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HOW TO SHOP AROUND FOR A FUNDING PARTNER
+ GET ORGANISED TO APPLY

Get the most out of PR

+ TURN YOUR AUDIENCE INTO YOUR COMMUNITY

How to:

- Get POPIA ready
- Develop resilience
- Run a PPC campaign
- Do Performance Reviews



taking you above and beyond

RICHES & BEYOND



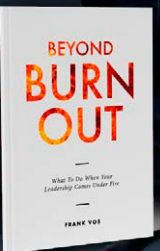
Home and building services - a thriving sector in franchising

INSIDE: BUSINESS OWNERSHIP INVESTMENT OPPORTUNITIES

THE RISE OF CONTRACT HIRING NEW WORK TRENDS EMERGE

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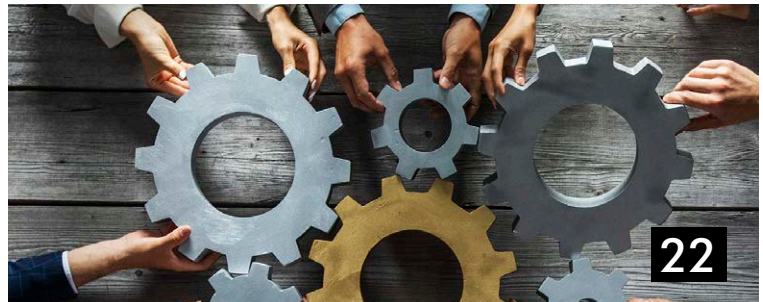
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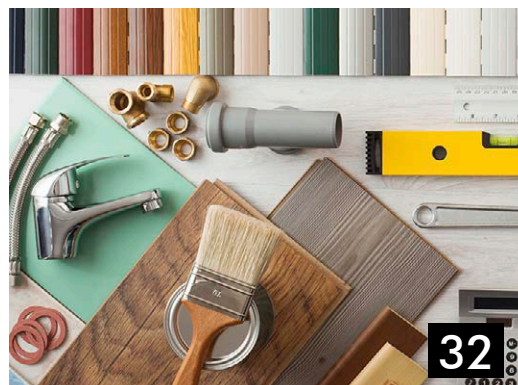
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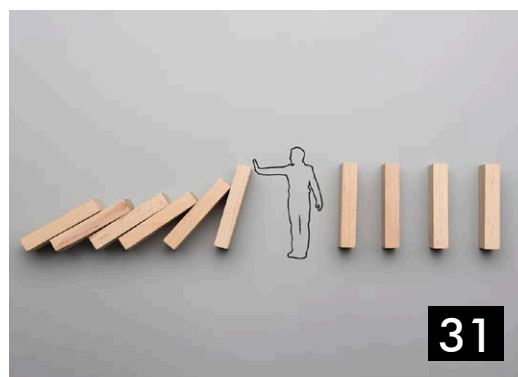
With consumer behaviour and consumption changing, real-world examples are showing that it is possible for businesses to make money, and do good at the same time.

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Are you POPIA ready?

By 1 July 2021 all organisations need to ensure compliance with the provisions of the Protection of Personal Information Act (POPIA).

With time running out, here are a few steps you can take to get you closer to being ready...



Whilst many entities were hoping for an extension of the 12-month grace period afforded to organisations to comply with POPIA, the Information Regulator has recently indicated that no extension will be granted.

So, now what? Nadine Mather, Senior Associate at Bowmans, offers the following steps:

■ Personal information: What and why?

Under POPIA, organisations will be required to process personal information (information identifying natural and juristic persons) lawfully and on the basis of one of the justifiable grounds contained in POPIA. In order to do so, organisations should establish what personal information it collects in relation to, for example, its customers, suppliers, and employees, and determine whether the collection of such personal information is for a lawful purpose relating to its functions or activities.

■ Appoint and register your Information Officer

Every organisation that processes personal information in South Africa, regardless of its size or form, will be required to appoint and register its information officer with the Information Regulator. An organisation can register its information officer on the online portal established by the Information Regulator which can be accessed via the Information Regulator's website (www.justice.gov.za/inforeg/portal.html) or by completing the prescribed registration form and manually submitting it to the Information Regulator (either by delivering the form to its physical address, or by emailing it to: registration.IR@justice.gov.za).

■ Demonstrate how you intend to comply

Information officers are required to develop and implement a compliance framework and to conduct impact assessments to ensure that their organisations' internal processes comply with POPIA. Each organisation is accordingly encouraged to look at its existing structures and to establish a framework to demonstrate compliance based on its specific operational requirements.

■ Update your manual

Under the Promotion of Access to Information Act, the majority of organisations were required to establish a manual which served as a roadmap on how to request information and records held by the organisation. POPIA now requires organisations to update their manuals for purposes of facilitating requests for personal information.

■ Be transparent

In the interests of transparency, each organisation is required to take steps to provide data subjects with details relating to how the organisation intends to process the data subject's personal information before it may collect any personal information. Organisations should thus commence putting in place appropriate processing notifications.

■ Assess your security

Under POPIA, organisations are required to put in place technical and organisational measures to mitigate against security breaches. The security measures should comply with generally accepted information security practices, such as back-ups, virus programs and encryption. The appropriateness of the security measures will ultimately depend on the organisation's operations and processing activities.

■ Train, train and train again

As the majority of security breaches are as a result of human error, it is vital to make the organisation aware of the requirements of POPIA and to conduct ongoing training and skills development in a manner that is relevant to personnel who handle and process personal information.

■ Do not panic

Although POPIA compliance may seem daunting, do not panic. Obtain support from key stakeholders and staff and start by tackling the requirements one step at a time.

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Accountants playing a vital role for SME owners



According to new research from global small business platform Xero, more than half (56%) of South African small businesses say their accountant has been crucial in helping them survive the impact of COVID-19. Almost half (46%) also admitted that they were more likely to turn to their accountant for advice than looking at government websites and resources (37%).

The data also revealed the positive impact accountants have had in supporting the wider economy. Forty percent of business owners said working with an adviser helped them to better manage finances and keep employees on the payroll. This is particularly significant given our economy lost 2.2 million jobs in the second quarter of 2020, according to a survey released by Statistics South Africa.

The changing role of accountants

The research reflected the changing role of the sector from number-crunchers to business advisors. The top areas SMEs were supported by their accountant over the last 12 months were: planning for the future (49%), accessing relief funds (35%), accessing other sources of capital (34%) and advice on digitising processes (23%).

Forty three percent said their accountant has been acting as more of a business consultant - advising them on how to develop their business.

“The most interesting insight highlighted by the research is the continual evolution of the role of the accountant,” says Arthur Goldstuck, managing director of World Wide Worx, which conducted the fieldwork for the project. “When we first began researching the state of small business in South Africa for Xero, we saw a high level of intention to use accountants in a more strategic role. Now that has become a reality and a key to survival during the pandemic. This will, in turn, further accelerate the evolution of the strategic role of financial professionals.”

The top three areas small businesses said they will need support for as they emerge from the pandemic are all related to managing finances: cash flow forecasting (50%), general budgeting (44%), and financial management (41%). They are also looking for support in areas like cloud tech (18%) and digitalisation (19%). These are all areas accountants have the potential to make a big impact.

The Sukuma Fund partners with FEDHASA

It is estimated that in South Africa, nearly 30 percent of restaurants were forced to close their doors during the height of the nationwide COVID-19 lockdown in 2020. As it stands, thousands of restaurants are still struggling to recover.

David Morobe, Spokesperson for The Sukuma Fund and Executive General Manager of Impact Investing at Business Partners Limited explains that this is why The Sukuma Fund – administered by Business Partners Limited – has partnered with FEDHASA (the Federated Hospitality Association of Southern Africa) to ensure that the local restaurant industry can be assisted in a meaningful way, and continue to save much-needed jobs in the sector.

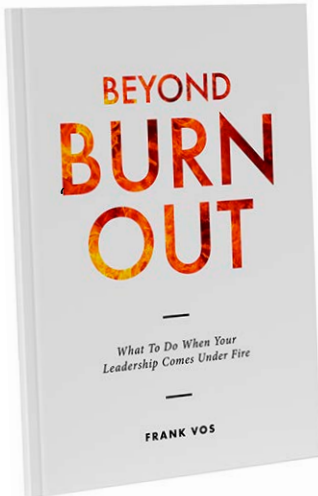
The Sukuma Fund was formed to distribute the R1 billion donated by the Rupert Family and Remgro Limited, long-time supporters of the small business sector. To date, 1 303 SMEs and 2 614 formal sole proprietors have received survival grants and/or soft loans, saving over 32 000 jobs in the process. Thanks to further charitable donations and some repayments by Sukuma beneficiaries, The Sukuma Fund has grown by tens of millions of Rand.

To qualify for Sukuma relief funding, independent restaurants must be formally registered, regulatory compliant and FEDHASA members. They are also required to provide evidence of financial solvency and future viability, among other criteria. Businesses that are not currently members are encouraged to register to become eligible to receive the financial support.

Visit www.sukumafund.org.za for more information.

ON OUR BOOKSHELF

Beyond Burnout



Although stress was already rife pre-Covid, the pandemic drastically compounded this, and there has been a significant upsurge in burnout globally. A simple Google SA trends search of the term 'feeling burnout' indicates breakout activity over the past 12 months. This means

that the search term grew by more than 5 000%. Also, up by 300% in the same period, is 'psychological stress – illness'. The search phrase 'burnout signs and symptoms' increased by 100%.

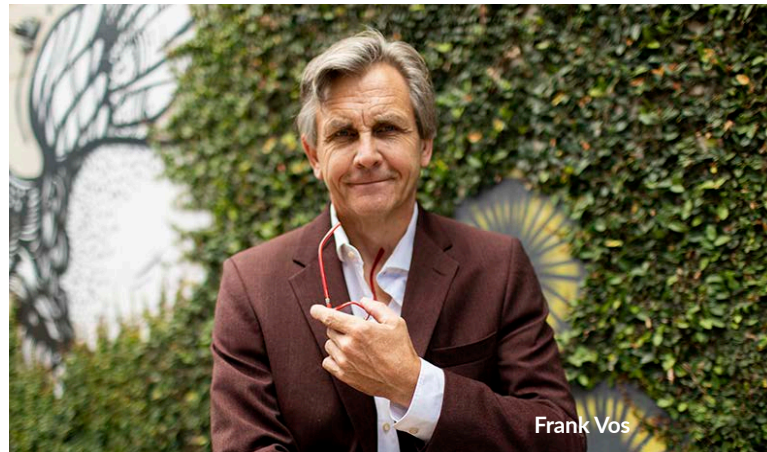
'Burnout' is a phrase first coined in the '70s by Herbert Freudenberger, an American psychologist. Initially, it was used to describe the effect of severe stress in healthcare professions, including caretaking. Still, it has grown into a condition that continues to impact corporate leaders and executives, and even celebrities and homemakers.

The World Health Organisation categorised burnout as a 'syndrome' that develops as a 'result of chronic workplace stress that has not been successfully managed'. To that extent, according to a new survey published in Forbes in February 2021, 'leaders and employees are burning out at record rates.' Some standout statistics from this study revealed that;

- Almost 60% of leaders feel depleted at the end of the workday (a key indicator of burnout).
- About 44% of leaders who feel this way are expected to manage company growth, and of that group, 26% will leave within a year.
- 80% of these leaders believe they are ineffective at leading virtually.

Beyond Burnout is the raw narrative by Frank Vos in which he recounts his 'crash and burn' at the pinnacle of his career. He shares his honest and authentic experience, exposing his defining moments as lessons for his readers. He also offers practical advice and valuable tools to individuals who need to remain a pillar of strength to their organisation, for their loved ones and just as importantly, for themselves.

While there is a plethora of content on the subject of burnout as it becomes the norm in our modern, always-on lives, there are fewer personal accounts of acute burnout that serve as an earnest warning and guide for survival, underpinned by neuroscience.



"I am not the only one who has fallen on his sword because of stress, and I won't be the last. This book reveals how my career as a CEO of a multinational company's subsidiary came to an abrupt end after two decades. It left me shattered and without identity. Through a journey of recovery and personal growth, I was pulled back from the brink of a complete meltdown. It is also a culmination of my research and has been written to help those who find themselves in demanding careers and/or life situations, and are struggling with their purpose and happiness," says Vos.

Beyond Burnout will reverberate with many a leader today whose world has been turned upside down. It is available on www.vosconsulting.co.za. RRP R300.

10 Copies of *Beyond Burnout* are up for grabs!

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Entries close 30 June 2021



Riches and Beyond

- Empowering the next generation of entrepreneurs

The Covid-19 pandemic has prompted many people to follow their aspirations and seek ways to build wealth and grow an investment portfolio that stands the test of time and generates a passive income. In South Africa, the seemingly ever-resilient residential property market has historically been one of the few investments that has acted as a hedge against previously rampant inflation.

Property investment, as an asset class, tends to be less prone to extreme bouts of short-term volatility. Stocks and shares can melt down overnight due to global or local shocks to the economy, but property investments tend to be more resilient against the upturns and downturns spread out over time.

Property has and always will be an integral part of any sound investment portfolio. One of the best investments one can make in terms of minimising risks and optimising returns is through property investments. This could be through buying a rental property, purchasing shares on the stock exchange in listed property companies, buying directly from developers or restoring derelict properties.

There is a myth that property investing is only for the wealthy, but in South Africa, ordinary South Africans, from all walks of life can, in theory, own and invest in property. However, knowing where to invest and how to invest in property is a skill that can take years to master.

This is where local company, RICHES AND BEYOND comes in.

“Wealth is about a lot more than just money; it’s about building a strong and sustainable income that fuels the need to set your dreams alight.”

“Wealth is more than money, it is the ability to experience all that life has to offer abundantly.”

- Sylvia Milosevic

This statement personifies what Riches and Beyond is all about. The company, headed by three passionate individuals, Sylvia and Milan Milosevic and Dunisani Manganyi, have perfected the art of empowering young entrepreneurs to invest in the South African property market and using the capital to further their entrepreneurial dreams.

Sylvia Milosevic is a Property Developer, TV Presenter & CEO of Riches and Beyond. She uses all her knowledge to transform lives through coaching and mentoring aspiring property investors. She's always had a passion for property which she got from her mother, who built her own house. Her father lost his long-time job at BMW and suddenly the family faced financial hardship. Sylvia quickly realised that a job cannot ensure financial security and freedom, and quickly started honing her passion for property investments by learning from the best property experts in the country. Her main strategies involve capital flips, back-to-back deals, instalment sales and high density residential developments.

Milan Milosevic is a native from Serbia and grew up in a hard-working middle-class family, who encouraged him to be a good student, focus on a steady job to hopefully retire with enough in the savings basket. However, after 4 years working for government, he set out to find greener pastures in the United States of America where he met his wife, Sylvia, and started their property journey 15 years ago.

Dunisani Manganyi was born and raised in Soweto. He was introduced into business at the young age of 16 when his friend invited him to his house in Randburg where he saw a different but amazing lifestyle. A dream emerged of creating a similar lifestyle for his unconceived children. Due to this experience and reading educational books on finance, he bought his first property at the age of 23. By the time he was 27, he had seven properties, then lost more than 85% of them due to the recession. Within three years he was back on his feet gaining even more properties. Today he is a successful property investor, developer and a partner.

"Riches and Beyond is a leading South African educational company with over 40 000 students learning the ins-and-outs of property investment on a daily basis. We teach our students how to find the best property deals, ways to fund these deals and how to implement various strategies to ensure success in the property market. To date we have assisted our students in raising over R500 million for their deals to grow their property portfolios," Sylvia says.

The Riches and Beyond students can be categorised into three sections; beginners who have always wanted to invest in property, people with a few properties within their personal portfolio without the knowledge to scale them successfully, and then property owners who would like to venture into residential and commercial development.



“We have partnered with top residential and commercial developers and created the program which is tailored to beginners who have always wanted to invest in property, people that already have a few properties in their portfolio looking to scale, and then property owners who would like to venture into residential and commercial development.”

- Milan Milosevic



Dunisani Manganyi

“We have partnered with top residential and commercial developers and created the program which is tailored to these groups of people. We engage with them during live events, webinars and masterclasses to ensure they master the art of property investment which includes capital flips, buy-to-lets, multi-lets, student accommodations as well as residential and commercial developments,” Milan explains.

