manufacturers looking for new ways to catalyse growth. That's according to Vinny Perumal, CEO of KAS Africa, Africa's leading contract manufacturer of personal, home, baby and oral care FMCG products.

"Even before the pandemic, the local cosmetics industry faced difficult market conditions due to Eskom's load shedding and weak economic growth," says Perumal. "The hard lockdown last year was a severe blow, and the market has yet to recover entirely. However, many manufacturers are now looking at the market with renewed optimism. Trends such as more open trade between African countries and higher levels of government support for local production bode well for the future."

Market favours agile, local producers

According to Who Owns Whom, the cosmetics manufacturing industry was worth around R27 billion at retail level and R20 billion at manufacturing level in 2019. Perumal says that although large international brands traditionally held a significant portion of market share, new consumer trends are beginning to favour agile local producers.

"Diversity and inclusion have become more important than ever, and South African manufacturers and brands can be more flexible in meeting demand for products that address evolving local tastes," she adds. "Local brands are leading the way in addressing a lack of products targeting diverse requirements."

Perumal says that manufacturers are also uncovering new niches in markets such as natural and organic products, sustainably manufactured products, cannabisinfused cosmetic products and men's grooming needs.

Intra-Africa opportunities

Beyond South Africa's borders, even more exciting opportunities beckon. With Africa's middle class on the rise and growing levels of urbanisation, the



continent is one of the fastest-growing markets for beauty and personal care products in the world. The African Continental Free Trade Area (ACFTA) could help South African manufacturers to move successfully into this market, says Perumal.

Africa is estimated to account for around 3% of the \$500 million global cosmetics industry and, according to Who Owns Whom, the market was growing by around 8-10% a year before the pandemic. This creates opportunities for South African manufacturers to not only export, but also to consider setting up regional factories to service growing demand in other parts of the continent.

"The South African cosmetics supply chain has shown resilience in weathering the COVID-19 storm. It has proven itself to be globally competitive in terms of quality, efficiency, and innovation. With support from retailers, government and consumers, it has the potential for strong growth in the years to come, with considerable scope to drive job creation and consumer choice," Perumal concludes.

Dream of owning your own Camelot Spa?

You could be the ideal candidate to become a Franchisee









With over 20 years' experience in the spa industry, a Camelot Franchise will give you an added advantage of being supported by our **experienced team** that has contributed to the development of a successful business model.

When you partner with Camelot, you'll be investing in a highly respected and market-leading franchise brand.

Contact us now!

We have various opportunities available for a Camelot Spa or CSpa Wellness by Camelot franchise

For further **information on franchising**, how to develop your own spa brand or to strengthen your existing brand, please contact:

Carmenita Pedro

carmenitap@camelotspa.co.za +27 82 678 2775

Why purchase a Camelot Spa franchise?

- Established and Reputable Spa Brand
- Excellent Operational Support
- Nationwide Loyalty and Membership Programme
- Business Mentoring and Success
- Corporate Partnerships
- Product Supplier Support & Preferential Discounts
- Group Marketing & Advertising











A virtual revolution

The changing landscape of the franchised retail business services sector and how applied technology can boost your bottom line.

Franchising is a resilient industry, often experiencing growth while other industries struggle to stay affoat in economic downturns. The business communications and services franchise sector is one of the very few sectors to have seen an upswing during the pandemic crisis, mainly due to the demise of our Post Office.

Traditionally many middle management, corporate players and entrepreneurs turn towards franchising to find financial success during difficult times. What better sector to join than the risk-averse ones which utilise tech-savvy business communications tools and keep evolving to stay abreast of how communities adapt?

As a result of the longer than expected COVID-19 lockdown restrictions, 3@1's customer component has changed its structure completely. Many people are now working from home or virtually, and a suprising percentage of families have relocated to decentralised locations where they now spend their disposable income. This shift is positive for 3@1, as, over the last three years, we have concentrated on expanding our footprint outside major cities in towns like Oudtshoorn, Western Cape.

Hundreds of people are looking to invest in their future franchise; could 3@1 Business Centre franchise be your next move?

By choosing a 3@1 Business Centre franchise, your business is almost certainly guaranteed longevity, because our business model incorporates our everevolving online platforms and communication technologies to assist and support our franchisees and customers wherever they are.

Besides serving customers traditionally through passing trade or nearby small businesses, 3@1 Business Centres can promote their business services online to existing customers and reach out to new business prospects. Franchisees are provided regularly with marketing material to keep their online identity fresh and relevant in the marketplace. The evolution of doing business



A prime example of 3@1's tech-savvy approach to business during lockdown has been demonstrated in the virtual opening of the 3@1 Business Centre in Mauritius in March this year. The entire build-out was done remotely and the training programme was followed online resulting in a satisfied and thriving operator.

virtually allows franchisees to pick up customers everywhere in an easier, faster and economical way.

The 3@1 Business Centre franchise offers a full turnkey operation. Franchisees enjoy the support of the Head Office team every step of the way; from support with site selection to securing the lease, then through the planning phase to store set-up, training and the eventual store opening. We provide excellent tools and knowhow to develop our franchisees' businesses to deliver the highest profit possible. We equip our franchisees so that they can harness electronic media to the fullest extent, draw the right customer into their 3@1 shop, and capitalise on this knowledge to build a strong and valuable database.

Apart from rapid growth throughout South Africa, 3@1 is now expanding abroad, granting master territory franchises to operate their tech savvy concept throughout Europe, United Kingdom and the rest of the

>> Prospective franchisees are encouraged to download an info pack at www.3at1.co.za or email info@3at1.co.za for more information.



The Essential Retail Franchise



3@1 Business Centres are a one-stop retail franchise offering a range of business and communication services from digital print solutions, Kodak photographic printing, courier services, internet stations and other essential services for businesses and individuals.

3@1 Business Centres operate throughout South Africa, Namibia, Zambia, Uganda and Mauritius.





We are very excited as we are getting the rural community connected. Apart from running a business for the obvious, making profit, we pride ourselves in bringing those much-needed services at a very low price. Our business is growing strength to strength every month..."

- Midas Chawane 3@1 Business Centre, Acornhoek

INITIAL SET-UP FROM R595K ex VAT

Depending on size of store

- Complete turn-key operation
- ✓ Site location and lease negotiation assistance
- ✓ In-store training in all facets of the business
- ✓ Partnerships with leading brands
- ✓ Ongoing support and guidance

Click here to go to www.3at1.co.za for more info







Make the smart decisions early on

Starting your own business is often a learn-as-you go process, but the smarter decisions you make early on, the better chance of creating a sustainable business model.

Greig Jansen, founder and CEO of Cape Town based PURA Soda Beverage Company, has seen his business grow quickly, having launched in 2017 and now exporting to over 13 countries around the world.

yourself. Absorb everything you can when it comes to things that have to do with your entrepreneurial goals." He continues, "Keep notes from everything you come across to develop a detailed business plan. Don't ignore the advice from other business owners. Smart entrepreneurs learn from the mistakes other business owners have made."

Keep it simple

"It is tempting for many entrepreneurs to get ready to run with their idea once they have developed it," says Jansen. "However it is important not to let your concept snowball into something too complicated. As a start-up business owner, it is better to start small and narrow your focus. You don't need all the bells and whistles of a giant company. It is far easier to add to your business as it grows."

Just get started

Starting your own venture is all about trial and error. Working through the process to find what works for you and what resonates with potential customers. "Unfortunately, excuses only slow you down from realising your dreams," cautions Jansen. "Many people have aspirations of starting their own business, however they are burdened with a fear of failing. In many cases, a self-starter has a lot to lose and it is safe to say that worrying about the risks is normal."

"A business is not worth building unless you are ready to 'go all-in'. To be successful, you will have to constantly innovate and do what it takes to get traction. You will need to devote 100% of your time to build the business if you want to have any chance of success," Jansen concludes.

He offers his five pieces of advice to those wanting to take on the entrepreneurial challenge.

Solutions for a challenge

"Think about what your business idea will solve. Your start-up should fill a gap in a certain market. Ask yourself why you are opening your own business and think about whether there is a solution that you wish was there, but that you can't already get. Understanding your motives will help you create a brand and market your company. Know what challenges your target customers face and how you can solve them," Jansen advises.

"We conducted extensive consumer research which found that there was a need to develop a heathier alternative to carbonated soft drinks," he says. "We developed our better-for-you soft drink that is low in sugar, contains all natural ingredients and comes in six delicious flavours in direct response to these insights. Our product therefore gives the customers a way of enjoying a soda that is far more natural and healthier than a conventional fizzy drink, but still very tasty."

Take note and listen

"It is important to listen to what others have to say," says Jansen. "Your friends, family, peers, and even

SOUTH AFRICA'S RED HOT NEW BIZOPP

Want to sell your merch online? We Make it Easy!



- Hassle and Risk-Free
- Side Hustle or Full-time
- No need to hold stock
- Operate from anywhere and sell nationwide
- Full online training included
- It's simple and easy, all you do is Design and promote your products
- We do the heavy lifting for you: production, fulfilment, customer service and logistics



Starts from as little as

R6,950

Similar systems abroad generate returns between R2K & R50K monthly.

Red Hot Merch is a no-risk platform that allows you to try out your ideas and understand what works.

You choose the selling price and profit for each of your products. When a product sells, you get to keep the profit, which are paid out to you on a regular basis.





BOOK A FREE NO-OBLIGATION DISCOVERY SESSION



www.redhobmerch.co.za



Run your own

'showroom on wheels'

SNAP-ON is an establised industry leader for over 100 years, and is 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 includes 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.

The 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 ongoing 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 and 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.

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 is a Snap-on Dealership suited to?

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 and has 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 bookkeeping and 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 and with final approval by Snap-on management.

Contact the Business Manager on 031 569 7637 or 082 4444 801, email: biz@snapon.co.za, or visit: www.snapon.co.za for more information.

Big dreams and true grit make for a winning blend

What does it take to make it as a small-business owner and newcomer in the world of wine? We chat to the inspiring owner of Koni Wines to find out.

KONI MALIEHE'S energetic sparkle is so palpable and infectious that our delightful Friday morning online interview feels like a chat on the couch with an old friend.

The vivacious, accomplished and tenacious owner of Paarl-based Koni Wines has a solid background in financial services, having worked herself up through the ranks from bank teller to senior manager in learning development at one of South African's largest life insurers.

She'd always dreamed of becoming an entrepreneur and being self-employed so, in December 2014, she ended her corporate career and took the plunge into the world of wine.

"Wine is about relationships, and one of my key competencies is relationships," she says, conceding there was much to learn. Born in Soweto and raised partly in the Eastern Cape by her grandparents, she only really got to know wine when she moved to Cape Town as an adult.

Once she registered her business in 2015, Maliehe found a supplier for her new brand and a mentor who supported her - "someone with his own winery, who had been in the wine sector for decades". Disappointingly, none of her many applications to funding agencies were successful and she ended up having to self-fund. In 2018, she ran out of money and found herself in a dark place. "I had to sell my car and a whole lot of stuff. It was horrifying, and a moment of humility," she reflects.

After briefly considering returning to the job market, she found her "inner strength" and her luck turned when, in 2019, she received some marketing funds from an entity in the wine industry that focuses on transformation.

She "used that moment" to define her brand, enlist a new designer and scout for a new supplier. Around the same time she got a welcome boost when she was funded by the Department of Trade and Industry to attend an international wine show in China. There, she met Johan Cronje of Cronier Wines in Paarl. They gelled instantly, and he was to become her trusted new producer.

Proudly African

After starting with just one red and one white, today Koni Wines comprises five reds (a Cabernet Sauvignon, Merlot, Shiraz, Pinotage and a Cabernet Sauvignon and Merlot blend) and three whites (a Sauvignon Blanc, Chardonnay and Chenin Blanc). To cater for her customers' varied tastes, Maliehe has also added a sweet rosé and natural sweet white to her range.

All the wines are made from grapes grown in the Cape coastal region of Paarl, Franschhoek and Wellington, and are certified and traceable. "In the near future, I want a high-level quality blend, with which I want to launch my wine club," she says.

Her clientele is diverse. "My aim is to bring people together. My brand reflects Africa, our vibrancy, our diversity. When we come together, there are possibilities."

She had already been selling her wines online, but when the Covid-19 pandemic hit, the versatile Maliehe switched her focus from exports to the local market and expanded her social media presence.

Referrals and repeat sales are powerful, she found. A recent export deal with a client in Botswana has brought a renewed focus on opportunities in the Southern African Development Community, and she's had new interest from the United Kingdom, too.



Although her wine production and bottling takes place in the Paarl Valley, it's a challenge that she has "a brand without an estate", she admits. Her goal is to eventually have her own tasting facility on a wine estate. For now, she does offer Covid-19-compliant mini-tastings at her stylish premises in Century City and, of course, online sales.

Growth and inspiration

"The wine business is a very slow business. You have to give it time. But once it gets started it can be a very good, solid business," says Maliehe.

Koni Wines was recently chosen as one of 12 deserving small businesses supported by insurer Hollard's sixmonth Big Ads for Small Business campaign, an initiative that aims to help small, medium and micro-enterprises thrive, not only to their own benefit, but also that of their communities and the broader economy.

"In terms of brand awareness, the Hollard campaign is giving my brand dignity," she says. "The fact that I'm associated with a very big company like Hollard enhances that confidence from customers."

"My aim is to bring people together. My brand reflects Africa, our vibrancy, our diversity. When we come together, there are possibilities."

- Koni Maliehe

Her inspiration? "Women in general in the wine industry" and "the Babylonstoren brand". But, most of all, her heritage and her grandparents. "They instilled in me the values that kept me going in difficult times. They also taught me patience. Their stories shaped me."

It's not easy for small businesses to break into South Africa's competitive retail market so, for now, the Koni Wines range is only available online and just a click of the mouse away. If the vintages are half as elegant and approachable as the irrepressible Mahiehe herself, you're in for a treat!

Cash flow management tips

Businesses need to remain vigilant in ensuring adequate reserves are available, particularly as we head into the latter half of 2021.

As many businesses are still travelling the road to financial recovery, Gary Epstein, MD at EasyBiz Technologies, offers his advice for companies to ensure continued cash flow throughout the year:

Grow cash reserves

All businesses should plan to build up cash reserves. For many, this practice has been their saving grace, ensuring business continuity in the face of lockdown measures over the past year. But with many SMEs being cash-strapped at this stage, what can they do to find that extra cash to save? Epstein offers the following:

- Avoid unnecessary expenditure only spend on absolute necessities.
- Invoice clients as soon as possible. If you are continuously out of the office, make use of software that allows you to invoice while you are mobile.
- Provide clients with incentives to pay early. For example, offer a discount to pay immediately. If they cannot, then take the necessary steps to ensure they pay on due time.
- There are numerous online and mobile payment solutions that you can make use of for your clients to make the payment process as simple as possible for them and for you to be paid timeously.
- When needing to purchase any form of office equipment, rather lease than paying upfront. If you have equipment that is not needed then sell it, rather than holding onto it.
- Obtain credit from your suppliers the longer, the more beneficial to your cash flow.
- Ensure your financials are accurate and up-to-date. This will provide you with as accurate numbers as possible,
- Have a separate business bank account for a "cash reserve fund".
- Try not to mix personal and business finances.



Scale down expenses

Many businesses have successfully adopted the practice of remote working, which means they are well-positioned to review the need for large and expensive office space. With some businesses still recuperating from the troubles of 2020, expenses need to be monitored and, where possible, trimmed.

Further advice includes:

- Review the company' budgeting as often as possible.
- Although not the ideal, either reduce salaries or cut back on staff.
- Simplify and streamline production costs.
- Empower technology and use digital marketing where possible.
- Manage working hours and time as effectively as possible.
- Obtain as much extended terms as possible from your suppliers.
- Only purchase absolute necessities whilst budgeting accordingly.

By Gary Epstein, Managing Director at EasyBiz Technologies, the partner for QuickBooks Online in South Africa.



Make the most of the Small Business Corporation tax break

SARS allows for certain breaks for owner-operated businesses designed to stimulate growth. For instance, a standard company or close corporation gets taxed at 28 percent from the first R1 of profit generated in the year of assessment. In contrast, the tax of a Small Business Corporation (SBC) is calculated according to a more tax-effective table as illustrated below.