While it has been established that the property investment industry can be lucrative, its success mostly depends on a clear understanding of the do’s and don’ts. Sylvia says it is clear that the most millionaires and billionaires are created during recession periods, as they are able to spot opportunities where others couldn’t.

‘Unfortunately, most so-called property investors don’t know how to grow in this business, and eventually end up getting stuck with their properties. Most investors would buy a property through a bank and wait for 20 years to pay it off and hope in the meanwhile for the value to grow so that one day will be worth more than double as expected predictions. This is a long terms strategy and works great provided there are no recessions, pandemics and all other economic impacts. What if we do things differently? What if we are able to buy property below market value, rent it out, the bond is covered from the first month of buying it and

on top of that, there is a profit in your pocket from day one? Not 20 years from now, from day one! The reason why property is a very lucrative business for someone who knows strategies and how to take advantages of this opportunity is that you can make money from day one, you don’t need money to make money in property and the value can also grow. In the long run, combining strategies are the secret to long-term wealth,” Sylvia explains.

As Riches and Beyond is always striving to bring the education focusing on building long term wealth, we have partnered up with top experts in different industries and launched few new exciting programs. Millionaire Speakers program is our second program which focuses on building 6-7 figure businesses with the power of your story. It is created for coaches, business owners and entrepreneurs who wants to scale their business to the next level. Millionaire Speakers program is run by Milan Milosevic, Riches and Beyond Co-founder, also a 7-figure speaker as well.

Since Crypto interest is booming for years now, we have partnered up with top Crypto investors and launched our third powerful program, Kryptomark which is run by Dunisani Manganyi, long time successful Crypto investor himself. With the focus on long term Crypto investment, Kryptomark has already proven to be a massive success.

What are 5 key factors for a successful entrepreneur and achieving financial freedom through property investment?

- Get a reliable mentor to hold you accountable and show you the ropes.
- Build a network of like-minded people with the same goals, the majority of whom are more successful than you. They will be able to expand your horizons and motivate you to greater heights.
- Strive for clarity. Clear steps will lead to success. What to do and how to do it with the clear strategy brought us all to success.
- Persistence. You will fail many times but through determination and persistence you will succeed.
- Keep the faith. You only need one person to believe in you and that is yourself. Believe in your goal and with enough clarity and support from your mentor and likeminded people, success will come your way.

For more info on Riches and Beyond and their programmes visit: www.richesandbeyond.com.



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Finding your ideal funder



Sourcing funding can be daunting for SME owners. Here's some steps to help you 'shop around' for a positive funding relationship.

Most small and medium business owners get the timing of their funding journey wrong by being reactive instead of proactive when it comes to building funding partnerships. “Rather than approaching funding partners when the business faces cash flow shortages, SMEs should approach partners when their cash flow is strong, and they are in a growth phase,” advises Tyler Posthumus from Retail Capital Group. He cautions that if SMEs wait until they are desperate, it weakens their application.

To help secure funding, Posthumus says business owners need to have a plan on how to obtain funding, from whom, and know which products best suit their business and funding needs.

SMEs may also have the perception that obtaining business debt should be avoided. This misunderstanding needs to be framed differently. “Financing’s purpose is to be a catalyst for growth. Business owners need to wrap their minds around this; the point of securing

financing is to take hold of scaling opportunities earlier to help accelerate business growth. Businesses that apply this concept can effectively turn their businesses around, from survive to thrive,” he says.

Understand the purpose of credit

Before applying for finance, business owners should get their accounting and tax affairs in order to fully understand the financial performance and position of their business. Developing a clear understanding of their business and its environment is also key, as is creating a game plan for the next 6, 12, 18 and 24 months. In other words, SMEs need to plan out the runway for the business.

“Develop a forecast income statement, balance sheet and cash flow. The cash flow forecast should inform your understanding of when you will need funding and how much funding you require. Given this, business owners should start shopping around for funding at least a few months before they need it to ensure they have enough time to do their homework,” says Posthumus.

Business owners also need to establish whether they need equity or debt funding. A start-up, for instance, will likely need the former. However, young businesses that require debt funding often find it more difficult to secure finance using traditional channels. “It can be challenging to get a lender to look at a new business, but many alternative funders that are disrupting the traditional lending model need as little as a six-month

track record. Importantly, these funders will also be able to continue to support the business all the way through the growth phases. Once a funder has a history of the business and repayment on a facility, it becomes an easier conversation when looking at new lines of credit down the line.”

When they shop around, SMEs can negotiate a pre-approved line of credit as they can secure a facility that can be drawn upon as needed. However, many of these types of agreements do have a timeframe, and if not used, the SME would need to reapply. “It’s also wise for business owners to consider taking on a minimal amount of funding ahead of time to start developing a track record with a funder, as this is a good way to start a positive relationship. When the business needs a more material amount, there is already a foundation from which to start their conversations.”

Choosing a financier

As a critical first step, it is important to research the funder. SMEs are advised to develop a clear picture of the various funders available to them and the products they offer companies of their size. For example, banks may offer term loans and overdraft facilities, while alternative lenders offer products like invoice discounting and working capital facilities like Merchant Cash Advance.

“When you look at a potential partner, understand their history. Do they have an impeccable reputation in the market? This applies for both equity and debt funders,” says Posthumus. “For debt funders, in particular, check if they subscribe to a body that advocates responsible lending practices.”

When the business owner is satisfied that they have narrowed down their search, there are a few important questions to ask before settling.

Q How does the funder treat their customers when the going gets tough? In the past year business owners have seen first-hand whether their funder is truly supportive of the businesses they lend to, and what they do to help a business trade through difficult times. While all funders are different, a major advantage offered by some alternative funders is that repayments are linked to a percentage of turnover.

“This effectively matches repayment obligations with the business’s ability to repay. This concept is so simple

“SMEs should be proactive and approach funding partners when their cash flow is strong. If you wait until you are desperate, it weakens your application.”

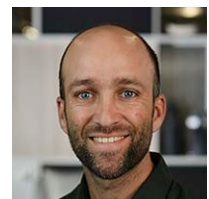
and is one of the factors that has revolutionised our product compared to traditional forms of debt,” he says. “For instance, during Covid-19 Lockdown Level five, 90% of our customers were not allowed to trade, and so this arrangement effectively turned off their repayments until they were up-and-running again. The response from our customer base was overwhelmingly positive and transformed customers’ perceptions from seeing us as a funder to being a real partner”.

Q Do you fully understand the fee structure of the product? No matter which funder an SME approaches, they need to fully understand the fees and all the implications before signing on the dotted line. “For example, our working capital product is a fixed mark-up upfront on the capital advanced. These terms apply no matter the time taken to repay.” Certainty on the total amount repayable is something customers value as there is no need to understand multiple fee structures or compounding interest.

Q Can you negotiate the terms? This depends on the strength of the business application. If you have a strong balance sheet, good assets and a steady cash flow, you are an attractive customer, all of which would aid in your negotiation. “But, as a tip, when negotiating with a funder you should be clear on what you want and focus on negotiating that specific point. It could be term, amount, rate or even repayment frequency. That negotiation should be informed by what the funds will be used for,” says Posthumus.

By following these steps, SMEs should be in a position to engage a funder and secure finance to enable their growth and sustainability.

By Tyler Posthumus, Financial
Manager of Retail Capital Group.
www.retailcapital.co.za



Getting ready to apply

Want to apply for funding? Get organised...

Entrepreneurs looking for funding range from those who have an idea and are trying to raise seed capital, to high growth businesses who need expansion finance, and everyone in between. That said, there are some general guidelines as to what they will need for the application process.

Like any business, funders need to make a profit and minimise the risk of losses caused by businesses defaulting on their loan repayments. This means that all loan applications are vetted through the lens of risk. Funders must assess the risk of loaning or investing the money they are entrusted with, and the only way to do this is to thoroughly investigate the applicant's ability to repay the loan, or produce the promised return on investment. Therefore, funders collect information from the entrepreneur to do a detailed assessment, and this is often when the gap between the finance provider and seeker is most evident. If the entrepreneur understood how the funder used this information, they would be better able to respond to the funder's questions in a more reassuring way.

It is important that entrepreneurs seeking finance are well prepared when they want to apply for funding, especially as far as business and financial forecasting and recordkeeping is concerned. The aim is to be able to provide the information funders need to back up the application for finance, and assure the funder that lending money to their business is not a high-risk decision.

How venture capitalists view funding applications

Venture capital represents high-risk lending, since this is money that an investor puts in (in exchange for shares in the business), in the belief that the business will rapidly grow and make sufficient profits to yield a good return on the investment. There is very little, if any, financial history in the startup or early stages of a business. Since risk cannot be assessed by looking at historical trading history, venture capitalists ask for information that will help them assess the future prospects of the business.



The information most venture capitalist will generally require:

- **The entrepreneur and the team:** They want to be sure that the business has an excellent founder to drive the business. Growing a startup is not easy - they need to know that the leader and the team have the knowledge and expertise to make a success of the business.
- **Market size:** They want assurance that the business is addressing a pressing need for a large market i.e. are there many people who will want to buy what the business is selling?
- **Product differentiation:** They want to know how the product/service offered by the business is different to what is already available in the marketplace.
- **Competitor information:** They want to ensure the entrepreneur has done their homework i.e. details on who/what is already available in the market.
- **The business model:** This document is critical as it provides a snapshot of how the business is going to make money i.e. does it have annuity income options (e.g. monthly subscriptions), does it sell directly or make use of partners, etc.
- **Market plan:** VCs will want to know how the business intends to acquire its customers and how quickly this can be achieved.



■ **Traction is key:** Few people are prepared to invest just in an idea, they want to know that the business has at least reached the stage of testing the product/service in the marketplace, and that there are some customers will to pay for the product or service.

■ **Financials:** VCs will most likely require a summary of the next 3 to 5 years projected income and expenses in the business. They expect a very detailed account of income and expenses for the next 12 months and will use this to gauge the viability of the business.

The information above will be used to perform an initial assessment and, more importantly, will be used to make a decision to pursue the investment opportunity further. If the information you have provided is sufficiently compelling, then the VCs will now want to do an in-depth analysis of the business to verify your projections. This is called a 'due diligence'. If they are satisfied with the results of due diligence, they will then start discussions on the terms of the investment.

What documentation do you need to apply for funding?

It pays to have the following documents updated regularly, so that when the need arises to raise finance from banks or other private lenders, the business is ideally situated to quickly conclude the funding.

- Basic business plan.
- Cash flow projections.
- Outstanding debtors
- Up-to-date management accounts (i.e. income statement, balance sheet and cash flow statement).
- Latest annual financial statements.
- Latest VAT statement.
- Last three/six months' bank statements.
- Tax clearance certificate.

Besides these documents, they may also ask for the following supporting documents to confirm statutory compliance, and to validate the information on funding applications:

- ID documents of owners.
- Marriage certificates of owners (where applicable).
- Company registration documents.
- Office lease or mortgage agreement.
- Shareholder agreements.
- Share register.
- Proof of business address.
- Relevant business licences, accreditations or registrations.

Bridging finance

Bridge financing "bridges" the gap between when an entity or entrepreneur is expected to run out of money and when it expects to receive funds at a later date. This type of funding can be used to fulfil a company or entrepreneur's short-term working capital requirements.

"As the economy slowly starts to reopen and opportunities are identified, entrepreneurs are eager to take advantage of them, but from our interaction with clients, the biggest obstacle is cash flow and access to finances quickly," says Lamna Financial co-founder Charles Meyerowitz.

One of the main advantages of bridge financing is the short turnaround time. "In essence," says Meyerowitz, "an entrepreneur can take advantage of opportunities in almost real-time without having to go through a time-intensive loan application process. This is important in the dynamism of business, where speed and discretion are of paramount importance."

Meyerowitz shares three tips for entrepreneurs interested in bridging finance:

» Seek out a reputable service provider

Always do business with a registered service provider that has a proven track record. Are they able to share how many clients they have served over the years?

» Demand transparency

Make sure that the service provider demonstrates transparency and encourages trust along every step of the process, from valuation of the assets to the terms of the contract.

» Uphold your end of the agreement

Just as the service provider is obliged to deliver the service as stipulated in the agreement, the responsibility falls onto your shoulders to honour your obligations. This ensures a smooth process for all parties.

Cash flow squeeze?

Factoring could be the answer!

In South Africa, it is not uncommon for businesses to sell on terms extending to 30, 60, 90 or even 120 days after date of statement. Regardless of whether they are invoicing healthy amounts for products delivered and services rendered, these SMEs can experience a 'cash flow crunch' due to these extended terms.

This delay or interruption in the business' cash flow can put them at risk and may mean not being able to meet payroll, purchase raw materials, maintain stock levels, process the next round of orders, pay suppliers or cover other critical business expenses. The biggest problem this cash flow squeeze causes is the inhibition of growth.

Cash flow generated within the business is the primary source of finance, but for many businesses the ability to raise additional finance from external sources can be critical to support their activities.

Most South African businesses, especially SMEs, have traditionally been reliant on banks to meet many of their financial needs. In the aftermath of the recession and financial crisis, banks have understandably become more risk averse, which has resulted in credit facilities taking far longer to be approved, the maturity of the loan shortened, higher collateral requirements and in many cases, an increased cost of finance. As the world moves out of the recession and banks remain reluctant to lend, what other forms of finance can support businesses in their pursuit of growth?

What if traditional bank loans were not the only solution? For SMEs seeking finance and failing to secure it, the following three barriers have been identified:

- A lack of awareness by these SMEs of alternative sources of finance outside of main street banking (e.g. factoring and asset-backed working capital);
- A lack of financial expertise to identify the appropriateness of these alternative sources of finance;
- A lack of confidence in their ability to secure these alternative forms of finance.

SMEs should ensure partnering with the correct financial institution; such as Merchant Factors, as this can ensure that these barriers are overcome and the correct methods of financing are chosen for their business

structure. An established financing method; Factoring or Invoice Discounting, is a definite option for businesses worldwide that injects much needed cash into the business now rather than later. The process involves a business selling its invoices (i.e. accounts receivable) to a finance partner, who advances up to 75% of the value of the invoices. The outstanding monies are then collected by the financier and thereafter the remaining 25% flows back into the business, minus the financiers costs.

Factoring gives businesses both big and small the opportunity to draw working capital back into the business when it is needed, without having to apply for a bank loan, or give up equity or control. In fact, some businesses make invoice factoring part of their business model so that they can offer customers favourable credit terms without having to worry about cash flow, chasing customers for money or spending hours administering the debtors book. An expert factoring company takes care of this on behalf of its clients.

Merchant Factors is the only truly independent factoring house in South Africa with an over 33-year track record. Our flat organisational structure affords us the flexibility to offer our clients the fastest turnaround time in the industry from application to pay-out.

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With no hidden costs and a once-off fee that is payable in fixed amounts over the agreed period, Pollen Finance is the ideal partner every small and medium business should have for when that unexpected moment presents itself. We recognise that being an entrepreneur is never easy, we understand that perseverance and agility is key to success.

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The basic mechanics of a business valuation



There is a wide range of reasons why you may need to attach a value to your business.

While a simple web search for “how to value a business” will produce plenty of methodologies, approaches, tips and “rules of thumb”, the bad news is that only some of these will be appropriate to value your business.

Understanding the basic elements to a business valuation exercise can put you in a better position to assess proposals for your business, and for potential future transactions where its value is involved.

Common elements to all valuations

Generally speaking, business valuations aim to place a fair value on a business. Just like there are many different types of businesses, there are many different valuations methodologies and approaches. However, they all share some common elements and underlying principles.

- **Cash is king.** A valuable business is one that demonstrates healthy, reliable cash generative ability. This is often referred to as Free Cash Flow (“FCF”) and is broadly a measure of the cash that is available to investors in the business. FCF is itself quite a broad topic, but the common thread is consistency: businesses that generate consistent cash flows tend to attract higher valuations than those that don’t.

■ **The past does inform the future...to some extent.**

Historical business performances (sales, expenses, profits) is not a perfect indicator for future projected performance. The future is unknown, and the business itself grows and matures. However, while there are plenty of good reasons for a business to lift its margins from 10% to 25% one year to the next, and unless drastic changes to improve these margins are clearly and defensibly justifiable, it is possible that a business valuer will ignore such fanciful upswings.