Who qualifies?

To determine whether an SME qualifies for these tax benefits, we need to compare it against the qualifying criteria. An SBC is a close corporation, private company (other than a personal services provider) or personal liability company of which:

- Natural persons hold the entire shareholding or membership for the entire year of assessment.
- The gross income does not exceed R20 million during the assessment year.
- None of the members or shareholders, at any time during the year of assessment, held shares in any other company other than listed companies, collective investment schemes, body corporates, share-block companies, specific associations of persons, friendly societies, less than 5% interest in cooperatives, a venture capital company, shares in inactive private companies with assets of less than R5,000 or had taken steps to liquidate, wind-up or deregister.
- Not more than 20% of the sum of gross income and capital gains consists of investment income and income from the provision of personal services.
- If engaged in the provision of personal services, maintains at least three fulltime employees (none of whom may be a shareholder or a connected person in relation to the shareholder) for core operations.

Suppose a company or close corporation meets all the above criteria. In that case, the following tax table will apply with regards to the SBC's tax liability calculations for the year of assessment:

Financial years ending on any date between 1 April 2021 and 31 March 2022:

Taxable Income (R)	Rate of Tax (R)
1 - 87,300	0% of taxable income
87,301 - 365,000	7% of taxable income above 87,300
365,001 - 550,000	19,439 + 21% of taxable income above 365,000
550,000 and above	58,289 + 28% of the amount above 550,000

Source: sars.gov.za

Calculated accurately, an SBC can save up to R95,711 in taxes annually by utilising this relief system. This addition to cashflow would be a welcome boost for most businesses, especially during turbulent economic periods.

We strongly advocate for tax optimisation through lawful structuring and efficient advice for all our SBC clients. If you're still unsure whether you qualify for this valuable tax benefit, speak to your accountant.

By Louis Fourie, CA(SA) and Managing Director of BVSA.

7oho Invoice offered free of charge to SMEs

Zoho Corporation, a global technology company, announced that starting 27 July, its online invoicing solution, Zoho Invoice, will be completely free of cost to further extend the company's support for small and medium-sized enterprises.

"We launched Zoho Invoice in 2008, with the goal of providing a fully customisable invoicing solution for businesses of all sizes. Since then we've grown to millions of users worldwide. Our roots are centered around helping the SME community that has supported Zoho from the beginning, and we understand the challenges that SME's have undergone since the onset of the global pandemic. We hope offering Zoho Invoice for free continues to help businesses rebuild and grow amongst the challenging times that they face today and for the future," said Andrew Bourne, Regional Manager, Africa.

The key benefits of Zoho Invoice include:

- Simplified, customised billing.
- Tax Handling.
- •Streamlined payment collection. through Debit/Credit Cards and PayPal.
- Automated payment reminders.
- Effortless expense tracking.
- Client portal.
- •Time tracking.
- •Instant reports for key financial metrics.

Zoho Invoice is available for free immediately on the web and as a fully functional, downloadable mobile app on all devices.

Visit: www.zoho.com/invoice

6 Accounting terms you must know

While a good accountant can help you with most of the work, you still need to be familiar with some basic accounting terms and concepts.

Learning about basic tax and accounting terms will help you communicate more effectively with your accountant or bookkeeper. It enables you to better understand what is happening within your business to optimise performance.

Sage's Viresh Harduth explains the definitions of six accounting terms you may hear as you come to grips with your finances.

Annual financial statements

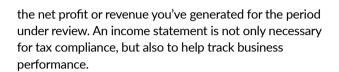
Every registered company needs to work with an accountant to put together an annual financial statement and submit it with its annual tax return to SARS (called the ITR14). The yearly financial statement is a set of documents that shows the performance of the business and its financial position as its tax year ended. This set of documents typically includes a balance sheet, an income statement, a cash flow statement, and a statement of changes in equity. Having a modern accounting system in place can help you generate your balance sheet, income statement, and cash flow statement with the touch of a button, provided you have recorded all your transactions accurately throughout the year.

Cash flow

Cash flow is the amount of money flowing in and out of your bank account. Essentially, this is the income you receive through customer payments, interest, and other sources versus the money you spend on business expenses. It's one of the most critical measures of a business's health since a business can record significant sales, yet run out of cash because it needs to pay expenses before its customers pay. A cash flow statement is a financial statement that summarises the cash and cash equivalents entering and leaving your bank accounts.

Income statement

The income statement tells the story of your company's financial activity for a month, year or quarter. It depicts the income you've earned, minus your expenses, to show



Balance sheet

A balance sheet is a financial statement that paints a picture of a company's financial position at a particular moment in time. The key elements of a balance sheet are assets, liabilities, and equity (the value of any assets that the owners can claim). The assets must equal – or balance with – the liabilities and equity.

Gross profit and net profit

Gross profit is how much profit your business makes after deducting the direct cost of the goods or services you sold. For instance, if you paid R250,000 for all the widgets you sold during the year for R300,000, your gross profit is R50,000. Net profit is the profit you make after all other operating expenses are included, such as payroll, depreciation, and rent.

Asset, depreciation, liabilities

Assets are the things your company owns, including current assets such as cash and inventory and fixed assets such as buildings, land, tools, equipment, vehicles, and furniture.

Depreciation is a way of calculating how the value of an asset, such as a vehicle or computer declines over its lifespan. Each year, you would charge this value to your expenses until the asset's value has been used up (also called 'writing off' an asset). SARS has different prescribed rates for depreciating various classes of assets.

Liabilities refer to what your business owes to banks, suppliers, and other creditors. It includes current liabilities like overdrafts, credit cards, supplier credit, and long-term liabilities (usually more than a year) like bonds and mortgages.

Start your own branding business



THE VINYL SYSTEM

Flat Heat Press Vinyl Cutter



THE GARMENT MAKER

Flat Heat Press Epson Printer & Vinyl Cutter



THE 6-IN-1

Combo Heat Press Epson Printer & Vinyl Cutter



THE PRO SYSTEM

6in1 Heat Press Vinyl Cutter Epson Printer A3 Canon Printer Ribbon Printer Screen Print Station

SEIZE THE DEMAND
FOR LOCAL BRANDS AND ITEMS

LOCALLY MADE

Clothing kactory at your service



Cotton & Polyester T-Shirts Size Range: 0-3 months - 5XL Available in long & short sleeve

Cotton & Polyester Bodyvests Size Range: 0-3 months - 18-24 months Available in Long & Short Sleeve

WE ALSO MANUFACTURE BEDDING, FACEMASKS, APRONS AND MORE

SO MANY OPTIONS

The biggest range of media



Over 100 shades, textures & prints in HEAT FLEX



DESKTOP Inkjet Printable Media for Dark Fabrics, Wall Art, Glossy Stickers Transparent Stickers & More

LOW START UP COSTS | NO ROYALTY FEES | FULL TRAINING | FULL SUPPORT ON ALL OUR START UP SYSTEMS



www.bizinbox.co.za | sales@bizinbox.co.za | 021 988 04 38

The state of social media in South Africa

Where to find your captive audience...

According to the recently published 2021 Social Media Landscape report by Ornico and World Wide Worx, there are currently 38.2 million internet users in South Africa (about 64% of our total population). This number grew year on year by 1.7 million users (or 4.5%) while active social media users increased by 13.6% from 22 million users in January 2020 to 25 million users in January 2021. This means that almost 42% of all South Africans are using some form of social media!

"2020 proved to be a tumultuous year for advertising. Overnight, budgets were cut, strategies were changed, priorities re-looked, but some platforms fared better than others," says Richard Lord at media agency, Meta Media.

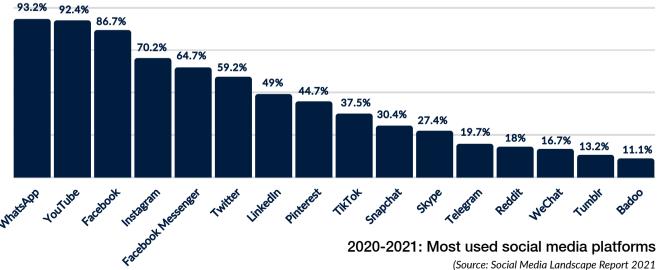
He unpacks some main take-outs of the report:



TV benefitted from a captive, stay-at-home audience with more time on their hands. Newspapers and magazines suffered as traditional distribution channels were decimated. OOH (out-of-home) fell off a cliff as there was nobody out and about. And the platform that arguably benefitted the most? Digital.

Advertising is a numbers game and where the numbers are, the money goes. Digital is therefore well placed to continue seeing double digit ad spend growth over the next few years as we see more and more people being connected.

So where can we find these social media savvy South Africans? According to the Ornico and World Wide Worx report, the most popular social media networks amongst 16-64 year olds are:



The report further reveals that social media is the second biggest platform (after TV) amongst internet users in South Africa for people to discover new brands and products.

This makes social media an exceptionally powerful platform for advertisers. With massive numbers, social media can provide advertisers with reach in buckets. Reach, as we all know, is critical to the success of any campaign.

The different platforms also allow for that reach to be targeted to the individual needs of advertisers. Better targeting means increased relevance, better noting, better recall, less wastage, increased efficiencies - and, in theory, improved performance.

As per the graph, many advertisers see social media as an effective platform, but many are still measuring their success based on outdated metrics that don't really add to a company's bottom line. Vanity metrics such as likes, shares, or comments might look good on a marketing dashboard, but there is plenty of research to show that these metrics very rarely translate into sales or business growth - which surely must be the lifeblood of any organisation. Just because someone likes your ad, doesn't mean they will actually go out and buy your product!

While it is encouraging to see the growth in internet users, the corresponding growth, and willingness of advertisers to put ad spend behind the platform, the fact that there is an ever-increasing number of advertisers

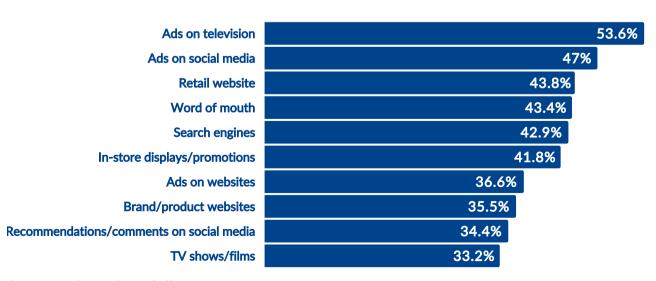
The South African Social Media Landscape Report 2021 was launched 30 June 2021 and gives insights on what brands are intending to do on social media platforms in the next year. Leading voices in marketing, advertising and media share their insights, and also consumers share their points of view. The report breaks down every major social media platform by analysing demographics, behavioural and usage statistics from a sample of over 24 000 participants over the course of 2020. Download the full report here.

who claim that their social media advertising is not bringing them any brand gains, is a cautionary yellow flag!

It is becoming more and more essential that brands start to put proper measurement and success criteria in place for their social media (and broader digital) campaigns.

That is the only way we will see meaningful, and sustained growth. Success breeds success. When advertisers start to see real business growth that is attributable to their use of digital media, only then will they be truly convinced to start putting real money into the platform.

Richard Lord is Media & Operations Director at Meta Media, a full-service media agency.



Sources of new brand discovery (Source: Social Media Landscape Report 2021)

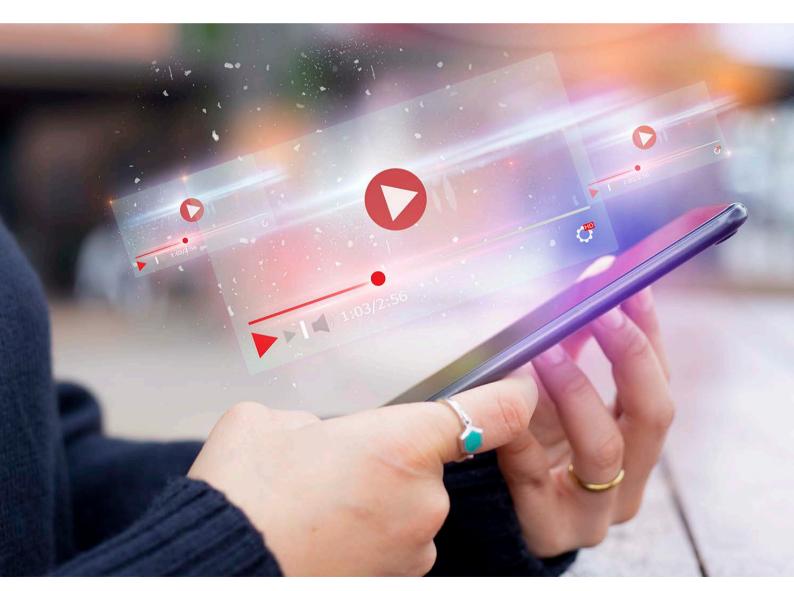
Top 5 platforms for video marketing in 2021

If video marketing isn't already a substantial part of your brand's marketing strategy, it probably needs to be. But what channels do companies use to market their businesses?

Calvin Fisher, owner of Pandabomb, takes a look at the best platforms which businesses can use to market their companies.

YOUTUBE

Okay, let's start with the classic. YouTube is hardly a secret. For the seventh consecutive year. YouTube remains the most widely used platform - with 87% of video marketers having used it in 2020 (up from 85% in 2019) according to Wyzowl. Users view this platform as a good way for connecting with



one another, sharing ideas, and finding exciting new content - just like any other network. Plus, it's the second largest search engine in the world (after Google, its parent company).

WEBINARS

As the current coronavirus pandemic forces more people to work from home, webinars are booming in popularity. In 2019, just 46% used webinars, but in 2020, this rose significantly to 62%, and that number is expected to grow in the coming years. Webinars have also proven to be a valuable tool for showcasing thought leadership and increasing brand awareness in the current market. One of the main reasons why webinars are quickly becoming a booming industry is the fact that it is easy to set up and cost-effective.

TIKTOK

2020 was, in some ways, a breakthrough year for TikTok. The number of marketers using TikTok as a marketing tool doubled from 10% in 2019 to 20% in 2020. This fairly new platform allows users to make short, looping videos with special effects with popular music playing in the background. With over 500 million monthly active users, it's easy to see why businesses are quickly jumping aboard the TikTok wagon.

LINKEDIN

Another media platform that is quickly becoming one of the rising stars in the video marketing space is LinkedIn. A study from Wyzowl has revealed that 51% of video marketers have used video marketing on LinkedIn and, from this number, 84% found it to be a successful and useful strategy. Long gone are the days where we used LinkedIn solely as a text-heavy B2B social media platform.

Facebook's algorithm loves video content and promotes video posts more than non-video posts. That's a huge advantage which businesses should take into consideration.

FACEBOOK

Facebook is one of the most popular places for video content on the internet, only second to YouTube. This popular social media platform has recently launched new video features like. Facebook Stories and Facebook Live, which allow users to interact with other users in a unique way. But, are there any benefits for businesses? One of the important advantages of businesses using Facebook is that Facebook's algorithm loves video content. And because it loves video, it promotes video posts more than non-video posts. That's a huge advantage which businesses should take into consideration.

Video is certainly going to get easier, better looking, and more widespread. These platforms mentioned above will also expand and become much more relevant for businesses to make use of in the coming years. "Brands need to create video marketing strategies sooner, rather than later," Fisher advises.

> By Calvin Fisher, owner of digital production house, Pandabomb.

Instagram is giving everyone the ability to translate text in Stories

It'll now be easier than ever for businesses to connect with their global audiences via Instagram Stories.

With translations, businesses can expand their international commerce capabilities by talking to their global customers in

their native language, whilst simultaneously keeping a consistent brand message.

Here's how it works:

• When you're viewing a story post, a 'See Translations' banner will appear in the upper left corner of your story if a foreign language

is detected (currently, 90+ languages are supported).

- To translate, simply tap 'See Translations' and a translation will pop up!
- Note, translations are only available for text, and not audio at this time.



TikTok for business

TikTok has already become a part of quite a few companies' new digital marketing strategies. And according to South African Social Media Landscape Report 2021, it's the fastest growing social platform in the country.