■ **Is the business adequately resourced to deliver?**

This is particularly critical for growing businesses, but remains just as valid for established ones. Resourcing refers to staff, key persons and experts, supplier lines, funding and even property space. Businesses that are heavily dependent on a single key person are at higher risk and tend to attract lower valuations. Business projections and forecasts that depict 200% growth in profits, but do not match that with increased sales, support staff or office space are immediately questionable and weaken the valuation position.

■ **A business story that makes sense.**

Company valuations are about more than just the numbers. Valuations should capture both the quantitative and qualitative aspects of the business, as well as the context in which it operates. Forecasting sales growth in an objectively shrinking industry, planning for zero bad debts across a book of a thousand clients and assuming that the current staff complement is sufficient to service 4-5 times the business volume are common mistakes that many business owners make. These assumptions have a positive impact on the valuation numbers, but taking a step back and thinking through these statements rationally, it is clear that the business does not have a consistent, reasonable and well thought out plan for the future with the valuation impact applying as a consequence.

Forward-looking versus backward-looking valuations

Most methods will fall into one of these two buckets. Each method has its pros and cons, and some methods are better suited to some businesses than others. However, regardless of the approach, one should always test whether backwards and forwards looking measures are illustrating similar results. Nevertheless, even though

“The same way that one may maintain and service a car in order to preserve its sale value, business owners should use valuation exercises as a means of ensuring that they are continuously building a saleable asset.”

they will almost never match, there should be a sensible explanation for drastic differences between the two.

Backward-looking valuations rely on historic business performance as a means of estimating future performance. These methods include revenue and earnings multiples, cost to replicate, balance sheet and NAV (Net Asset Value) based methods as well as extra earning potential and return on investment measures. They are typically simple to calculate, as they are derived primarily from information that is available, such as annual financial statements and management accounts.

Forward-looking methods tend to be more complex to carry out. They are built on forecasts of future sales, expenses and profitability, and as a result are reliant on the assumptions that are made about the business. These methods allow for additional detail about the business to be accurately captured in the valuation price, such as the recent introduction of a large client, significant periods of planned growth, new product lines and changes to the business capital structure. Common forward-looking methods include discounted cash flow methods, of which there are a wide range of variants available.

Be clear about the purpose of the valuation

There are many reasons why a valuation needs to be undertaken. These include buy/sell discussions, introducing a new partner or shareholder, succession and estate planning, capital raising and even for tax and divorce calculations.

Understanding the purpose of the valuation is critical. In each case, the parties that will be reviewing and engaging with the valuation differ and their motives will

Continued on the next page

differ substantially. Buyers would push for lower prices while sellers would push for higher prices; succession and buy/sell planning is more about equitable treatment of shareholders, and estate planning will place greater focus on the tax and inheritance implications for the business owner.

However, business valuations are not silver bullets. There is no single right price for a business, and invariably, different parties will almost always arrive at different valuation results. The key to arriving at a conclusion to any discussion (whether it be with the tax man or a new investor) is understanding the objectives of each party and selecting the approach and valuation basis that is best suited to achieving those objectives effectively.

Using valuations in buy/sell discussions

A quality valuation report can be an invaluable tool for any party entering into buy or sell discussions. For a business owner looking to sell their business (or a part thereof), a detailed valuation exercise will highlight the aspects of the business that contribute positively to the valuation and will allow the seller to motivate for the highest price.

Conversely, a well-equipped buyer will have a better understanding of how the business has delivered results and the assumptions/expectations that would need to be played out in order for the buyer to realise a suitable return on their investment.

Business owners that make the effort to obtain regular valuations for the business will have a far better chance at growing and building their business over time in such a way to optimise their selling price. The same way that one may maintain and service a car in order to preserve its sale value, business owners should use valuation exercises as a means of ensuring that they are continuously building a saleable asset.

When to DIY your valuation

The internet presents all of us with an abundance of information and resources at the click of a button. It is therefore relatively straight forward for any business owner to carry out a valuation exercise themselves. Indeed, many online tools exist where business owners can obtain a free report in a matter of minutes and this can be a good way for business owners to get a

handle on the different methodologies and approaches available.

However, just as one would ask a doctor to step in when symptoms get a bit too serious to be safely addressed by a web search, business owners should seek the right input and advice when they find themselves with transaction discussions and material decisions involving their business. Some of the key benefits of hiring a professional to carry out a business valuation include:

- **Objectivity and independence.** Business owners are notoriously (and justifiably) biased when it comes to their own business, and tend to overestimate potential, underestimate expenses and exaggerate sales potential. This is a negative to a potential buyer that necessarily needs an objective and pragmatic view for potential performance.
- **Blind spots.** A fresh set of eyes will typically highlight areas or aspects that business owners are too close to see or choose not to see. This can assist the business owner in identifying weak spots in the value proposition, as well as helping them justify and validate the value that they have built.
- **Experience.** Valuation professionals have typically valued a range of businesses across a range of industries and can provide a view of the business that business owners simply cannot achieve themselves.

The right valuation partner

The right valuation partner can be a tremendous asset to your business. Much like a trusted mechanic, they can assist business owners in ensuring that their business is managed and grows in a way that accrues maximal value over time. When looking for a valuation partner for your business, test their backgrounds and ask to see some previous valuation reports. There may be a premium to be paid, but this should be comfortably offset by an enhanced outcome to any future discussions.

Gareth Watson is an actuary, consultant and co-founder of iBizValue, a firm specialising in business valuations and corporate finance projects for small to medium companies. www.ibizvalue.co.za



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LESSONS LEARNT:

Expanding into Kenya

SweepSouth was launched in South Africa in June 2014, and soft launched in Kenya at the end of 2019. We spoke to co-founder and CEO, AISHA PANDOR, about their company's learnings and experience in taking the leap north.

Q How did you know SweepSouth was ready to expand into a new market?

I think we waited too long to launch into our first international market. We knew we were ready once we had a good product market fit in our core market (South Africa), and once we could operationalise well, with predictable outcomes and projections (i.e. put x investment into marketing, and expect y additional customers, and onboard z additional SweepStars). Once you understand the dynamics of your business well, it's a good time to launch into a new market. There are so many new learnings that you can't anticipate until you're actively operating in a different market.

Q Which African countries did you investigate, and why did you settle on Kenya?

We're really interested in East Africa and West Africa in general as exciting regions for expansion. What we liked about Kenya was that it felt like an in-between in terms of culture, market segment and dynamics, and smartphone and internet penetration, when compared to West Africa.

Q How did you do your market research there?

Our market research involved many interviews with Kenyan entrepreneurs and tech company employees, understanding business governance challenges, market interviews with people who represented our ideal customer and SweepStar profiles, and also just being in the market in person and getting a sense of the culture.

It was really important to hire team members in-country too, and for them to be able to lead us in terms of culture and market and what things we can export from South Africa, versus what we need to do completely differently in Kenya.

Q Did you partner with anyone in Kenya?

We have team members (operational and software engineers) who are based in Kenya, and have commercial marketing partnerships with a number of companies there. Our partnerships have been a result of networks we have relied on, and also outbound and inbound emails and LinkedIn messages.

Q Tell us a bit about the actual launch and your marketing?

The launch went well, but we quickly realised we needed to bring a fresh and open approach to how we would do marketing. We needed to start as if this was day 1 in a new market, and not a "cookie-cutter" of what we are already doing in a more mature market like South Africa, where we already have good brand awareness and have been operating for 7 years. So we took an experimental approach to marketing, and worked on a lot of partnerships with existing players in the tech and consumer markets in Kenya. We also tried many new things (e.g. influencer-based marketing) and then had a quick feedback loop to determine what is working and what isn't.

Q Any advice regarding employing staff in another country?

Absolutely. Hire for culture as much as for skills. With any remote team members, especially in a new market, you need to feel that they will really fit in with the rest of the team from a 'values' and culture point of view, otherwise it's so difficult for them to integrate and feel engaged. Also, when in a new market, it's important for early team members to be independent, self-starters, curious, have high ownership and accountability, work hard, and love the mission and vision of your company.

Take lots of feedback from new team members in a new

market, to determine what you can and should be doing better to make their job easier and their experience of being with the company as positive as is possible.

Q What's your top advice for other business owners with regards to expanding in a new market?

The most important is don't just try and export your same business into a new market. Understand the different cultural, socio-economic and business dynamics. Also understand the history around the business relationship between countries, to understand how you will be perceived, and tackle any potential negative connotations to your being there. It's key to work with local partners, suppliers, and if possible contract or permanent team hires. Lastly, be prepared to iterate a lot, make mistakes, and be open to loads of feedback.

Q Where to next?

We see our Kenyan operation as a step towards regional expansion into the rest of East Africa, and are excited about that growth. We are also currently exploring West Africa and are really excited about Lagos as a potential base for expansion into that region. There is enormous growth potential on the continent, and we're excited about expanding our presence here. These key markets represent regions where there is a high growth opportunity, ever-increasing internet penetration and digital literacy, and the potential for positive impact on employment, education and economic growth via smart, scalable technology solutions.

Q Final advice?

In every market we enter into, it's not just about the customer base, but about how we can use our platform to add value into the home services ecosystem in a way that really resonates with our market segment. Our platform is about improving the domestic work and home services space, including helping service providers access dignified work at decent pay rates.

Core to our mission is positive social impact and reducing unemployment and underemployment. Having a great company culture is a powerful tool for success.



“Don't just try and export your same business into a new market. Understand the different cultural, socio-economic and business dynamics.

It's key to work with local partners, suppliers, and if possible contract or permanent team hires.”

- Aisha Pandor

Is your insurance still up to task?



Many SMEs have had to make significant changes to their business models. Here's a 'refresher' on the types of business insurance to consider whether your coverage is sufficient to mitigate your risks.

When you're in the thick of running your business and tending to day-to-day work responsibilities, it's easy to leave aspects such as risk and insurance simply to 'tick' over, but that could leave you compromised as your business evolves and the exposures in your environment and industry change.

Aon South Africa share some insights into some of the key risks that SMEs face, and unpacks the trends and insurance solutions that businesses should have on their radar...

1 Has the nature of your business done a 360-pivot as a result of the pandemic?

Many businesses were forced to change their business models, product offerings and premises as a result of the economic fallout of the pandemic. These changes hold significant implications in terms of the nature of the risk that your insurer initially agreed to cover, in relation to what the nature of risk may be now.

Have you changed business premises, or are you working from home? Where are you storing stock and what security measures are in place? Has your restaurant been changed to a catering operation? Have you changed your manufacturing processes or the nature

of products being produced? Are you sub-letting your premises? Are you doing professional consulting work and charging clients for your advice or expertise?

Your insurance cover could be compromised or entirely negated if the profile of the risk initially accepted by an insurer at inception of the policy is materially altered, without notice and updating the risk mitigation measures that may be required by the insurer.

It is crucial to engage with your risk advisor and insurance broker if any aspect of the nature of your business and risk profile has changed in recent months. This exercise is needed not only to ensure that you are adequately insured, but also to explore any unforeseen risks that you may not have considered yet.

2 Vehicle Insurance

Whether you run a handful of motor vehicles or a fleet network, make sure your vehicle insurance is fit for purpose with sufficient liability cover. From an asset replacement perspective, your business vehicles should be insured at no less than retail value, which is what a car dealer would sell it for, taking into consideration age, mileage and condition. Don't forget to add extras or accessories such as tracking systems, tow bars, roof racks and so on. The inclusion of car hire can also be beneficial if your business is heavily reliant on the vehicle to get work done - providing for a hired vehicle while your vehicle is either being repaired or replaced following an accident or theft. Are you using your personal vehicle for business purposes, or delivering goods now that perhaps you have gone 'online'?

3 Goods in transit insurance

Goods in transit insurance is a vital, but often overlooked aspect of SME risk management. If you're a tradesman or contractor transporting equipment, materials or stock, the protection of your goods and customer orders while in transit against damage or loss due to an accident, theft or hijacking is critical to the sustainability of your business, your reputation and financial stability. If these goods are damaged or entirely written off during transit due to a vehicle accident, theft or hijacking, you could be left in a difficult predicament of having to replace the damaged goods at your cost if not insured, not to mention the reputational damage which could ensue if customers are left compromised.

“Your insurance cover could be compromised or entirely negated if the profile of the risk initially accepted by an insurer at inception of the policy is materially altered. It is crucial to engage with your risk advisor and insurance broker if any aspect of the nature of your business and risk profile has changed in recent months.”

A 'goods in transit' policy is an essential cover for any SME involved in the supply and transport of stock and finished items. Also with the explosion of e-commerce and online stores, it is vital to keep this in mind.

4 Cyber Risk

Cybercrime has been massively amplified in our heavily digitised lives and has risen dramatically during Covid-19. If your business has a network, an internet connection and holds sensitive or personally identifiable data, then your business is at risk. A cyber breach has the potential to inflict reputational damage, cause major interruption to normal business operations and income potential, and can also have legal ramifications if personal and financial information is compromised in the context of the Consumer Protection Act (CPA), the Electronic Communications and Transactions Act (ECT) and the Protection of Personal Information Act (POPI).

The statistics clearly show that any perceptions that cyber risk only affects large businesses or corporations are unfounded. Talk to your professional broker about cyber protection for your SME and the serious financial and legal liability if things go wrong.

5 Business Interruption

In the unforeseen circumstances that your business premises burned down, your assets cover will take care of replacing the lost items, but what happens if you are unable to trade for weeks, even months and as a result your revenue halts altogether or is diminished?

Continued on the next page

Business interruption insurance can tide your business over in terms of lost income as a result of a material damage claim until your business is back to operating as usual.

6 Director and Officers Liability Insurance

As the owner of a privately-owned business, you may not think that you need the insurance protection that large, listed companies have for their directors and officers. However, companies of all sizes, even non-profit organisations and membership associations, need comprehensive cover for liabilities that could arise from wrongdoings by directors and officers in conducting their managerial responsibilities.

Where a claim is lodged, the cost of legal defence and investigating an allegation, even if proved unfounded, can run into millions of Rands, draining company and personal financial resources, as well as the human resources that should be focused on running the business. An area that can also give rise to D&O liability is the fact that start-up businesses usually don't have the necessary funds to employ specialised skills for issues around complex legal matters, making them more susceptible to legal compliance claims brought by governmental agencies or regulatory bodies on issues such as tax, labour, data privacy and even environmental laws.

7 Professional Indemnity

No professional relishes the thought of making a mistake or being accused of being negligent in the execution of their professional duties. You may not even have made a mistake for a claim of negligence to be brought against you, however, you'll still need to defend any such claims to resolution, which can be a costly affair, both in time and financially. It is when things go awry, and a claim is lodged that the real value of professional indemnity (PI) insurance and professional advice are truly appreciated.

Professional Indemnity (PI) insurance provides the insured party with indemnity in respect of legal liability arising out of the practice of their profession. This cover will include the professional's own legal costs, as well as any compensation to the claimant and/or legal costs that are up to the limit of indemnity of the policy, providing all parties with peace of mind and financial protection in the event of a claim.

PI insurance is designed not only for traditional professionals who provide advice or a service to their customers but anyone who holds themselves out to be an expert in a particular field and whose expertise and advice the public might rely on, for example, an IT expert.

8 Commercial Crime

In the current tough economic environment, fraudsters are becoming more creative and syndicates are also at play, which means business owners are facing ever-increasing risk from commercial crimes in areas such as credit payments, EFT transfers, debtors, petty cash abuse, cash theft, international transfers, payroll fraud (ghost employees) and stock theft. The fundamental solution is a commercial crime framework, incorporating indemnity for losses resulting from employee dishonesty, forgery or alternation, fraudulent transfer instructions and third-party computer crime.

9 Trade Credit

Accounts receivable is often the largest uninsured asset on your company's balance sheet and can account for up to 40% or more of your company's total assets. Any business that has a debtor's book offering credit terms - regardless of whether the debtor is local or across borders - is at risk of suffering financial loss sustained by non-payment, insolvency and business rescue of its debtors.

Trade credit insurance offers protection of accounts receivables against non-payment due to slow pay, insolvency or foreign non-transfer risk. Coverage is designed to prevent disruptive losses, reduce the risk of key account concentration levels, and provide risk transfer of bad debt issues. With trade credit in place, companies can also enhance their bank financing in terms of improving the lending relationship, enhance their balance sheet and gain access to more capital at reduced rates.

Regardless of size or status, there is no one size fits all approach to business risk insurance, especially in a radically changing business environment. It all depends on the size of the company, the nature of its business and its unique levels of exposure. Consulting with a risk advisor is an invaluable exercise in protecting your business, reputation, clients and bottom line.