We chat to Scott Thwaites from *TikTok Global Business Solutions*, who unpacks the platform for business, and shares tips to make it work:

Q What content makes for an effective TikTok video?

Firstly, TikTok offers an authentic and community-driven approach, giving small businesses a platform to showcase their creativity and personalities in a new way. By being on the platform, small businesses have the opportunity to reach a new and engaged audience.

Creating TikTok videos is about being a storyteller and connecting with the community in an authentic and engaging way. As a small business, you want to be able to create interesting content that resonates with your audience and helps them to learn more about your brand and service offering in a fun and exciting way.

As long as these attributes are considered when creating content for your brand, you'll have content that works.

Q is it suited for my target market and industry?

TikTok's community is extremely diverse. It truly is a platform for everyone, no matter the user's age. While brands can reach a younger audience on the platform if that is their target audience, they can also speak to other age groups too based on their interests on the platform.

The platform is also suited for all industries. Take the retail industry for example: TikTok is having a catalystic

and culture-defining impact on modern retail as the platform continues to dominate brand and product discovery. There's an entire conversation taking place under #TikTokMadeMeBuylt where our community and creators are discovering new products. Brands are going viral and seeing an increase in awareness and sales, all because people are watching TikToks, using it and recommending their products.

Q What are the monetised options for businesses?

- *TopView* allows brands to capture the attention of every TikTok user the moment they open the app with a full-screen takeover.
- *In-Feed Ads* reach users in their personalised 'For You' feeds where the video format fits seamlessly alongside user-generated content.
- Branded Hashtag Challenges are our most talked-about format, where our creative community responds to a brand's challenge by making and sharing videos of their own.
- Branded Effects allow brands to generate awareness and engagement on a global scale, with effects that seamlessly weave their brand into our users' most memorable moments.

Q What practical elements and tools make up a good TikTok video?

With TikTok's suite of in-app creative tools, brands can quickly and easily make videos. Whether a small business

is just beginning its TikTok journey or bringing an organic strategy to life, these tools will help tell a brand's story in a uniquely TikTok way.

Before you get to editing, it's best to understand how to create a video. This is extremely simple:

- Log in to your TikTok account.
- Tap the '+' button at the bottom of your screen to open the shooting page.
- Hold your finger down on the big pink button to start recording.
- To stop, lift your finger. You can stop and start recording several times in the same video to capture different scenes or create a jump cut effect.

Next, it's time to edit. Below are a few editing tools that will make creating brilliant TikTok videos easy:

To add music: To find a track, tap 'Sounds' at the top of your screen. This will open the TikTok Sounds Library where you will see thousands of up-and-coming tracks categorised by popularity, challenge and theme. Once you've found a track you like, click on it and press the pink tick. Then, tap the 'Trim' button on the right-hand side of your screen, before dragging the soundbar to indicate where in your video you'd like your track to play. To finish, press the pink tick.

If your account has been identified as a promotional or official brand account, you'll only be able to use tracks from TikTok's Commercial Music Library. This is a pool of more than 150 000 pre-cleared, royalty-free tracks sourced from emerging artists and top-tier music houses. You can learn more about the Commercial Music Library here.

Switch cameras: Capturing a variety of perspectives or backgrounds can make your video more interesting. Use the 'Flip' button on the top right-hand side of your screen to quickly move between your device's front and back cameras. You can also do this by double-tapping your screen.

Change speed: Adjusting the pace of your video is a fun way to make it feel more dramatic or playful. You can speed up or slow down your video using the speed buttons at the bottom of your screen. Choose 0.3x or 0.5x for a slow-motion effect, or try 2x or 3x to fast forward.

Apply a filter: With filters, you can easily change the

aesthetic of your video. To find a filter, tap the 'Filter' button on the right-hand side of your screen. You can also access filters by swiping your finger left or right across your screen. There are four main filter categories: portrait, landscape, food and vibe.

Shoot hands-free: Going hands-free is easy with the Timer tool. Press the 'Timer' button on the right-hand side of your screen. Press '3s' or '10s' to set your timer, then drag the bar at the bottom of the screen to choose the length of your recording. When you're ready to begin, hit 'Start countdown'.

Add effects: From changing the background with GreenScreen to duplicating people with Multiplier, effects can take your video to another level. Press the 'Effects' button on the bottom left-hand side of your screen. You will see the effects library where effects are categorised into genres like 'New', 'Trending', 'Special Effects' and 'Interactive'. You can preview an effect by tapping on it. Once you've found the effect you want to use, tap the main screen to begin recording.

Add text: Once you're happy with your recording, tap the pink tick on the bottom right-hand side of your screen. You will then see more editing tools, including 'Text'. Tap the 'Text' button and type your message. You can also use the buttons above the keyboard to change the font style, alignment and colour of your copy. To set the point at which the text appears in your video, hold down on the text you've created and press 'Set duration'. Drag the bar to choose when the text will appear and disappear.

Record a voiceover: With the Voiceover tool you can narrate your video to add another layer to your storytelling or create a 'how to'. Tap the 'Voiceover' button on the right-hand side of the second editing screen. Drag the bar to choose the point in your video that you would like to voice over, then press 'Record'.

The final step: When your video is ready, hit the 'Next' button to share it. This will take you to the caption page where you can describe your TikTok, tag Creators and share your video across different channels. Press 'Post' on the bottom right-hand side to share, and you are all good to go!

By Scott Thwaites, Head of Emerging Markets, TikTok Global Business Solutions.

How to choose the best media spokesperson for your business



The spokesperson you select will be the face of your organisation, the person with whom the media will speak, and who the general public will see and hear.

An important component of your public relations plan should be to raise your business's profile and maintain its reputation. For public relations and marketing purposes, having a spokesperson to represent your business is essential. This holds true regardless of your sector or company size.

Why does a business need a media spokesperson?

"There are numerous reasons why your business needs a spokesman," says Cathlen Fourie, Owner of CF Communications. "Perhaps the most important reason is to have someone to contact when dealing with the media. The media can contact or show up on your doorstep if you have a noteworthy issue. You may keep your message constant by directing the media to your spokesman. Spokespersons have been trained to know what to say to the media and, how to say it so that you can maintain quality control."

Who should you choose as your media spokesperson?

Larger companies frequently hire public relations agencies to act as intermediaries between the public and the business. In smaller businesses, an employee - usually a main executive or a manager - is frequently chosen. "It is entirely up to you who you choose," says Fourie. "Simply ensure that he or she is capable of speaking on behalf of your business and persuading the audience to support vour business."

Ultimately, one of the most important traits in a spokesperson is enthusiasm; a quality that cannot be taught. A business representative needs to 'buy in' to your PR team and strategy, and an eagerness to engage with the media and be a forward-facing representative for your business is vital.

From a practical point of view, it's also important to remember that building the reputation of a business is all about longevity. As such, it would be wise to choose a business representative who is genuinely invested in the business, and who is likely to stick around. Fourie explains: "A business that changes its spokespeople every year is likely to confuse the media and fail to get traction - and the benefit of a consistent and regular presence over a period of years in creating market awareness of your business cannot be understated."

So what should be considered when choosing your business's media spokesperson?

A media spokesperson must be a high-ranking executive

In many circumstances, the CEO is the most trustworthy name you can use; they obviously understand the business and have the ultimate say on all matters; yet, if the CEO is not media-friendly, they may wind up doing more harm than good. The CEO may not be the greatest individual to represent your business if they have a hesitant or shy demeanor or come across as untrustworthy. Another executive with more selfassurance is certainly worth consideration.

Larger companies should also invest in having more than one spokesperson who can talk about the technical areas they specialise in.

A media spokesperson must be knowledgeable of the business and its key messages

Knowing the business's main themes and being able to connect them into an interview - regardless of the questions addressed - is one of the most crucial lessons in PR. The spokesperson should be well-versed about the business's history and the issues that a journalist might raise, as well as the confidence to respond to inquiries while adhering to the PR plan.

Must be well presented and well-spoken

No matter how knowledgeable a member of staff is, they shouldn't be your spokesperson if they can't weave a sentence together for radio or appear presentable on video. It may sound harsh, and it surely isn't just about appearances, but this person represents your organisation, and you should think about how you want the public to perceive your brand.

• A media spokesperson must understand the importance of media

Your spokesperson does not need to understand public relations, but they must recognise the power of the media and the importance of excellent press for the firm. If your spokesperson considers public relations to be a waste of time and a problem in their already hectic schedule, they will not present the greatest image and may not transmit the correct message.

Media training is recommended

When approached by the media, many people become scared, but if you have a strategy in place, your spokesperson will have a better chance of delivering a successful interview. Learning how to respond to questions and maintain control of an interview by communicating your essential themes can be quite beneficial.

The first step would be to create a media policy that outlines the key messages, how to respond to certain sensitive questions and what to do in a PR or communication crisis. All press releases, media queries, and interviews should be routed through your spokesperson only, as this will ensure that your messaging is consistent.

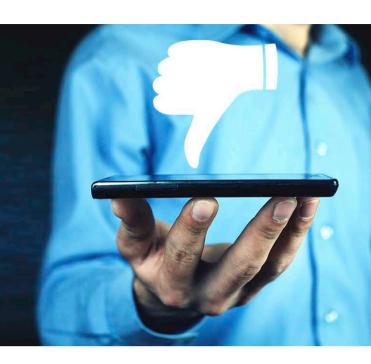
It's also highly recommended that a media spokesperson receives some kind of media training, whether it's a oneday intensive class or a half-hour briefing with your PR person before the interview

- the difference is evident.

By Cathlen Fourie, owner of Content Marketing Agency, CF Communications.

#BrandManagement:

4 Things executives should not do on social media



For executives who are navigating through social media, it is important to avoid certain behaviours, in both a personal and professional capacity.

Strengthening your company's reputation through online platforms is an important part of brand management. But to keep in check with what is permissible, executives should know the required social media etiquette to build and maintain a positive brand image for themselves and the company they represent.

"Building a loyal brand following on social media takes time. By using social media correctly, executives can use this to their advantage to successfully connect with their online following and build a strong online presence," says Mkhuseli Vangile of The Dynaste Communications Firm.

A survey by BRANDfog, leading global social media and digital reputation consulting firm for CEOs and brands, shows that 93% of respondents agree that CEOs who actively participate in social media can build better connections with customers, employees, and investors. More than that, 85% agreed that having a socially active C-Suite leadership team can mitigate risk before a brand reputation crisis occurs.

"As an executive of the company you work for, you have more responsibilities. Such responsibilities include your social media behaviour. For companies, the first stop for people searching for it online is their website. As an executive, the first stop is your social media channels, which is why it is very crucial that you treat them professionally," adds Vangile.

Here are four things executives should never do on social media to manage their own personal brands:

#1. Type of content not to comment on

It goes without saying that when you reach an executive level, you are by default a brand ambassador for your company. When people are scrolling through your social media channels, they might not differentiate between your personal views vs. your company's views. If you are an executive with strong views on certain matters, it is very advisable to have a disclaimer on your profile about views on your social media channels being yours and not that of your company.

You never want to comment on any racial, sexual, sexist and homophobic content on your timeline. For you as an executive, social media is not the right place to express your views or feelings as they may be taken out of context. This could lead you and the company you work for into disrepute.

#2. Frequency of your posting

As stated before, you must treat your social media channels as business channels and professionally. Therefore, posting frequently will not help your personal brand as businesses do not post frequently as well.

Studies by HubSpot show that the more people post, the less social media engagement they receive on their pages.

Yes, less is more. Plus it is just not a good look to have a mature executive posting so much during the workday when they suppose to be too busy working towards helping their company grow

#3. Type of comments you allow on your channels

As an executive, you must not allow all types of comments on your page. Delete and block comments that will not help your personal brand grow. To have healthy debates that do not involve vulgar, racial slurs or any form of discrimination is accepted, however certain comments must not live on your posts for more than one minute after being posted. If you opt to let them be there. leave a comment that shows that you are strongly against such comments on your page.

#4. Tag permissions

Never have your social media channels set to allow anyone to tag you in posts without your permission. Before you are an executive, you are a brother, a friend, a son or even a daughter, and to those who know you personally, they might not understand the professional content you want to be tagged in on your pages.

Gatekeep every post you are tagged in before it goes live on your timeline. You want to avoid being tagged in images and videos that are inappropriate.

"Being aware of social media etiquette and ensuring that you always apply such behaviour in your personal and professional online space is key to ensuring that your personal image is always protected and helps avoid your company trending for

the wrong reasons," concludes

Vangile.





Your daily fix of

Cutting through the content shock

Side-by-side with heightened social media use was an increase in influencer marketing.

Here's why: Consumers are inundated with digital content.

A few short years ago, it was estimated that the average person saw 4 000 advertising messages a day (and filtered out 95% of them).

In 2014, Mark Schaefer, author of The Content Code and Return on Influence, warned us that the supply of free content being produced by brands was far outstripping the ability of humans to process it. He coined the term 'content shock' and counselled that we would soon reach a point where more content would be produced each day than there are people in the world.

Marketers flew into a tailspin - content marketing and digital marketing had become the solution to every challenge marketing teams were facing, but if more content was being produced than people, how could any brand cut through the clutter? And then 2020 came along and said, 'hold my (homemade) pineapple beer.'

So, why, within all this content chaos, have influencers become central to marketing strategies? The answer is simple. From macro-influencers to nano-influencers, influencer marketing is built around real people, and that's something everyone today is interested in, far more than brand messages that are developed behind closed doors, with no input from the people they are created for.

Understanding the rise of the trust economy

From Hugh Jackman to George Clooney, we're all familiar with celebrities who endorse watch brands, but when you're choosing your next time piece, do you page through a glossy magazine, or ask your friends, family and social network for their recommendations?



You'll most likely read some online research, and if you're also looking for a time piece that supports your sport or hobby, you'll be interested to see which watch the swimmer, runner, cyclist or sailor who you follow on Instagram chooses.

Influencer marketing captures everyone from Charlize Theron, right down to a weekend warrior who has a niche following that loves his trail running advice.

Big names give big brands recognition, and so our celebrity and macro-influencers aren't going anywhere. However, as trust becomes a commodity and as we make more and more purchasing decisions based on direct referrals, social media has opened new categories for micro- and nano-influencers who can connect online with groups who share their same passions and are interested in their take on life.

We're seeing a shift from macro-influencers to nano-influencers

A macro-influencer is a very well-known influencer who has hundreds of thousands to over a million followers. They're not J-Z or Beyonce, but their name has clout.

Micro-influencers have anywhere between 1 000 to one million followers, but instead of being celebrities known for movies or music, they are experts in their respective niche. This usually includes food bloggers, travelers, fitness gurus and fashionistas.

A nano-influencer is defined as an influencer with between 1 000 and 10 000 followers. This may seem small, but it's important to remember that these audiences are niche and highly engaged, which means they take any recommendations seriously.

If we consider a typical marketing funnel, macroinfluencers affect the top of the funnel and micro- and nano-influencers influence actual purchasing decisions.

Social media has been the great democratiser when it comes to influencers, not only because someone with a following of 1 000 people can have a real impact on their niche audience, but because smaller brands who could not previously compete with their large corporate counterparts can now run highly effective marketing campaigns with micro and nano-influencers.

It's a whole new world, and brands are making the most of it. Influencer marketing was worth \$1.5 billion in 2015. It was dominated by macro-influencers and celebrities with enormous followings. We expect the market to grow to \$20 billion within the next few years, and it will be dominated by nano-influencers.

Putting your money where your mouth is

For many years, organic reach was considered superior to paid reach online. The theory was that, based on the trust economy, consumers were more likely to respond favourably to organic posts over posts that were sponsored or paid-for.

This has shifted. Once trust is built between an influencer and their followers, sponsored posts are accepted as readily as an organic post. Even more importantly, a sponsored post can reach new audiences who suit the influencer's demographic and, in many cases, will even serve to grow the influencer's following.

Algorithms have also changed. A macro-influencer might have five million followers, but only 500 000 of them will see a post.

The solution is to seed organic content, see which content performs best with consumers, and then sponsor that post to reach more of your target audience. As we've seen, because influencers do not sell products, but showcase them within their own lives instead, trust remains the same and brands extend their reach.