The basics of business interruption insurance

Business interruption (BI) refers to any event that stops a business from trading or generating an income. Typical examples include fire, flood, explosion and theft.

Business interruption insurance covers a business against the loss of revenue and helps it to get back on track in terms of paying overheads and expenses during downtime.

Traditionally, if you had a factory and it burnt down, there was a policy to cover the losses. In today's world, there are many other factors that can cause your business to shut down. BI can be expanded according to one's industry and business requirements, such as:

- Cybercrime, political uprisings, sanctions.
- Intellectual property - e.g. prototypes/concepts/competitive advantage.
- Illness, injury, disability or death of a key person in the business - e.g. CEO, partner, etc.

Understanding BI insurance

BI is a catastrophe type of risk, meaning that it doesn't happen often, but if/when it does, both business owner and risk advisor need to ensure that they are prepared and that the insurance policy will respond appropriately. Other catastrophe risks include damage to property and liabilities.

You need to consider all your risks and identify what can be managed and insured in your BI plan.

• BI and material damages:

BI is impacted and linked to material damages to your business. This means that your material damage cover needs to be accurate and suitable for the business. *For example*, if your factory burns down and you are only covered to rebuild a portion of it, your building insurance will affect your BI insurance since it doesn't adequately cover the replacement/reinstatement requirements of the business.

• Seasonal businesses:

It is important to understand the seasonality of businesses. Losses during a certain time of year will not always affect every business the same. If a loss happens in peak season, you need to account for it.

By way of example: A farmer's storage facility burns down. He has no stock and needs to look at other options. Does he source stock elsewhere and repackage it with his own branding while he rebuilds? Does he supplement the loss by harvesting other crops? Or is he in a position to wait until the next harvest season? The costs thereof need to be considered as well as downtimes that may occur that will impact on rebuilding and restocking of goods.

Take-outs

BI affects anyone who is in business, no matter how big or small.

BI happens infrequently, but if it is not done correctly, it could affect the financial stability and ongoing viability of your business.

Not only do you need to know and understand your risks, but also those of your clients and suppliers. Ask yourself what do their business interruption plans look like, and what, from those plans, do you need to include and account for in your own BI plan?

Your BI plan should be revisited annually, or as your business changes - and with your risk advisor - ensure you are adequately covered and have considered all your risks efficiently.

By Peter Olyott, CEO of Indwe Risk Services. This article is the first in a series to unpack business interruption insurance. Visit: www.indwe.co.za



The Building, Office and Home Services sector

- A pocket of excellence in franchising



The news that listed group Italtile expects its full-year earnings to surge by 70 percent, boosted by a high demand for its products and an 18.5 percent increase in total retail store sales, makes anyone reading this during the pandemic do a double take... is that at all possible?

The retail franchisor and manufacturer (with brands including Italtile Retail, CTM, TopT & U-Light), attributed this robust performance to an improvement in in-stock levels as it built up inventory depleted due to unexpectedly high demand driven by the home improvement surge.

The group's local integrated supply chain played a pivotal role in ensuring consistent availability of a wide product range and sustained lower interest rates, which supported homeowners' spend on their primary asset, and the reallocation to home improvements of some funds previously incurred on transport, travel and other recreational pastimes, according to a press release by Italtile.

That pocket of excellence and resilience is the Building, Office & Home Services sector and its retail arm which makes up ten and sixteen percent respectively of the 'pie' of various sectors that make up the franchise sector in South Africa. This franchise sector as a whole

contributed almost 14% to the GDP in 2019 through its around 800 business systems, and over 48 000 outlets employing close to half a million people.

"Generally franchise businesses have fared better than independents during this pandemic, and in particular specialist retailers in sectors like DIY and Home Services, have thrived as people improve and preserve their home bases. This bodes well for a franchise revival as the economy starts to recover," comments Pertunia Sibanyoni, chair of the Franchise Association of South Africa (FASA).

Other brands within the Building, Office & Home Services sector - whether on the service or retail side - have also reported increased business and good future prospects.

Coastal Hire, a franchise in the rental of equipment to the construction industry, bakkie builders and the DIY market, reports that business is almost back to pre-Covid levels, this according to John Harcourt-Cooke, Director. "Our business with DIY and bakkie builder customers has increased significantly as people now do their own improvements and repairs at home. There is a whole new level of customers we never had before."

Continued on the next page



The **COLOUR** of quality



**WE
MAKE
IT**



**WE
SELL
IT**



**YOU
PAINT
WITH QUALITY**



Universal Paints offers entrepreneurs and current business owners an opportunity to meet a growing demand for paint and allied products through our unique business model with a strong, stable South African investment. As a premium brand we supply and service a broad base of customers who understand the value of quality, longevity, and expert service.

Universal Paints products are exclusive to our direct outlets.

WHY Universal Paints?

- Over 35 years of proven history
- Turnkey paint business operation
- Quality products, locally produced
- Exclusive and premium product offering
- Expert technical and operational support services
- Direct involvement with leasing and store design
- Direct involvement with local store marketing
- Mass brand advertising
- Training for Owners and Staff
- No joining fees and no monthly management fees

VOTED

BEST PAINT RETAILER



Set up costs:

R1,400,000
excluding VAT

+

Opening stock:

R600,000
excluding VAT

+

Working capital:

R500,000
for ±6 months

Unencumbered
cash required:

R1,000,000
on signature of
supply agreement

Marketing fee:

R8700
per month
excluding VAT

According to Chris Quayle, Marketing Executive at Build-It, “as a franchise, we worked hard to support franchisees through the initial lockdown making various allowances and extending lifeboat support to our members. Since the pandemic began, we haven’t lost a single store. We believe there is plenty of opportunity in the building materials sector. We’re hoping that, with the president’s commitment to infrastructural development, there will be even more demand in the future.”

Even in depressed areas like the Eastern Cape, franchises in this sector are reporting an uptake in business with Jason Bowen, a Talisman Hire franchisee in East London reporting that “with so many people working from home, renovations have taken off, and with them plant hire has followed.” He has opened a second Talisman Hire franchise and now services extensive areas both east and west of East London.

What it takes to get ahead

Because the demand in this sector is so varied and includes projects of all budgets and sizes, entrepreneurs looking to invest have a wide selection of specialised areas they can choose from. While some franchise and business opportunities require industry experience, many provide all the necessary training to get candidates without technical skills up and running. In return they expect prospects to show a willingness to learn and the ability to follow a system.

As is true of starting up in any sector, you need to be sure that the building and home services market is one that suits your skillset and temperament. The level of skill or experience needed to start up will, of course, depend largely on the nature of the service to be offered. We look at some ‘tools of the trade’ that are required:

- **Quality workmanship.** The quality of your workmanship will set you apart in this sector. Badly finished buildings, poor paint jobs and ill-fitting units will detract from the value of a home, and won’t be accepted by homeowners – and word can travel fast. Cutting corners is not the way to build your business, so make sure you have what it takes to be detail-orientated and committed to quality workmanship.

- **Superior service.** Service levels play a very important role. This starts with the ability to work alongside your clients and listen to their needs. And, then translate this into a finished product.

This is often where the benefit of being an owner-managed operation or having a strong owner/manager influence can be a key point of difference. When money is tight, consumers look for even more value for their money - so deliver what you promise. Follow-ups and keeping the customer informed about the progress of the project is crucial. Being on time for meetings and delivering the job on time is also critical. As you will be working in people’s homes – often when they are there – you should focus on causing as little disruption to the homeowners as possible. If you can, do the bulk of the work off-site and then come in to fit.

- **A sound reputation.** Remember that “word-of-mouth” and referrals are still the most powerful tools for a home improvement business to build a solid reputation. And, a happy customer is the best advert you will ever have for your business.

- **The right pricing structure.** One of the greatest challenges for the home services industry as a whole is the pricing model. There is no standard pricing for home services. A lot of research and planning needs to go into understanding the prevailing trends and fixing a price for your particular home service. Again, this is where operating as a franchisee can have its advantages. Margins can be fairly low, depending on the business, because of very strong price competition. So keep a close eye on your overheads and labour components, which can escalate if you don’t monitor them.

- **Planning for the off-season.** Seasonality impacts many opportunities in the home services sector. Landscaping services are probably the hardest hit, as demand from residential clients is at its greatest during the spring and summer months. If you cater to commercial client and body corporates, you will, however, most likely be paid on a monthly basis. Other building projects also fall off during the rainy season, and home service contractors need to plan carefully to ensure that they stay afloat during the leaner months. Weather volatility in general is a key challenge in the sector.

Whichever end of the market you choose to target, there’s clearly money to be made by offering a service that will help with the building, renovating or maintenance of people’s homes. As with any franchise or business opportunity, it’s important to understand exactly what the prospect entails, and to research the company’s background and track record.



FRANCHISE OPPORTUNITY

JOIN THE MARKET LEADERS IN THE PVC FENCING INDUSTRY

Value Fencing Franchise Group SA manufactures and supplies the largest choice of PVC fencing in Africa. Their extensive range of durable PVC products is of the highest standard and quality, enhancing and adding value to any property.

PVC Fencing | Gates | Doors | Balustrades | Railings | Shutters | Louvres | Pergolas | Screen fencing



We offer franchisees:

- Full training in Ballito, KwaZulu Natal
- Ample stock from our 2x warehouses
- Ready-made pricing structure to get you up and running
- Allocated email address, SIM card and mobile number
- Website, SEO system, and managed social media
- Total support with tried-and-tested guidelines and systems

As a franchisee you will be required to:

- Set-up a mini factory and hold a minimum of R300 000 worth of stock
- Operate from a proper commercial property with approved signage, branded vehicle and possess all the necessary tools (value approx. R120 000 basic)
- Offer customers the best service, advice and workmanship

Basic Franchise package (own set-up):

Initiation fee: R120 000 ex VAT

Franchise fee: R2 500 ex VAT pm

Admin & advertising fee: R2 500 ex VAT pm

Fast return on investment and good profits for those who do their part

**OPPORTUNITIES
AVAILABLE
NATIONWIDE**



If you are motivated, willing to learn and eager to share in our success, contact Willie Labuschagne
Call: 083 318 7777 | Email: valuefencing@gmail.com | www.valuefencing.co.za/franchise
[Click Here to go to our Facebook page](#)



Paint your success story

Now is the perfect time to invest in a paint contracting franchise.

Since 1989, Coating Worx has become a recognised brand known for providing professional painting, damp-proofing and cost-effective maintenance solutions to commercial, industrial and domestic clients across South Africa. The company was established out of the need for quality service and integrity in the paint contracting industry.

Coating Worx services the needs of homeowners, corporates, body corporates, townhouse complexes and facility managers to enhance and maintain their property assets. Due to this ever-growing market, the company is now on an expansion drive to recruit new franchisees.

Benefits of owning your own Coating Worx franchise

The Coating Worx franchise model brings 32 years of experience in the industry. Franchisees benefit from tried-and-tested procedures, leads and pro-active support from head office, paint supplier guarantees and discounts, and a monthly marketing allowance from supplier rebates.

Every property needs paint to stave off environmental damage. New buildings must be painted, and every existing building inevitably finds itself in need of a re-paint after five years, which makes the Coating Worx an ideal annuity business.

Coating Worx is supported and endorsed by Plascon Paint and Dulux which enables them to guarantee their product and workmanship for 5 years, under certain conditions.

With a national footprint Coating Worx can effectively undertake and deploy the right resources to match any scale of project.

The franchise package

The total set-up cost for a turnkey Coating Worx franchise is R450 000 ex Vat. The package includes all necessary equipment, management software, business systems and the rights to use the Coating Worx trademark. Minimal working capital is required due to contract deposits and progress payments.

Training

Previous experience in the coatings field is not necessary. Coating Worx, together with its paint suppliers, offer in-house training courses for franchisees and managers followed by on-the-job training. This covers key areas such as marketing, costing and compilation of contracts, production, administration and financial procedures. Franchisees will be given all the necessary tools and skills to run their own successful business.

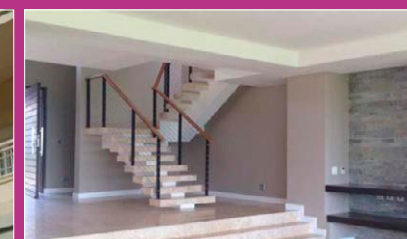
Will you be our next franchisee?

Coating Worx is looking for enthusiastic, self-motivated individuals that have a passion for the industry and can deliver professional services of the highest standard and quality.

Prospective franchisees should have an entrepreneurial spirit and drive to succeed. Effectively managed, this business will provide an excellent return on your investment.

If you would like to join our network and think you have what it takes to become a Coating Worx franchise in your chosen area, we would like to hear from you.

Contact us! Email: franchise@coatingworx.co.za or visit www.coatingworx.co.za/franchise for more information.



FRANCHISE OPPORTUNITY



Coating Worx Est. 1989
professional paint contractors

LET'S PARTNER UP

COATING WORX is expanding its footprint nationwide and is looking to recruit new franchisees to start their own commercial and domestic paint contracting business.

FULL TURNKEY FRANCHISE SET-UP COST: R450 000 ex Vat (including franchise fee)

Includes all equipment, management software, business systems and rights to use the Coating Worx trademark

- Minimal working capital required due to contract deposits and progress payments
- No fixed overheads, no stock holding, no power failures
- Excellent return on investment

Combine our expertise with your drive and you can be your own boss and take control of your future!

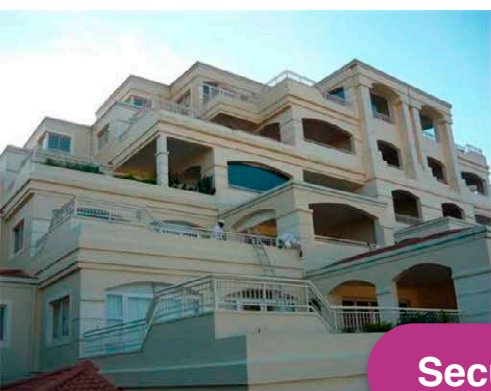
BENEFIT FROM:

- An established tried-and-tested franchise model
- Intensive in-house and on-site training for franchisees, staff and managers
- Ongoing support and leads supplied by Head Office
- Paint supplier guarantees and discounts
- Monthly marketing allowance from supplier rebates

"Purchasing the Coating Worx franchise has allowed us to excel as a family in business! The legacy left to my children outweigh the initial capital investment, and we are reaping the returns." — Debbie Olivier, East Rand Gauteng Franchisee

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VIDEOS



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A man with a mission

In the midst of the country's unemployment crisis and skills gap dilemma, comes the story of tenacious entrepreneur, **RODNEY MADUWA**, who's paint manufacturing business is not only thriving, but is also committed to developing vocational skills and trades for our youth.

According to Stats SA, the unemployment rate among the youth between the ages of 15 and 24 is an alarming 63.2%. The Department of Higher Education has reinforced the imperative to identify skills needs at all levels. Vocational education can help fill the skills gap, boost productivity, and enhance industries employment.

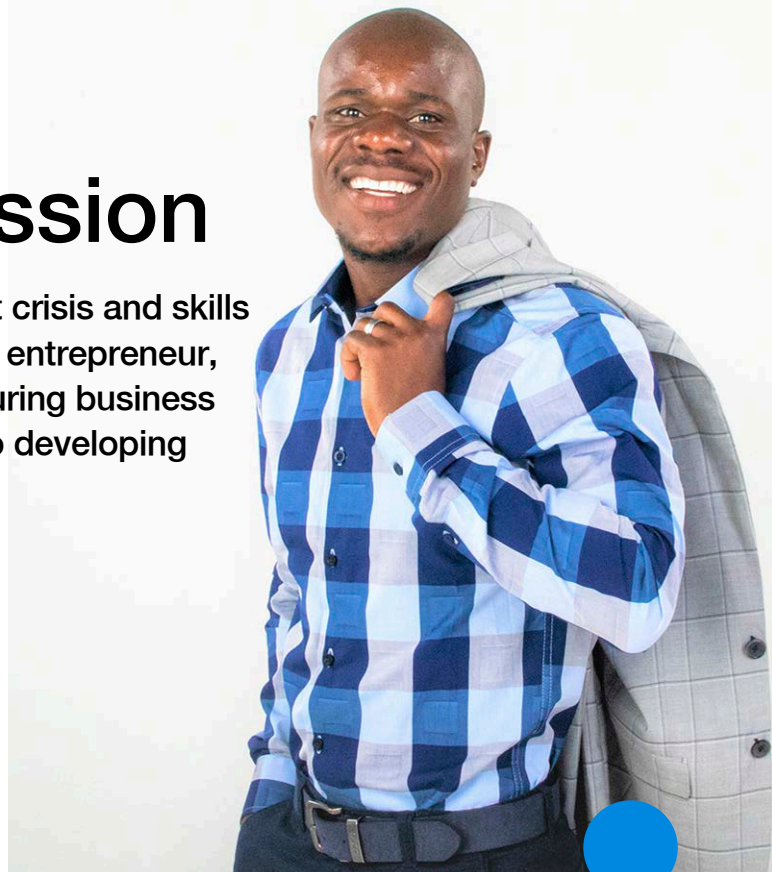
Individuals like Rodney Maduwa have heeded this call, and through his company, Maduwa Paint World, a specialist paint manufacturing company supplying paint for commercial and industrial uses, is committed to creating employment opportunities among unskilled youth from the local communities and villages.