"Influencer marketing is built around real people, and that's something everyone today is interested in."

Tap into authentic content

Influencer marketing has remained relevant - even through the extreme content shock of accelerated screen time and the exponential rise of digital content because it's authentic.

Influencer content outperforms brand content - always. Think of your own social media habits. Do you only respond to slick, production quality content, or the content that interests you most? We aren't usually on social media to shop. We're there because we find the people we follow and the content they generate educational, interesting, or entertaining. Exceptional content ticks all three boxes.

There are many ways for brands to tap into this. The first is simply to ask your customers to video or photograph themselves using your product. Encourage them to tag you in the post. User-generated content comes with incredible trust signals, because we know someone has chosen to spend their money with your brand.

The second is to partner with micro- and nanoinfluencers whose lifestyle suits a product. For example, a brand that manufactures trail running shoes connects with someone who regularly posts about their trail runs, training and competition days. They most likely share their favourite running trails and products with their followers too.

The key to success with any influencer marketing, however, is that influencers are themselves, which means brands need to build up trust with the influencers they work with. This is about their brand, their followers and how specific products or services enriches their lives.

By Pieter Groenewald, CEO of digital agency, Nfinity.

Making flex work

Employers have 'flexperimented' - and many want to stay that way.

A report from FlexAppeal presents in-depth findings from 32 companies and 1 420 employers that used flexible working throughout the Covid-19 crisis, and it makes a compelling argument for it being sustainable beyond the parameters of a pandemic.

"Flexible working might be compressed hours, homeworking, flexitime, smarter shift patterns or any other variations," explains Anna Whitehouse and Matt Farquharson, founders of FlexAppeal. "Hundreds of studies have shown flex improves access to work. reduces stress and improves our physical and mental health. And it's good for employers, because it raises productivity, improves loyalty and can cut costs."

When the pandemic struck, organisations had to find new ways to cope - quickly, efficiently and in some ways better than ever before. So, what can businesses learn from this period?

Below, we share the report's recommendations on how to make flex work:

Taking advantage of the opportunity

"Making behavioural change happen during 'business as usual' isn't easy," notes the report, suggesting that the pandemic was actually a helpful catalyst for businesses keen to adopt flexible working practices by initiating new systems and encouraging new behaviours. Now is the moment to question long-established norms. Ask yourself: what elements of the 'new world' can we keep? Which 'old world' working practices should never return?

Trust is crucial

One of the biggest obstacles to implementing flexible working is the relinquishing of control - by leaders, managers and workers. "If we want people to be more open to flex, first we need to empathise - what are they afraid is going to happen once the reins are loosened?" says the report. It suggests that business leaders want to feel in control of what the organisation is, where it's going, safeguard its traditions and what it stands for, and they worry this can't be done so easily under a flexible system. Leaders should examine these feelings and interrogate whether they are still fair.



"When flex doesn't threaten our sense of control, we're more enthusiastic about it," says the report.

Experiment slowly

This year has already seen a lot of change, and your organisation may feel that the last thing needed is further disruption. When it comes to implementing new flexible working practices, the report recommends managing stakeholder expectations and giving yourself some "wiggle room" by using the language of piloting, trialling and experimentation, "Start small, with a single team or individual, listen to feedback, make changes, and try again," it advises.

Communicate clearly and often

Be open and honest about your plans, and acknowledge that you might not yet have all the answers. Listening is even more important. Don't be afraid to ask management and employees: "Where's the rub in your day?" or "What one small thing would improve your working life?" Giving all colleagues a chance to work out what good flexible working looks like, gives them a stake in the process, and - as a result - it's more likely to 'stick'.

Give specifics

"A flexible approach still needs boundaries," notes the report. Do you need people to work core hours? Are there certain service levels that must be met? Should people communicate in specific ways? "Tell them. Make expectations crystal clear."

"Ask yourself: what elements of the 'new world' can we keep? Which 'old world' working practices should never return?"

Reframe the language

'Flexible' is just one word to describe the new working style you want to achieve. Others include 'agile' or 'hybrid'. For some people, 'flexible' feels like a massive shift, so adjust the terminology to suit your organisation and its priorities. "Flex is a means to an end - it doesn't matter what we call it."

Trend setters embrace hub-and-spoke model

Global firms including EY, NTT and Standard Chartered bank have already partnered with IWG to embrace the hub-and-spoke model. In the first half of 2021 alone. IWG has welcomed a million new users to its flexible workspaces.

Hub-and-spoke reimagines the corporate HQ as a destination ('hub') to which employees will travel for collaboration and creative meetings, rather than the base from which they should work day-to-day. At all other times, staff are free to base themselves at satellite offices ('spokes') closer to home - often local flex spaces that provide a professional, distractionfree working environment without the need for a long commute.

"The hybrid work model can be fully supported by strategic planning and technology to keep employees connected, whether they choose to be in the office or working remotely. To build an inclusive hybrid culture, it is critical to place the remote worker at the centre of all company activities," advises Sigrid Muller, HR head for Standard Chartered, South Africa; adding that companies with a strong hybrid culture will need to focus on developing a digital culture that will include experiences for remote employees and allow teams to complement those with

Anna Whitehouse is co-founder of FlexAppeal, the organisation behind the report.

in-person events.



Office, WFH or inbetween hybrid?

Three businesses across sectors shared their experiences.

Success from anywhere

"At the beginning of the year Salesforce took a decision to implement a 'success from anywhere' model, prompted by employee feedback gathered through a series of wellbeing surveys. We then declared the end of the 9-to-5 workday by introducing three new work models: Flex, Fully Remote and Office-based," says Robin Fisher, Senior Area Vice President, Salesforce Emerging Markets.

"The office is no longer at the centre of our work day. While it remains an important part of our strategy, we will put who, what, and why, before where work happens. This is what success from anywhere is all about, succeeding together in a human-centred, digital-first environment. Everyone can fwork from where they feel they will make the most impact," Fisher explains.

A case of preference

For dotGOOD, South Africa's leading cause marketing agency, it is simply about where team members prefer to work. "We don't have an official policy, but we are finding that most of the team prefer to work from the office. But if someone is more comfortable working from home, we're more than happy for them to do so," says Michael Baretta, Managing Director at dotGOOD.

He believes that flexibility is good for staff morale and helps to nurture trust and loyalty. "Because flexibility is important to us as a company, a serviced office space is the ideal solution for us. It means we can offer the team a central, productive office from which to work and a space to meet with clients and fellow team members if and when they want or need to," Baretta shared.

The office as a resource

"For us, having an office is about offering our agents a resource - a quiet place to do paperwork, make phone calls, meet with clients or liaise with colleagues," shares Mariska Wiese, Head of Marketing and Design at Veza Properties. "Our needs are quite dynamic, and tend to change as our company grows, which is why the flexibility of a serviced office space suits us perfectly," she explains.

The pandemic has given us an opportunity to experiment with new working practices and models, paving the way for an approach to work that truly advocates for performance over desk-time.

How to ensure your 'newbie' is happy and thriving



The onboarding process is an important component of a new joiner's experience.

The sooner a new employee adjusts to the new work environment, feel part of the team and is clear on expectations, the sooner they can make a meaningful contribution. Also in a hybrid world of work, you need to double down on your efforts to make new employees feel connected to the team and company, and this needs to happen quickly.

How do you prepare the new joiner for this task of contributing from the get-go? And at the same time, also have a positive experience?

Here are some suggestions to successfully onboard a 'newbie':

Do arrange 1:1 time with the manager

This is one of the most important aspects of onboarding. Use this time to clarify priorities and be clear on goals for the first week, first month, first quarter and first six months. This is a great opportunity to discuss preferences and expectations. How are we going to communicate, and how often do we need follow-up and

have feedback sessions? Any employee, but especially a new one, wants to know "what is expected of me and how am I doing?"

Check-ins over their first 100 days are valuable. It provides an opportunity for dialogue about work-related pain points. Use this time to continue to finetune the preferred ways of working, especially if this is a new role collaborating with various stakeholders.

TIP: Remember to not only focus on work. Make time to connect on a personal level as well.