Born and raised in Ha-Maduwa, a small village in the Limpopo province, Maduwa founded Maduwa Paint World in 2013. The business has seen phenomenal growth even during this difficult economic environment, already doubling last year's annual turnover of R1.3 million. This growth is aligned with the findings of a recent Stats SA report that revealed that the retail trade sales unexpectedly rebounded in February and rose 2.3 percent from a year earlier, recovering from an upwardly revised 3.7 percent contraction in January. Retailers in food and beverages stores, and those specialising in hardware, paint, and glass, were among those that recorded positive results.

A win-win for both employers and the youth

Maduwa is passionate about providing mentorship and skills training to develop the youth and enable them to gain on-the-job experience in the manufacturing and processing of paint products and detergents. "We have trained and upskilled over 15 painters last year despite the lockdown, all of whom are now employed by the company. We are currently in the process of training another eight young people in the areas of factory manufacturing and paint application," says Maduwa.

"It is critical that we create employment opportunities for the youth. Even on our small scale, we try to play our part by teaching those who may not have had the opportunity to get academic skills. Teaching them vocational skills and



"Even on our small scale, we try to play our part." - Rodney Maduwa

trades is another point of access to the job market."

"We have experienced how beneficial this has been to our company in terms of productivity. It's a win-win for both parties. We have established strong relationships and trust with the young people that we teach and mentor. Because of this, they work hard, are dedicated and work efficiently," says Maduwa.

A message to our youth

"Educating yourself is key to achieving big things. Although we live in a digital world, young people need to be wary of the fact that not all will be placed in a 'glamorous' occupation. When you look at the current state of employment, you can easily recognise that there is a shortage of people with vocational skills in the country. When young people master these trades they put themselves in a better position to find sustainable employment. They must not be afraid to start from the bottom and work hard to get to the top, because if they hold on, they definitely will enjoy the benefits."

"We are committed to making a difference and intend to train at least 50 young people over the next year. We must all work together to make a difference. This is what will help the country combat issues of unemployment," Maduwa concludes.

Climb your way to success

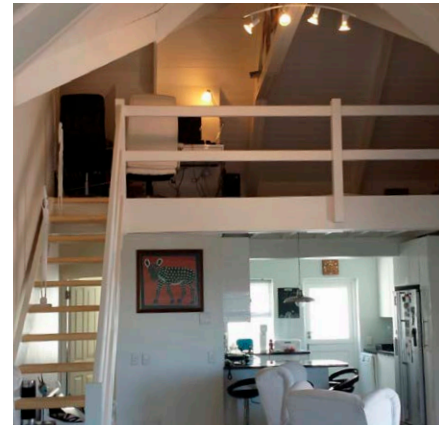
LOFT-E-LADDER is inviting passionate entrepreneurs to join...

Founded by Raymond Moore, the worldwide loft ladder concept has been successfully manufactured and marketed for the past 26 years in South Africa, allowing clients to expand and utilise expensive space within their residential or commercial property. An automated loft ladder for luxurious premises has also been developed, and a number of consulates and high profile hotels and restaurants proudly boast De Luxe Loft Ladders. In addition to loft ladder installations, Loft-e-Ladder specialise in mezzanine floors, loft conversions and storage spaces.

The head office team have embarked on a national expansion campaign, and as such, are looking for franchise partners with business acumen, honesty and integrity. They need to be self-motivated and have good people skills; with some sales skills being beneficial. A knowledge of technical drawings and carpentry is important.

The package on offer

Loft-E-Ladder franchises are available from R90 000, which includes a sample ladder, a branded shirt, all stationery templates, as well as all leads from two mature websites passed on to area franchisees. Working capital of R90 000 is required and royalties of 10% are payable monthly, based on the order value. Comprehensive training is presented over three days



in Cape Town at the franchisees' expense. Franchisees will be trained to install ladders, mezzanine floors and loft conversions. An operations and procedures manual will be provided. Marketing and sales strategies, as well as financial training is also included. Full telephonic support is given for the first three months, followed by two months on Skype.



LOFT-E-LADDER

We have excelled in creating space for 26 years

Loft-E-Ladder is looking for business partners to join their worldwide dynamic franchise specialising in loft ladders, storage, mezzanine floors and loft conversions.

Are you...

- Ready to embark upon the road to success with us?
- In possession of working capital of R90K+?
- Honest, self-motivated and service orientated?
- Technically-minded with sales and people skills?
- In possession of reliable transport and office infrastructure?

Franchise packages from R90 000

Opportunities available in **Gauteng (2), KwaZulu-Natal, Garden Route, Somerset West, Overberg, Bloemfontein**

For more information, email ray@loft-e-ladder.co.za or contact Annatjie on 079 457 8136, lofteladderam@gmail.com | www.loft-e-ladder.co.za



Sustainable shopping

Saving the world, one t-shirt at a time...

With more consumers changing their consumption behaviour to support a more sustainable lifestyle, the market for selling and buying of preloved fashion is taking off, growing more than 20 times faster than the traditional fashion retail market, according to the Thred Up Resale Report 2020. This trend is supported by global players, such as Vinted and Depop, and local platform, Yaga.co.za.

Founder and CEO of Yaga, Aune Aunapuu has always been passionate about nature and environmental issues, with a master's degree in environmental management and 8 years experience working as an environmental consultant. "Founding Yaga allowed me to apply my environmental knowledge and experience for good, to be an entrepreneur, and to contribute to caring for our planet," she says.

Yaga has become the fastest-growing marketplace and mobile app for selling and buying preloved clothing online in South Africa, with more than 100 000 registered users and 20 000 daily visitors. It also attracted attention from investors, and recently raised R12 million to support its rapid growth.

"It is Yaga's goal to keep South Africans ahead of the latest retail and fashion trends, whilst enabling them to make the greener choice. It also supports sustainable entrepreneurship by giving anyone the chance to open a 'shop' and to start selling online, empowering them with an entrepreneurship opportunity." We chat with Aunapuu about her journey in sustainable entrepreneurship.

Q Why preloved clothes?

The fashion industry needs to become more sustainable. Fortunately, everyone who buys fashion has the power to contribute to this change by buying preloved instead of new fashion items to support sustainable consumption. While there are several fashion resale buy and sell platforms globally, there were none for Africa. I am humbled that the South African market accepted us with open arms from the day we launched.



Aune Aunapuu

Q What advice can you share about your early days as a start-up?

It is important to realise that you cannot do everything alone. The key is building a team of people who share your vision and passion, and also inspire and challenge you. Carefully select a business partner who can share the responsibilities, and seek out experienced advisors and entrepreneurs who can help you avoid mistakes and provide validation for your ideas. If you are building a global business, then hire local talent who have an understanding of that local market.

Q What are your top tips for a successful e-commerce business?

Get your business idea out and start talking to your customers to find out what value they are looking for in your business. Acting on customers' feedback is a key aspect of building a successful business. We really listen to what our community is saying and work hard every day to build Yaga better.

In the e-com business, customers' expectations of the user experience are high – it has to be intuitive, easy to understand and use, and it must create clear value. For example, Yaga's top priority is safety - we provide a safe platform for person-to-person selling and buying, so our users don't have to be afraid of getting scammed and losing their money. That's the top reason South Africans prefer Yaga over other online marketplaces.

Q What advice do you have for those wanting to enter sustainable entrepreneurship?

Think through your personal "why?" - what are your drivers and how do these relate to sustainability? Global sustainability trends are gaining momentum as more consumers, especially the younger generations, are changing their behaviour.

There are many more business opportunities that drive sustainability. Find the one that relates to your personal values and creates a solution to customers' problems. When the business founder and the team believe in the same mission and values, it shows in the results achieved.

Then, don't overthink things - get started and learn by doing!

Q What drives you?

I am inspired by doing something with a greater meaning: building a more sustainable future for fashion shopping, while contributing to caring for our planet. We genuinely believe in saving the world one t-shirt at a time!

I also love our mission-driven team with its co-creating energy. I thrive on the feedback from our Yaga user community, and I also am grateful to the people who supported me through this journey - they are my greatest motivators.

Q What's next for Yaga?

Our objective is to become the number one online selling and shopping platform for preloved fashion in Africa, with Kenya and Nigeria next on the map. Our next fundraising round to further fuel our growth is planned for mid-2022.

Q Anything else you would like to share as a business owner?

I wish more people - especially women! - would consider becoming entrepreneurs. It's a beautiful journey that teaches you about yourself, and introduces you to places and people you would never have known otherwise.

Becoming an entrepreneur enables you to impact society, starting with your local community, by bringing new solutions, adding value to people's lives and creating opportunities and jobs for others.

A global call to action

Aligning with the UN's Sustainable Development Goals (SDG's)

Informed consumers and investors are calling on businesses to step up. Poverty and unsustainable patterns of production and consumption are key drivers of environmental degradation, and are just two of the 17 Sustainable Development Goals (SDGs) set out by the 2030 Agenda for Sustainable Development, which is the result of a universal call to action to end poverty and protect the planet.

While some businesses have heeded the call to deliver on these global SDGs, there are still many who are unsure exactly how to do this. How do they take action towards a more sustainable future? How do they measure their SDG performance? Where do they begin their journey to building a better world? And how will it add value?

The UN Global Compact and B Lab offers the following advice:

- **Start the process.** The SDG Action Manager Tool was co-developed by the UN Global Compact and B Lab (the NGO behind B Corporation Certification). This is a free, easy-to-use online tool that measures and manages commitment to SDGs inside your business. It will help you to figure out how your operations, supply chain, and business model creates a positive impact, and identify risk areas for each SDG. Access it here: www.app.bimpactassessment.net/get-started/sdg-action-manager.
- **Set goals and targets.** It's here that you want to identify which of the 17 SDGs matter the most to your company profile - obviously not all will be relevant to your company. By aligning KPIs with the SDGs, companies can set more meaningful goals and communicate more effectively about its commitment to sustainable development.
- **Collaborate with peers and integrate.** Invite colleagues to contribute their expertise, because collaborating with



peers can improve efficiency and sustainability. Integrating sustainability has the potential to transform all aspects of your company's core business, including its product and service offering, customer segments, supply chain management, choice and use of raw materials, transport and distribution networks and product end-of-life. To pursue shared objectives or address systematic changes, will enhance your impact and reach.

Impact sourcing

Impact sourcing is a business practice where organisations look toward previously disadvantaged communities to identify and develop high potential talent, and then place them in jobs that provide them with a sustainable income, and a pathway to social upliftment.

While impact sourcing is gaining traction internationally, this hasn't necessarily been the case in South Africa, with some still sceptical about whether such business models are effective in the long term. According to CareerBox, work by several NGOs have however shown this to be a misconception, with impact sourcing having numerous positive benefits for businesses.

With unemployment in South Africa at an all time high, and the youth and women being those especially affected, it is time for all to step up. They won't just be making a difference in a few people's lives, but making a definitive contribution toward the sustainable growth of their businesses and the country as a whole.

Real-world examples are showing that it is possible for organisations to make money, and do good at the same time.

What it takes to be an entrepreneur



An entrepreneur is a term we hear a lot, and South Africa has a wealth of them. These are individuals who undertake risk, who show passion and initiative, with the end goals of financial profit and benefits for their communities.

“South Africa’s entrepreneurs are self-motivated risk takers who value passion and success above all. With genuine passion, hard-work, a great idea, and a knack for learning, anyone can build a business and become a success,” says Andiswa Gumede, the Tholoana Enterprise Programme Specialist at the SAB Foundation.

This programme supports small businesses that benefit or are owned by women, youth and people living in rural and or peri-urban areas, through grants and business mentorship and guidance. Gumede’s job ensures that she works closely with entrepreneurs on a daily basis, as a mentor and guide, and she is acutely aware of the struggles and rewards they face when taking the risk to start their own business.

Gumede explains that first and foremost, entrepreneurs value independence. “They want to be their own bosses, however, they also have hundreds, thousands, or millions of bosses; these are called customers.”

“Our innovators are working to build something that will last,” she continues. “One of the defining factors for an entrepreneur is to take the necessary steps to create a business that will, when managed properly, continue making them money while they are not working.”

“Entrepreneurs are also self-reliant,” she says. “They enjoy being responsible for their own success and take pride in building something greater than themselves.”

Based on her experience, Gumede shares what it takes to become an entrepreneur:

■ Find your niche

“Finding a niche differentiates your business from the competition and allows you to excel in your sector,” she says. “Choose your target audience, determine the needs of your customers, research your customer base,

create your business plan, and market your business to your specific audience.”

■ Research your market

“Market research helps you find customers for your business,” she explains. “Gather information to better understand opportunities and limitations for gaining customers such as data on age, wealth, family, interests, or anything else that’s relevant for your business.”

■ Identify a problem to solve

“Validate that there is a problem worth solving and where exactly a product or service can be most successful in solving that problem,” she advises. “The best way to validate that a problem exists is to actually jump right in and assume part of the role that your product might fill in the future.”

■ Educate yourself

“There are many things that you will need to know as an entrepreneur,” she says. “Your current education cannot cover all of the necessary skills to enable you to successfully start and run a business. You need to educate yourself continually.”

■ Build your business in stages

“Setting up a sustainable business takes time, effort, and potentially a few setbacks,” she warns. “Instead of trying to pass through the different growth stages all at once, refine your approach if something is not working and focus more on the activities that achieve the best results.”

“Entrepreneurs have the ability to change the way we live and work,” says Gumede. “Their innovations may improve standards of living, and in addition, they create jobs and contribute to a growing economy. The importance of entrepreneurship is not to be understated.”



“Entrepreneurs have the ability to change the way we live and work.”

- Andiswa Gumede

It's a way of life

“Know what you want and be prepared to have your own beliefs challenged. Understand that failure is not finality, but dwelling on it is the quickest way to derail your future success.” So says Michael Pretorius, intrepid entrepreneur and businessman who built CT Industries from the ground up - literally. “I started CT Floors in 2002 with no capital and little experience. Survival was dependent on my creativity and taking opportunities when they arose.”

“Being an entrepreneur requires a specific mindset,” Pretorius says. “It’s about the thrill of the hunt, gaining the competitive edge, a passion for finding real workable solutions and the incredible victory dance when the client says ‘yes!’”

The backbone of economies

“Entrepreneurship is the future,” Pretorius continues, “and the very backbone of any country’s economy. It takes a special type of person to envisage something, step out of their comfort zone, inspire people and investors to join them, and create a business that will benefit so many more people than the entrepreneur alone.”

Pretorius sees entrepreneurship as the lifeblood of innovation: “It is nimble, creative, risky, scary, raw, beautiful, and so rewarding when things come together,” he says.

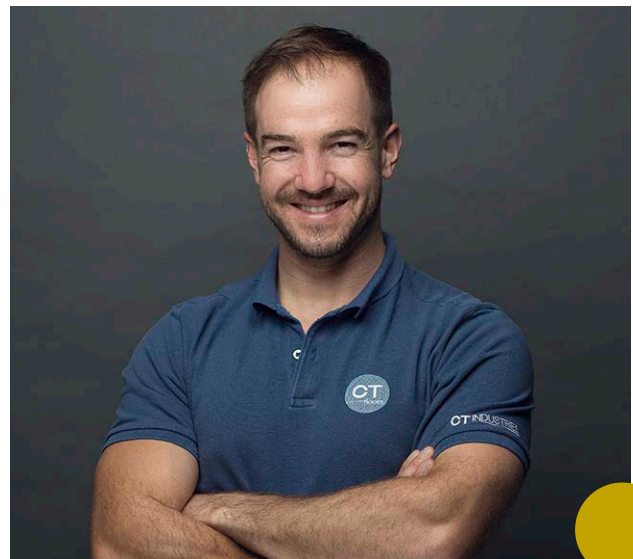
“The most respect is gained by always seeking solutions based on the needs of your customers, from providing

the right specifications for their specific environment, to crafting the most cost-effective solution that still ensures longevity and quality,” he says.

Leadership as business imperatives

“While the pandemic has had a massive impact on businesses, true entrepreneurs will double down their efforts to seek opportunities to heal the economy and forge new paths to success. Companies should nurture a culture of leading by working with teams to solve problems. “This gives everyone a chance to help work out solutions, which makes them that much better in future. Gaining on-the-job experience is the key to building confidence, which is a key ingredient in leadership,” Pretorius says. “It’s about empowering people and guiding them towards a better job, career and, ultimately, life.”

“In any developing country, job opportunities are not always available for everyone. If you can’t find a job, you really have two choices: Beg, or create something that can earn you an income. If you do the latter, you can classify yourself as a beginner entrepreneur. Work at it diligently and start building your identity with pride,” he concludes.



“The most respect is gained by always seeking solutions based on the needs of your customers.”

- Michael Pretorius

Reflections from our **young entrepreneurs**



As we commemorate Youth Month in June, we found it important to catch up with two of our young business owners carving their own respective paths. Here's what they had to say:



**Pontsho Sibanyone,
Pontsho The Beauty**

Pontsho Sibanyoni is a 25 years old make-up artist who started her own business in November 2018 when she could not find a job. After being academically excluded

from the University of Johannesburg in 2007, she resorted to working in retail, but soon discovered her true passion.

"I decided to use my God-given talent to define my own path and pursue my passion on a full-time basis. I started receiving client bookings in January 2019. In November 2020 I got introduced to permanent make-up/cosmetic tattooing; a service that creates an illusion of fuller eyebrows through microblading and micropigmentation for clients who suffer from hair loss. My passion and hunger to succeed drives me, and I wake up every day looking forward to putting a smile on someone's face because they went from bald brows to a full set of eyebrows," she says.

Sibanyoni mentions mental health issues, as well as alcohol and drug abuse amongst the youth as the biggest destiny destroyers. Social media has also become detrimental as it creates unnecessary pressure

on young people. It creates the illusion of 'making shortcuts' and "the easy way of life" appealing.

The lack of support system is also a challenge. For her and her business, the support of mentors have been invaluable. "I have mentors that help revive my energy during off-peak seasons, and they inspire me to do better and improve on the services I have on offer. They basically pour into me as I pour into my business."

"Young entrepreneurs need all the love and support they can get from family and friends. When you have a good support system, you excel in everything you do."



**Lesiba Manyubele,
Clean n Fresh Sneaker
Care**

Lesiba Samuel Manyubele is 34 years old and a freelance sports editor at Supersport. He started Clean n Fresh Sneaker Care part-time. "The shoe

washing business idea struck me in 2017 when I realised that many people were too lazy to wash their shoes. We wash, service and renew all types of shoes. And as part of our service, we collect and drop off the shoes to the Johannesburg area and its surrounds. Seeing people with smiles on their faces when they put on clean shoes keeps me motivated to continue with what I am doing."

Manyubele cites the high incidence of unemployment as the biggest challenge facing the youth of SA today. He comments that many with qualifications are not being employed as they do not have experience. Yet those with learnerships under their belt are told that they are over qualified. In entrepreneurship, there are many youngsters out there who have good business ideas, but simply don't have sponsors or enough money to start.

The message is clear: Our youth are willing, innovative and motivated, they just need our support.

By Amantle Mokubung, Marketing Strategist, Moderator, Columnist, Business Coach & Co-founder of Makgarebe A Mahikeng. www.amantle.africa





Agency opportunity launching next month...

NATURAL HEALING RESEARCH has spotted a gap in the market for an online portal for practitioners to

advertise their healing remedies. This will assist health-orientated individuals looking for alternate treatments to replace their pharmaceutical medication.

The website aims to provide a resourceful directory for advice and assistance on numerous natural healing remedies. It will educate and empower people and ultimately create health and wellness awareness on the planet.

With the launch of www.naturalhealingresearch.com people can now search and find information quickly and easily, on any specific ailment or disorder.

Natural Healing Research recently invited the community to submit their “Grandmas old remedies” and practitioners to submit their remedies. The research has been an amazing success with over 300 000 visitors so far. In view of this positive response, Natural Healing Research has created an all-in-one central platform for those looking for remedies and practitioners looking to offer their services, advice products and skills. Nothing like this has ever existed.

Natural Healing Research is now looking for agents to grow their platform. In this way the website will support the well-being of individuals and assist hundreds and hundreds of practitioners to advertise their natural healing remedies.

For more info, email: geoff@naturalhealingresearch.com, or visit: www.naturalhealingresearch.com.



LAUNCHING NEXT MONTH

A GENUINE opportunity to buy an Agency in the Natural Health Field without any risk.

The public is continuously searching for information and advice on health and wellness.


Natural Healing Research is looking for 15 people to assist in creating a website to help Practitioners advertise their natural healing remedies.

By creating this unique platform the health-conscious public can then be guided to the best health care and practitioners in their searched field.

Offer is limited to the first 15 applicants

No immediate investment is required

Potential profits are very good.


Short Explanation video


Application form

This business venture will only commence once we have enough candidates to ensure its success.

For more info email geoff@naturalhealingresearch.com | www.naturalhealingresearch.com

Unlocking business and client potential

With new businesses opening every year, and hundreds of existing businesses needing to redefine their strategies, there is a huge demand for training and coaching.



Frikkie and Pao Le Roux

HIGH PERFORMANCE TRAINING AND COACHING LTD™, established in 1998 and based in New Zealand, is looking for the right professionals to expand their network in South Africa. Prospective franchisees will not be limited to a specific geographical area, and the Master Franchisee will be responsible for developing the South African market.

Dynamic franchisor team, Frikkie and Pao Le Roux, have coached and trained executives and managers in three countries for over 23 years using a carefully proven system. The High Performance Training and Coaching Ltd™ franchise model is different from any other business development system. By changing habits, attitudes and activities of the business owners and their staff, business clients gain immediate impact on bottom-line results.

“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 hold clients accountable to themselves and the goals they want to accomplish. Our process focuses on what is important to the individual, enabling their goals to become the driving force behind the results-orientated process,” says Frikkie Le Roux, Founder and Managing Director.

Benefits of joining our network

High Performance Training and Coaching Ltd™ offers a flexible and easy-to-operate franchise model that can be run with or without employees from a home office. 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. You can help any business owner to have a better work and life balance, and assist them to reduce costs to increase profits. Clients can log into our system

via their mobile devices, laptop or computer. Historically we have achieved an average 1:10 return on investment for most of our clients.

The franchise package

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

- Unique systems, techniques and proven training modules.
- A comprehensive 3-day online training programme via Zoom, Microsoft Teams or WhatsApp. Areas covered include sales, coaching and business development.
- Marketing material and electronic presentations.
- Weekly training on your own training programmes.
- Weekly and monthly business development meetings with each franchisee.
- Excellent ongoing support.

Our ideal franchisee

Prospective franchisees should have an entrepreneurial spirit, be willing to learn and follow our training and coaching programme. Ideally, they should have a proven track record with previous business management and sales experience in a business-to-business environment.

“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 SA and New Zealand.

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,” Frikkie concludes.

Let us help you succeed in your business journey!

Email: frikkie@highperformance.kiwi.nz or
visit: www.highperformance.kiwi.nz.

HIGHPERFORMANCE

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, Rotorua, New Zealand)

**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, contact Frikkie Le Roux for more info on joining our growing network.

Mobile: +64 21 110 4738 | Office: +64 921 56 525 | Email: frikkie@highperformance.kiwi.nz | www.highperformance.kiwi.nz

Run your own 'showroom on wheels'

SNAP-ON is an established 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 book-keeping 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.

Imagine. Print. Earn.

Red Hot Merch offers an end-to-end e-commerce solution and business opportunity for innovative entrepreneurs to sell their 'merch' online.

The concept is simple: entrepreneurs only need to place their designs, or choose from a library of designs, and promote their products. Red Hot Merch does all the heavy lifting of production, fulfilment, order management, logistics as well as handling payments through our secure payment system.

The motivation behind the launch of Red Hot Merch has been the need to create an affordable business opportunity that drives Social Entrepreneurship and assists in solving the massive unemployment problem in South Africa, giving all an equal opportunity to build their own income streams.

"During level 5 lockdown, our creative juices kicked in, and we realised that by combining our talents and experience with Design, Marketing and Business Acumen, together with key manufacturing and logistics, we can offer a 'red hot opportunity'. In addition, the boom in e-commerce means the timing is perfect," says Darryl Comley-White, Marketing Director of Red Hot Merch.

How does it work?

Red Hot Merch offers a low-risk, turnkey solution for aspiring business owners to run their own online shop easily, while the backend support team handles everything else. There are 4 simple steps:

- » Choose from the exclusive growing range of 30 top quality products and garments.
- » Create and place your designs on your products.
- » Upload your product on your own store.
- » Promote your store on all platform (Facebook, Insta, Twitter, etc).

A unique concept

What makes Red Hot Merch so exciting, is that for entrepreneurs, there are no major overheads and they can chop and change products at will. Red Hot Merch does all the printing on a R5 million DTG Printer that allows you to print a one-of-a-kind garment without the need for bulk ordering, reducing the need to hold stock.

We take care of all packaging and delivery. A guy in Kuruman can sell a product to a customer in Durban without ever meeting him or worrying about the logistics. Our products are 100% South African and all our



garments are locally produced. By signing up for RHM, you are creating down-the-line employment for your fellow South Africans.

We also offer a free personal consultation, with no obligation, to prospective clients to help align our capabilities with their goals, and ensure that this is the right business fit for them.

An opportunity limited only by your imagination

Red Hot Merch is for anyone that has a t-shirt design idea inside them just bursting to get out. All you really need for your 'laptop lifestyle' is to be computer literate and have access to the internet. No special skills are required - some graphic design experience is an advantage, but not an absolute requirement, as this can be outsourced through our network of preferred graphic designers. We also have a library of pre-made customisable designs.

Getting started

Red Hot Merch offers three packages for those wanting their own e-commerce shop, starting from R6 950 for the silver package, with a small monthly admin fee.

Free introductory training as well as a comprehensive training course is included as part of the package covering all aspects of the business, as well as guidance and ongoing local online support. We hold your hand every step of the way.

"In addition to our existing range of 30 products, we are also adding caps and embroidery services, and we have a new exciting range of clothing for a very popular market segment. We are excited about our growth curve, and encourage people to take action and go large!"

For more info, visit: www.redhotmerch.co.za.

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.



**SIGN UP FOR THE
FREE INTRODUCTORY
TRAINING**



**BOOK A FREE
NO-OBLIGATION
DISCOVERY SESSION**



**CHOOSE YOUR
IDEAL PACKAGE
& GET STARTED!**

www.redhotmerch.co.za

The role of **PR** in the sales process



To know how Public Relations (PR) can help your business and your brand, you need to understand the role it plays in the 'marketing mix'.

Understanding marketing, the different tactics and what each delivers, must inform your strategy so that it can deliver against your business objectives and marketing spend.

PR's job is to add great value to organic (not paid for) content that ethically educates your target customer on the problems they may be experiencing and provide better solutions to remove their pain points. Second to this, your prospects must understand how your services and products help them, what difference they make, and how they can benefit from what you offer.

PR creates trust and credibility for your business, as well as awareness so that your sales tactics can be successful. Your prospects are influenced during the sales process in the evaluation phase - before they convert (buy) - and this is a very important step in the decision making process.

It is at this point your potential customer will review if you are 'the expert that you say you are', and that your business is a valuable source. They will be influenced by the story of how you can help, why you or your business care about them, and why you are great at what you offer, as well as stories and proof of how you helped others and what they can expect to gain.

Digital PR and how it will support SEO/ searchability

You may have heard that your business needs a great digital footprint? If so, you may wonder what that includes. It simply means that when anyone searches you or your business online, you come up preferably on page 1 of the search engine. While PR does not do the job of Search Engine Optimisation (SEO), it definitely helps with searchability, especially if you are featured in high ranking news pages and websites.

Are your profiles on digital platforms popping up and do they look professional? Are they aligned to who you say you are? Do they provide the right credentials around what you are great at and what you offer? Do they make it easy for others to connect with you?

This also applies to businesses and their brands. Having a good and healthy digital footprint also includes a polished and professional, well-represented 'visual' image that has a consistent brand voice and message across all social media pages, your website/s and other digital marketing materials.

Consistency is crucial when building a credible, trusted, and recognised brand that your market feels

safe with, and knows what to expect from you through your marketing communications.

PR is not a lead generation tool

It is imperative to understand that PR is not going to get your phone ringing non-stop with new business leads. After a radio interview you may see some website visits or get a message or two, however you most likely won't see a massive immediate impact.

This is 100% normal, as a few media interviews will not get you famous or your brand top-of-mind immediately. What you do need for your PR strategy to work is consistent exposure in the media to gain attention. Your prospects need to see, read or hear about you or your business several times. It is proven that they need to see you up to eight times for it to stick.

PR as a solo marketing activity

Will PR work as a standalone marketing strategy? The answer is yes, but only if you have an excellent sales strategy that is currently producing results and your PR can then do its job to support sales in its closing stage.

As explained, PR is not a sales lead generation tactic, so how else will it support you?

Media exposure can support you on overall brand awareness and to stay top-of-mind. It can also act as an education tool, and can tackle difficult misperception challenges in the market.

You can share these media articles with potential customers, and include them into some of your marketing tactics like landing pages, newsletters, and social media pages like LinkedIn.

PR supports the introduction job for you as the business owner or the sales team; your prospects get to know who the business is and why you have something amazing to sell that can change their business or lives. PR helps answer the question 'why you'?

PR also provides prospective customers with comfort, as they have already heard, read or seen your business, which makes the job for sales much easier. It can turn new or cold leads into warm receptive customer leads, which can be converted easier.

Hopefully this shines a light on what to expect from PR in your business. A final point to note is that PR needs to run for a few months at the very least. It is recommended that PR run for no-less than three active months to see some good impact on business objectives, however ideally it takes six to twelve months to gain great consistent media exposure to your target market and to build trust.

Consistency is the name of the game in marketing and PR. If you have great PR and then suddenly disappear, people will ask whether you are still around.

On a final note, PR will deliver the bonus of extra media placements through organic searchability complementing your SEO, lead generation and sales strategies.

Don't forget your media pack...



It is important to have a media pack that holds the information the media will need to be able to publish content about you.

Spokespeople need a biography and high-quality friendly images in the correct format for media to use - as a bare minimum.

You need a brand story that connects the target audiences with why you do what you do, and why the market will need you.