Do introduce 'newbies' and connect them with other new employees

The first few weeks in a new role can be overwhelming and lonely. One of my clients said that in their new virtual role, they missed the interactions with other 'newbies' and energy from meeting face-to-face. It is critical for the facilitator of the virtual onboarding session to connect the new employees with one another, make use of breakout rooms to enhance smaller group discussions and use different techniques to keep the energy levels high. Best to have an activity every 20 minutes and ensure you provide a break during the session.

Arrange quarterly CEO breakfast sessions. The purpose of this breakfast is to allocate time for the new employees to get to know some of the senior leaders and understand how their roles contribute to the success of the company.

TIP: One can still have a virtual CEO "breakfast" - make arrangements with UberEATS to deliver a coffee/bagel at the new employee's house as part of the onboarding experience.

Do allocate an onboarding buddy

This is such an easy way to connect the new employee with someone (other than the manager) to clarify small details or ask all the questions that they do not want to ask their manager. This can include aspects such as where to order or eat lunch.

TIP: Allocate more than one buddy to a new team member. One for a culture and settle-in perceptive, and another for a more work-related perceptive.

Do use different cues to enforce the message that they belong to your company

A cue is any behaviour that says the message "I belong to this group". This can be displayed in the way you introduce them to the team or by making time for them to get to know the team informally. Another consideration can be to create a welcome pack for the new employee. Use cost-effective ways to link a company value to a gift in the welcome pack.

For example, one of the LinkedIn values are "think global" and they include a postcard in the welcome pack that the new employee needs to send to another colleague in a different side of the world, which allows an opportunity to broaden their engagements and build relationships.

TIP: To build on social safety (I belong and make a meaningful contribution), be intentional about creating a psychologically safe environment where people are willing to speak-up, share ideas and candidly disagree with one another to get better and more impactful results.

Consider technology

The latest technology provides many options to consider. "The first focus is around the flow of data between various internal systems and platforms. It sounds simple, but dealing with numerous internal departments (HR, IT, Security) increases complexity. Boost the onboarding experience by using advance technology to add a virtual 3D tour of the offices," suggests Elmen Lamprecht from 3degreetech.

TIP: Elmen also suggests adding gamification elements to this virtual 3D tour - such as levels, points and badges to motivate and engage the employee throughout the process. The new employee can have fun while completing the administrative part.

Ania van Beek consults with leaders and HR teams on all people-related aspects with a specific focus on integrating agile principles and practices. www.anjavanbeek.co.za



The Lost Leader's Handbook 2021





What really happens when business leaders are expected to save their people, save their business, save their country, rewrite policies, practice empathy, adjust protocols, go remote, return to work, unmute, mute, unmute, check on the kids, check on Eskom, meet targets, pay salaries, fire for theft, hire for help (scream for help!) and still make it home in time for supper!

"I'm done!" That's what I said a few weeks ago when one more person asked me if they could use their COVID-19 leave (and not their annual leave) to work from home with their kids. I snapped. I saw red.

In my moment of breaking-point; I grabbed my bag, stormed out the door, switched my phone off, blocked my social media pages (okay not really, but nearly), considered driving my car through the ocean to the Maldives, swore at my steering wheel and decided it was all just too much.

Since the horrific turn of our lives in March 2020, something happened to all business leaders in South Africa and the world - we were called to serve. Suddenly we were all responsible for our employees' health, survival, keeping them safe and comfortable, while we navigate modern history's most devastating global pandemic.

And what did all the leaders do in the whole wide world? The same thing any upstanding, reputable business chiefs would do - we accepted.

We took up the challenge and we accepted the paperwork, the business knocks, the bank negotiations, the months and months of over-communication and policy changes, the website updates, the health and wellness expenses, 1 000 bottles of sanitiser, 20 thermometers, the technology upgrades and the 10 new acronyms that had something to do with insurance funds and loans. And then came the other things we accepted: the anxiety followed by the sorrow, the worry, the panic and the silent killer question - how will I keep my business surviving?

None of us really had time to figure out the next steps. We all took our survival gear and surged into battle. And while we were so busy in support and survival mode and practicing resilience in the face of adversity, we lost our way. But more than this, we've lost our nerve. We doubt our decisions and we carry around an obligatory heaviness that we have just come to accept - because it has been expected of us.

And our employees are now expecting the same. For many of us, our people have always come first - it's what most business cultures are built on. But the lines have been blurred. While COVID-19 has forced leaders to become more compassionate, more empathetic and more adjusted in terms of personal lives, there is a dangerous push-factor brewing between employer and employee, and it's testing our tolerance (and has forced some of us to write a handbook!)

Today, we are battling with 102 new employee questions, adjusted permissions, late arrivals (because we're so used to being online) and unusual leave requests ad nauseam. Could it be we're seeing the rise of another pandemic in our organisations:

E.S. - Expectation Syndrome?

The more we do, the more we are expected to do. The more we adjust, the more we are expected to adjust - and so the vicious cycle goes, until one day "you're done!"

While storming out of the office isn't the answer, neither is saying 'yes' to every team whim. While sharing with you right now that I would rather be on an island drinking an endless supply of wine all day isn't my most exemplary admission as a leader, neither is changing my business entirely to suit a pandemic. As leaders, we need to redraw the line. It's time we reclaimed our way and expectations of our employees, and of ourselves.

So, here's 10 Leadership Steps to combat 'E.S.' for those of us who have lost their way (and maybe their minds):

Redraw the line

COVID or no COVID you are still in charge. Your employees will always expect you to be the boss, so be the boss. Don't be the friend. It's your business right as a leader to draw the boundary line, and not feel guilty about it.

'Yes' is not a free pass

Remember the word 'no'? Of course you do. Too many yes's are fun for some, but not for you and not for the business either. It's not your responsibility to always say 'yes'. 'No' is still an option in 2021. See number 1!

It's not a popularity contest

You're running a business not a popularity contest. It's okay to be the wolf in the den and risk being unfriended by your staff in the best interest of your business. Besides, friends don't pay the salaries.

Cut the drama before the budget

Policy alterations usually follow on from some bout of drama: economic drama, worldwide drama, personal dramas. So cut the drama. Decide for yourself what feels like hype and what feels like a real problem. Spend time, energy (and money) adjusting the real problems.

Build your Advantage Radar

Start flexing your bull*%^& muscle. Everyone and their aunty will have a new story to tell you about how

uncomfortable their lives are and just how much more comfortable it would be if you could help them. Uh uh stop right there.

Lean on a leader

You are not alone. Connect with other business owners in your circle for advice and support. Start a leader group or call your mentor. In times like these you have permission to offload - so start talking about it.

Take a course in El

If you don't know what EI stands for, take a course. Emotional Intelligence is an undisputed leadership skill in our times, and forever more. This will help you manage your teams better and present you with alternatives to most human situations. In fact, while you're at it, send your employees on a El course too. Everyone wins.

Switch off

You're not always available. No you're not. The end.

Mull before you mandate

Just because we were on Level 2 last week, and this week on Level 4, does not mean you are expected to keep changing your policy. Give yourself permission to reassess your strategy each time and sit on it for a while. A week or two if need be. Decide what will benefit your company - and if it requires no further changes, then that's okay. See number 1 again.

Refill your cup

Refilling is a leader policy too! Leave the office early or take a day off. You need it, you've earned it. Go get a massage, spend time with someone you love, have your hair done, sleep in, travel to the bush. Whatever it means to fill up, do it for you.

None of us have this Leadership 2021 thing figured out yet, but what we do know is that we're not just leaders, we're people too: we're also begging for help, we also want to ask questions, we also want to take leave. We also don't sleep at night. We feel for our people, and we grieve for all the good things we've lost too.

It's time we reclaim our leadership or grab the handbook, whichever comes first.

By Kerry Morris, CEO of recruitment and labour services agency, Tower Group.



"If you think cycling an endurance race is epic...
Try running your own business"

- Joseph (Bicycle Shop Owner)

Is your cashflow grinding your gears?

Pollen Finance understands the importance of accessing business finance quickly.

We recognise the bravery behind the decisions you need to make every day.

Apply now for really fast funding because it's our business to back the brave...

Backing the

pollen

www.pollenfinance.co.za
Business Finance within hours.