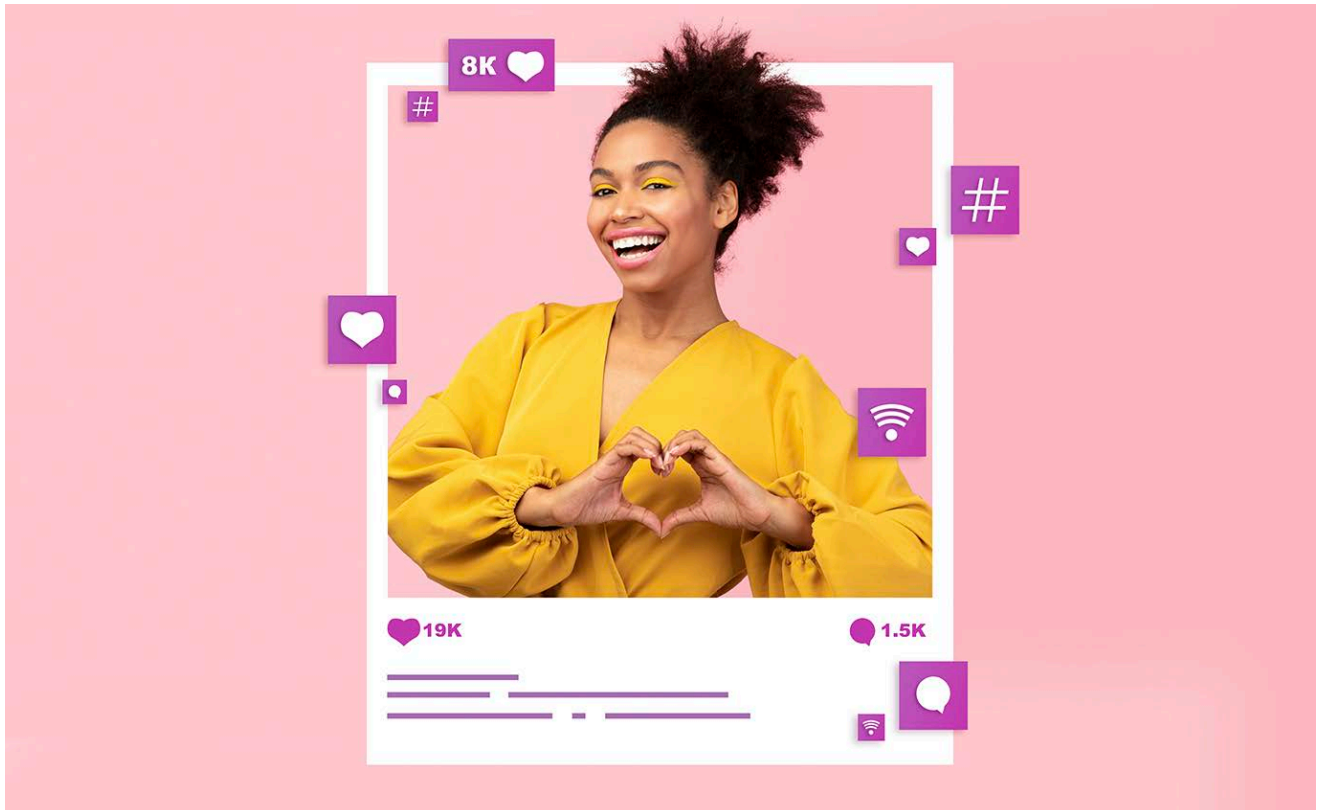
Good brand imagery and an image bank of the business, services and products is also required to support written content.

Numbers captured through infographics and product shots can also help media visually communicate your message to your audiences in a way that is easy to understand, memorable - and more importantly - connects with them emotionally.

By Nadia Hearn, founder of Get-Published, broadcast media producer, presenter and a purpose-driven business mentor. Follow her on @nadiahearn or visit www.get-published.co.za



How to turn your audience into **your community**



Marketing is more than just 'being known'. It's turning a spectator, into someone who's a 'champion' for your small business.

A business needs to be known to people for it to offer its value. That is the simple reason why marketing exists. But just *being known* is just one of the many steps involved in turning a person who is simply a spectator of your business, into someone who champions your business. So how do we do it? How do you take someone from being an audience member to someone who is part of your business' supportive community? We take a look at this pressing question below.

What is the difference between an audience and a community?

Your audience is a passive group of people who follow and are exposed to your brand and content; however, they don't interact any further with it than that.

Your community, on the other hand, is the group of followers that actively engage with your content by liking, commenting, and sharing it with their network. Your community listens and talks to you, connecting with your marketing efforts. So, the biggest difference between the two groups is their level of engagement.

How to turn your audience into your community:

■ **Define your brand and what it stands for**

Before building a community around your brand, you have to know what your brand stands for. Do you have a mission statement and story, and have you identified who your ideal community should be? Think of it like this: the colour orange does not try to make itself greener, hoping to appeal to everybody who loves both.

Orange is orange, and you either like it or you don't. There are no apologies or justifications. So, what's your 'orange'? What is it that your brand stands for that nobody else's does?

Are you ready and armed to engage with this community with valuable content on a regular basis?

Who do you want to attract, and as importantly, who do you *not* want to include? Move on to the next step only after you've answered these questions.

■ **Find the best way to talk to your community**

After identifying what your brand stands for and who your target is, the next step is to answer the 'where' and the 'how'.

This means selecting the right platform based on the following:

- Size of your audience.
- Your audience's preferred method of engagement.
- The features that are needed.
- The level of your technical skills.
- Your budget.

In the beginning, think small and simple. A basic forum might be enough for your website, or even using Facebook groups if your users access it via mobile devices.

Use these test forums to see how your community members interact. As their numbers and engagement grow, you'll be better informed on choosing the right platform down the road.

■ **Showcase your team**

Marketing is about forging connections. When you showcase your team members, it humanises your brand. It shows your followers that you're not just a logo - you're a real group of individuals working hard to make your brand and product special.

Create a series that showcases each of your team members so that your social audience can learn who they are and what they do for the company. Highlighting your team will turn your brand from a faceless entity into one with many people behind it, all of which are relatable.

Showcasing your team is just one way to humanise your brand, but here are other things to keep in mind:

- Share a behind-the-scenes look at work and life at your company.
- Go on a jargon diet and use language that real everyday people use.
- Admit when you're wrong and apologise when needed.

■ **Get the community talking**

Every community will go through a phase where conversations feel a little forced and people aren't initiating conversations by themselves. This will pass. Keep building your community one person at a time, and it will eventually get momentum and flow naturally.

Don't let the lack of engagement and feedback discourage you. If you have customers within the community, they are seeing your content and taking it in, they just need a little time to come out of their shell. The key to this is to keep providing value. This brings us to our next point;

■ **Give more than you get**

Your community members need to get consistent value from you to remain a part of it. Invest whatever resources you have into creating a great community experience for your members.

Supply helpful resources. Answer questions. Offer whatever support you have to make your member happy. Your efforts will be returned in the form of engaged followers, future purchases, and even referrals.

■ **Give it time**

It takes a long time to build a community around your brand, but it creates an authentic, long-lasting connection between your brand and its customers. The best brands fill voids in their customers' lives and become friends and trusted resources. Building a community of people takes time and a lot of effort. It is important to be patient - rush it, and your members will know.

It is easy to tell people about your products, but telling the *right people* about your products, and ensuring they receive a great experience and consistent value, will ensure that you are not the only one singing your praises.

By Gugulethu Rajuili, founder and MD of Pull Incorporated, a consultancy specialising in Digital Marketing, Business Development and Operations Management for SMMEs. www.pullincorporated.com



Tips for running a targeted **PPC** campaign

Grow your business with these 5 steps...

Digital marketing has proven to be a cost-effective method of marketing. Pay-per-click campaigns allow companies to target specific customer profiles that are most likely to purchase a product or enquire about a service. There are numerous ad platforms, from Google Ads to Facebook Ads and a variety of social media platforms, not to mention a range of ad formats and jargon, making investing in a digital media campaign a daunting prospect for some.

These are 5 simple steps to grow your business with a highly targeted PPC campaign.

1 Define your goal

The most important part of starting a PPC campaign is defining what you want to achieve from the campaign to grow your business. Understanding the goal will help you establish which platforms and combination of ad types to use.

The most common goals are generating sales and acquiring new leads. These campaigns would entail tracking conversions of sales made from product listing ads, or forms completed for lead generation ads. Other goals such as traffic generation and brand awareness



would involve maximising the reach of your audience. If you would like to achieve a combination of goals, then you will need to prioritise the goals and split out the investment accordingly.

2 Define your target audience

Your existing customers are a reflection of your ideal target market, therefore if you have contact details for 1 000 customers, you will be able to leverage that data to do re-marketing to them to encourage repeat business. You will also be able to create prospecting audiences based on similar traits from your customer list that have a high likelihood to convert.

Discover new customers by having a clear definition of your customer profile beyond simple demographic information such as age and gender. Considering their habits and interests will allow you to target audiences that may have an affinity for your product. Also taking into account recent purchase intent will allow you to target audiences that are in the market for your product, for example, recent vehicle purchases will likely be in the market for car insurance.

3 Determine your budget

Determine how much you are willing to spend to start your PPC campaign. Keep in mind you can start with a small investment to test strategies and tactics, and scale once you have found the optimal return on advertising spend.

A good strategy would be balancing repeat business while acquiring new customers to grow your client base. Assess how much you are willing to invest in retaining customers as well as evaluate the maximum cost per acquisition required to remain profitable.

4 Ad and landing page message

Ensure you meet the expectations of your potential customer by having a consistent message on your ad content and landing page. The landing page needs to expand on the content of the ad by addressing the needs of the user and explain how your product or service will fulfil their needs. For example, someone searching to purchase denim jeans would expect to see on the landing page - description, sizes, price, and images of the products.

“You can start with a small investment to test strategies and tactics, and scale once you have found the optimal return on advertising spend.”

Don't forget to include simple call-to-action terms such as “buy now” and “sign up for more information” to instruct the users on how to complete the transaction. The fewer clicks there are to complete the transaction, the higher the probability of someone converting.

5 Analyse to optimise

Analyse the results of the campaign to determine how to improve the engagement of the ads and drive more conversions. The click-through rate (CTR) indicates how your audience reacted to the content of your ad and whether it was relevant to their needs. Determine the ideal cost-per-click (CPC) you are willing to pay to get your ad seen. Evaluate the cost-per-acquisition (CPA) and return-on-ad-spend (ROAS) to determine the effectiveness of your investment.

Ensure you have website analytics in place to be able to track your customer's journey on your website and their engagement with your digital campaigns. Google Analytics is a free analytics tool that is easy to implement and will provide insights into your website traffic to better understand your customers. Analysing both the campaign results and website data will help determine which channels and campaigns are performing well to further optimise the campaign and to adjust budget.

These 5 steps are a guide to start using PPC campaigns to grow your business. Gradually, you will be able to determine which ad types and audiences will convert at the right cost to utilise your investment optimally.

By Ariel Sumeruk, Owner of
Conversion Science, a boutique
Search Engine Marketing and
Analytics agency.
www.conversionscience.co.za



Keep at it...

As much as the term 'customer engagement' is frequently used, don't let the buzz word stop the immense value it still has for your business.

FACT: Highly engaged customers spend 300% more than the average shopper, account for 90% more frequent purchases, and are 5x more likely to choose the same brand for a future purchase.

If one considers the above percentages in relation to the ever-increasing cost of acquiring new customers, the case for focussing more effort towards improving engagement, and building loyalty, suddenly becomes a lot stronger. Who doesn't want their customers to buy more, promote more, and demonstrate more loyalty? If businesses can look beyond the cliché and see how truly valuable engaged customers are, then they will see how much value still lies in successful engagement.

What is it about?

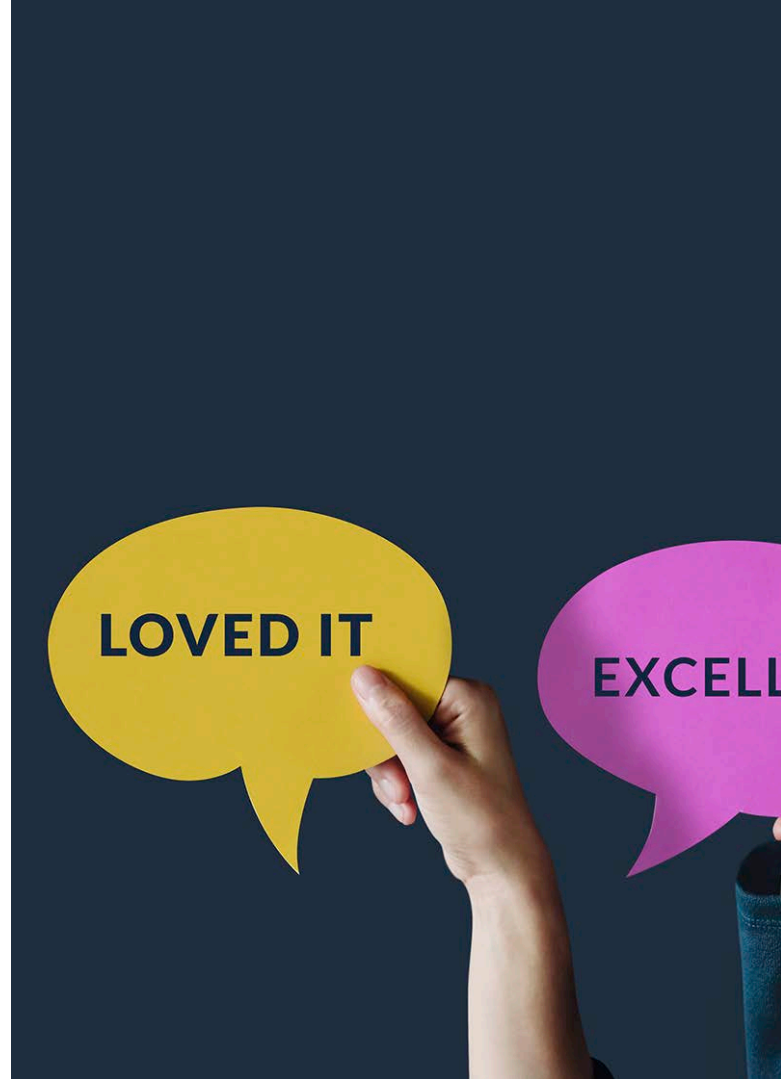
According to HubSpot, customer engagement is the continued interactions occurring between a company and customer, offered by the company, chosen by the customer. Simply put, the choice to engage or disregard a message lies with the customer.

Sales pitches alone do not drive revenue. Creating awareness, building relationships, and sharing useful content are building blocks that should be in place before closing a deal. While these are sometimes difficult to quantify, incorporating these fundamentals within the business strategy are vital in achieving more active and engaged customers. High levels of customer engagement are an essential component.

Here are three ways to get customers engaged:

» Keep it short and simple

'If the French revolution was inspired by three words, then marketing copy should convince someone to buy a product in ten.' As much as we like to share a detailed update with our audience, we know they're not always waiting in anticipation to hear from us. With that in mind, ensure information and copy is both succinct and to the point.



Simply put, the goal with marketing copy should be getting readers to read the next sentence. The headline convinces someone to read the first sentence, which entices them to read the second, and so forth - right down to the offer and the call-to-action. Adding too much information dilutes the copy and the communication.

There are easy ways to achieve this. If there is an offer, lead with that. Coupons, discounts, and sneak peeks of new products are a great way to draw people in; everyone wants to be part of an exclusive club. It is also important to include a clear 'call-to-action'. Call-to-actions (CTAs) act as a signpost that let customers know what to do next. Without a clear CTA, customers will likely abandon the message without completing the goal.

» Striking landing pages increase conversion rates

Once visitors click through, the next big step is to convert them into leads or drive a conversion goal. Landing pages are a powerful tool for achieving this, and studies show that people remember 80% of what they see, only 20% of what they read, and about 10% of what they hear. Strong visuals will captivate and nudge audiences into acting.



How to achieve this:

- **Consider the overall layout:** Wow customers with eye-catching creatives that can heavily influence customers' decisions.
- **Help customers find the information they are looking for as quickly as possible.** Design elements should be simple, familiar, intuitive, clean, and accessible.
- **Select the right typography:** Text should be easy to read - meaning body copy should be large enough and responsive. Use a complementary font for headings or accents, but avoid using more than three typefaces.
- **Messaging:** Do the most important pieces stand out? How does your messaging interact with the design? Is there a call to action or form to complete? Communicating clearly is essential for an optimized customer experience.

» Harness the power of personalisation

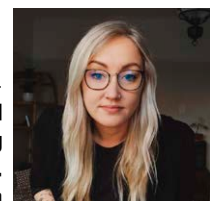
Content personalisation is about more than adding in your customer's first name. It enables brands to connect on a deeper level and send the right messages at the right time. Example: Audrey is opted-in to receive SMSs from her favourite fashion retailer. They have just sent a message highlighting their latest winter range.

But instead of sending her a generic offer, they have sent her this: *"It's cold out there, Audrey. Keep dry and stylish with our latest range of waterproof jackets"*.

Not only did they use her name, and the weather in her state as personalisation conditions, but they have also offered her content based on previous purchases - in this case, jackets. By using the full scope and functionality of personalisation, an experience was created that is unique, relevant, and valuable to the customer.

Deepening customer relationships and improving engagement can dramatically increase value to the customer. By gradually introducing and implementing tactics to consistently create meaningful experiences, brands soon have a customer base that is more engaged and loyal than ever before.

By Ayla Solomon, Marketing Lead
at Mobiz, a dynamic marketing
technology company.
www.mobiz.co/za



The growing demand for contract hiring

The pandemic has forced a relook at hiring and new work trends have begun to emerge. At the forefront is the observed increase in contract hiring, both locally and internationally.



With South Africa well-poised to meet the growing demand from global companies who seek to source skilled contractors from our shores, as well as local companies boosting the figures with their own increase in contract hiring, we speak to Phillipa Geard, CEO of RecruitMyMom.co.za, about who stands to benefit and what it means for the future of the South African workplace as we know it.

High level of uncertainty, low level of risk

With the high level of uncertainty in the economic world at the moment, companies are reluctant to commit to permanent appointments. "Simply put, contract hiring is low risk," Phillipa explains, "Contracting skills for a fixed period or defined project allows companies the flexibility to manage the impact of market uncertainties." That said, it's not solely employers who are driving the rise in contract hiring, as more and more employees, women in particular, are voluntarily relinquishing the benefits that come with permanent employment and opting for the flexibility of skilled contract work instead.

Say goodbye to the stigma

Flexibility aside, another plus for contractors is the benefit of working for more than one employer.

When stepping out on a global platform, a world of work experience opens up and the potential for new skills and growth is limitless. While in the past contracting was seen as a stop-gap and moving from one contact to the next may have been viewed as a negative, it's now a sought after form of employment. Many people consider themselves life-time contractors, and the skills and experience they've obtained along the way make them highly attractive to future employers.

A growing number of employers feel the same way too. Where in the past it was seen as a risk to rely on contractors, and hiring permanent staff was more attractive, it is not the case anymore. Productivity and output can now be measured, which in turn means hiring skilled contractors from a global marketplace has become highly measurable and attractive.

Speciality Skills

As companies have shifted to a more remote or flexible working model, many have had to move and manage their entire workforce digitally in a short space of time. In turn, there has been an explosion in the demand for digital skills. These skills don't necessarily have to be hired permanently and can be outsourced to anywhere geographically on a project basis.

An added benefit of outsourcing specialised skills is the freedom it allows companies to build lean organisations allowing for fast scale up or down as demand fluctuates. When a company outsources the skills they don't have, it means they can better manage their internal resources and focus on becoming the expert at what they deliver to the market.

What's more, with the current skill shortage in South Africa, contracting is a preferred way of attracting the skills that were lost back into the market. "Particularly moms who stepped out of the workplace for a season," Phillipa says, "they are so well placed with the rise in contract hiring. They enjoy hybrid, remote, freelance and flexible work; they are skilled and ready to step up to the challenge in a digital world."

Scalability

From HR, bookkeeping to marketing and more, not all companies need these skills all the time. Small to medium enterprises or start-ups may be feeling the current economic pressure and be looking for ways to manage cash flow without compromising on essential skills. "We've seen a shift in more project-based jobs, which may have traditionally sat in-house, moving over to contract positions with the option for the role to grow or evolve with the company," Phillipa explained.

Managing a team, near or far

There are no doubt challenges which come with employing a mix of permanent and contract workers. One of which is to find a way to integrate contract workers into the company culture and make them feel welcome and valuable, particularly if they are working remotely. It falls within the HR manager's mandate to utilise the skills they have developed to handle remote permanent staff, and extend those skills to ensure contract workers feel included and part of the team.

The future is here

Contract hiring is on the increase and here to stay. To keep on the forefront and benefit from this rising trend, it is important for companies to look at their organisational structure in order to incorporate contractors as a strategy. Phillipa's advice to employers is to make sure contract hiring isn't a knee-jerk once off reaction, but rather a solid part of their company's resourcing plan. "There is a long term benefit to



"We've seen a shift in more project-based jobs, which may have traditionally sat in-house, moving over to contract positions, with the option for the role to grow or evolve with the company."

- Phillipa Geard, CEO of RecruitMyMom.co.za

companies who strategically think about how they can incorporate contract hiring into their work force," she says.

Contractors would do well to keep up-to-date with in-demand skills, specifically in and around the current digital demands. If they understand the collaborative tools necessary for remote working, they can quickly and easily integrate into any team, remotely or in the office.

The rate of growth seen in contract hiring, including gig-working, shows it's a trend that is set to continue to increase post-pandemic. Its potential has been realised and it's on the rise. Phillipa's advice is to get on board. "Contract hiring is mutually beneficial for both the employer and the contractor; it offers job satisfaction for the contractor and a measurable increase in productivity and access to skills for the company."

A beginners guide: Performance reviews

Without regular performance evaluations, employers may not notice that an employee is battling with a facet of the job, or may fail to recognise excellent performance.

Here's how to get the most out of an employee evaluation.



As your business evolves from start-up to scale-up, or grows from a small business into a medium-sized employer, it will inevitably become necessary to formalise your HR processes. From recruitment and onboarding, to employment equity and training, there is certainly a lot to think about. One vital function you should not overlook is performance reviews.

Performance reviews used to be a source of angst for employees, especially when associated with salary increases, performance bonuses, or negative feedback. But more progressive companies today see them as an opportunity to help people grow in the business. They offer a platform for employees to seek support, resolve issues, and set realistic goals. This helps employees flourish and improves collaboration across the organisation.

A performance review is a meeting between an employee and manager to discuss the employee's

performance. Businesses usually have performance meetings every quarter or once a year. Managers and employees provide feedback, set targets for improvement, and negotiate pay increases. Regular reviews help you keep team members motivated and work with them to improve their performance over time.

Both the employee and the company will get more from the performance review when it is treated as an important and valuable part of the employee experience, rather than a box-ticking exercise. It is also important to note that performance reviews should not preclude high-quality, constructive and regular feedback throughout the year.

In a busy organisation, performance reviews are invaluable, because they ensure managers and team leaders regularly sit down with team members to discuss their performance and opportunities available to develop their careers or improve their skills.

Without regular performance evaluations, you may not notice that an employee is battling with a facet of the job, or fail to recognise excellent performance.

A structured, yet flexible approach, has become even more important in a world of remote work. Formal performance reviews and regular informal performance discussions help employees to know that they're on track, in the absence of regular face-to-face meetings.

Performance review methods

Reviews will vary according to company culture, industry and each employee's role in the business. For example, someone working in retail might be evaluated on how they interact with customers. A B2B salesperson might be assessed on their sales figures. Many of the metrics are evolving as more people work remotely - there is a shift towards key performance indicators (KPIs) that are outcome-focused.

Companies will also use a combination of different tools and methodologies to measure performance.

Performance management modules in HR systems can be invaluable in helping you track objectives and key results, provide 360-degree feedback, and give feedback to your employees. HR systems can help make performance management more transparent and objective, too.

■ Employee evaluation form

An employee evaluation form is a document that HR sends to the employee before their performance review. The employee then answers specific questions about their performance and sends the form to their line manager. During the review meeting, the form serves as a guide when discussing the employee's progress.

■ Meetings and catch-ups

For a less formal approach, you might choose to have more casual meetings every few months to discuss progress or issues. This is common in smaller companies where team members work closely together, but larger companies can also benefit from constant and open performance discussions.

■ Rating scales

With rating scales, employees and managers work through a predefined list of activities and rank the employee's performance against each metric. This is common in larger companies that want data on general performance across the business.

■ Ranking against objectives

Objective-based reviews involve setting targets at the beginning of each year or quarter, and then deciding if the employee has achieved these goals during the review meeting. This method can be used in almost any organisation.

■ 360-degree feedback

When a business seeks 360-degree feedback on an employee, they get comments from the manager, colleagues, and customers to get a bigger picture of performance.

Tips for getting more from performance reviews include:

- Offer highly specific feedback on performance and include the business impact.
- Use clear examples when discussing over-performance or under-performance.
- Document and discuss employee performance throughout the year so the performance review does not contain any surprises.
- Review performance using clear KPIs. Try to make them as objectively measurable as possible.
- Remember to relook KPIs for employees who are mostly working remotely - for instance, focus on outputs and adjust KPIs if their role has changed.
- Be generous with praise and recognition.
- Once team members are clear regarding their roles, and have the necessary tools, trust your team to get on with it.
- At all costs, avoid micro-managing unless you are dealing with a serious under-performer.
- Team performance should be as closely tracked as individual performance.
- Colleagues should feel safe to share feedback with their managers and leaders. A performance review shouldn't be a top-down discussion.

To manage performance in a remote and hybrid working world, the golden ingredient is to enable continuous feedback discussions to be generated and acted upon.

By Marvin Opperman, People Director,
Sage Africa & Middle East



How to deal with tricky work scenarios

Discussing the elephant(s) in the room...

All of us have encountered awkward workplace scenarios, often centred on our fellow colleagues. This is an almost inevitable part of working with people, as not everyone has a high emotional intelligence, which is listed as one of the most valuable soft skills to have in the next century. Research done by *Reality-Based Leadership* found that up to 2.5 hours per day are lost due to “drama” in the workplace.

Anja van Beek, Talent Strategist, Leadership and HR Expert and Executive Coach, has in her career received many questions from employees asking how to deal with

tricky situations at work. Here are some of the scenarios, and her advice on how to deal with it:

Reporting a lazy co-worker (and risk people in the work environment thinking less of you as a result).

Having a less productive colleague on part of your team can really be challenging. Unfortunately, we can't change other people's behaviour, but we can take responsibility for how we respond to a situation.

Think about your motive behind reporting your co-worker? What is the outcome you want to achieve?



Have you tried to address this first with the colleague before feeling that you need to report this?

What could work is a **daily stand-up meeting**: It is a short meeting every day where the entire team keeps one another accountable and provides support where needed. This can also work well in the virtual setting. This meeting is where the team can share impediments, identify which tasks are done or outstanding, and which tasks are ready to be pulled from one team member's to-do list into someone else's. This might help to keep the entire team accountable and to perform at their best.

Taking a knock to the ego, because you didn't get the promotion you wanted.

Be real about your disappointment, but don't let it discourage you to not give your best. There will be many times in life where your plans may not work out as you've expected, so train your mind to rather see the opportunity (positives). Take a moment and reflect on how you can grow out of this situation and become "better". If you give your best, your time will come, and your efforts will be noticed.

Having to report an inappropriate manager/boss to HR (and potentially having them resent you afterwards).

My first response to employees asking this type of question is always to advise them to have the discussion directly with their boss/manager first. Unfortunately, most employees get uneasy when conflict arises and don't always address it or handle it with grace.

Workplace conflict will affect the team spirit - even more reason why it's important to address and resolve the issue as soon as possible so everyone can get back to business.

Ideally all managers and leaders should create a culture where everyone feels like they can speak up. However, this is not always the environment or culture certain companies operate in. Employees should therefore definitely report an inappropriate manager to HR.

When talking to HR, it would be helpful to keep this in mind:

- **Share the facts of the inappropriate behaviour.** There will be the things that you can see or hear (subjective response); facts can't be argued (objective response). Don't say 'my boss is a bully'. Be specific.

What behaviour can you see or hear? For example: "My manager is being condescending during team meetings."

- **Explain the impact of this behaviour and how it affects you.** What is your "story" about the situation? How did you feel in that moment? Emotions should be acknowledged, as giving the facts alone may not be painting the whole picture. Elaborating on your experience is critical as well, for example: "My manager shouts at me during meetings and it is demoralising and disrespectful".

How to deal with colleagues, or even bosses, taking credit for your work.

When looking at this scenario it is key to identify the correct conversation to have. Is this only about them taking credit? Is there a pattern? Does this happen regularly or is this the first time? What is the impact of this on your relationship with your boss/co-worker?

It might be necessary to address all these issues: them taking credit for your work, the recurring pattern as well as the impact on your relationship. If all these issues are relevant and you choose to address only one or two and not all three, the chances of this happening again are very possible.

When you feel as though you are being made to do work that falls outside of your job description.

Unfortunately, this is a stark reality where star performers are given more work, and the ones not doing it, continue to slack. But it can count in your favour to think wider than just your job description. However, if this is a habit of your manager to continuously give you work resulting in you missing your own deadlines, a conversation needs to take place with your line manager to address this.

The best leaders continue to put their teams' wellbeing in the centre focus and use technology to connect, communicate and support teams. Ultimately though, we are all responsible for our own actions and behaviours, and we should focus our attention on what we can control.

Anja 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



Developing your resilience

In her new book 'Living On Purpose', Nimee Dhuloo unpacks the different aspects of life and the facets that bring us all together in a diverse yet complicated world. In this extracted chapter, she focusses on resilience, and practical tips on how to build it.

The age of covid-19 has tested all our belief systems, forcing us to reflect on our lives and how we are living it. It has also presented untold challenges, job losses, illness, and in many cases, the death of loved ones. All this amidst the continued need to provide for our families, pay our bills, show up for work every day and continue to give our best. This requires strength of character and the ability to manage the curveballs being thrown our way. Resilience is that factor that builds internal courage, that despite what we feel and experience, we are able to bounce back, take control of our situation, lean into the resistance that it is creating in our lives and still be able to offer the best of who we are and what we do.

Can resilience be learnt?

Absolutely. Resilience is the outcome if you choose your experiences to be your lesson, rather than your inhibitor. Resilience can be developed by reflecting on your thoughts, understanding your behaviours and taking concrete actions that allow you control over a situation in your life.

TIP 1: Build Confidence

One of the key ways in which to build resilience is to build confidence. Building confidence comes from building competence. When you know that you are capable of doing something, it sets you on a path of self-discovery, of freedom to develop yourself, to master your skills, to bring the best of you to everything you do. Confidence is the foundational principle of building resilience.

Learn everything you can about what you do. Make the time to understand every aspect of your role, your craft. When you master yourself, you have the confidence to teach, to lead, to direct. It brings a sense of certainty, a



sense of self-sufficiency; you know that you can rely on yourself. This instils a deep sense of confidence in your journey ahead.

TIP 2: Choose your battles

Not everyone's problems are yours to own and not everyone's problems are yours to solve. When we take ownership of the actions that others must own, we create an inferno within our own lives. Of course, support is important, guiding and mentoring people is important, but taking their problems away only tells them they are not capable. Instead, learn to recognise what is yours to own and what is yours to teach. Help and guide others so that you instil in them the resilience to cope with the bends of life. Solving every problem for everyone doesn't create survivors, it creates victims.

TIP 3: Count your contribution, not your entitlement

When we focus our lives on what and where we can contribute, it instils in us a sense of purpose, of passion for living and for making a difference. It is in these moments that we craft a roadmap for others. They become inspired with our level of leadership, our ability to forge ahead, giving freely of us without expecting the recognition or the accolades. When you love what you do and you do it passionately, the outcome is almost always reward in numerous ways.

TIP 4: Change your narrative

There is great power in the use of words. They create, attract and distribute energy. Every word has a connotation and every time we use a particular word, we create an image in our minds. That image can either be positive or negative. So we can see a problem as an obstacle, or we can see it as a challenge. We can see our failures as wounds, or we can see them as healing processes. The words we use become the actions we take and the actions we take determine the outcome of our lives. So change the narrative to one of power, of confidence, of trust and hope in the future.

TIP 5: Build support structures

No one can survive on their own. We all need someone we know we can rely on in times of difficulty. When you are experiencing a challenge in your life, seek counsel. Bottling up your emotions doesn't help resolve the problem, it just makes it much more challenging and we only end up beating ourselves. It is good to get different perspectives, understand different ways in which you can handle a situation. When we are faced with a dilemma, it is sometimes difficult to see the various options available to us but when we share it with our support structure, we may find that it is not as daunting as we originally thought.

TIP 6: Change Activists

The only guarantee that life can give us is that it will change, whether we are ready for it or not. Change brings opportunity, excitement and self-growth, but only if we advance our thinking, if we are forward-looking and we are prepared to step into a world where possibilities are unlimited and freedom belongs to those who are prepared to rise above the uncertainty. The world is changing at a fast pace and the more we stay stuck in



“Resilience is the outcome if you choose your experiences to be your lesson, rather than your inhibitor.”

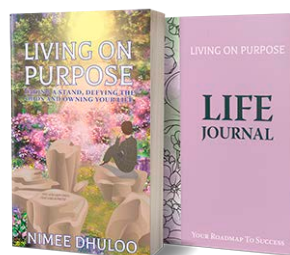
- Nimee Dhuloo

what was, the more we lose the beauty of creating what is possible. Be a change activist; constantly seek ways to improve who you are, what you do, the contributions you make and the lives you touch. When you become a change activist you own the change, the change doesn't own you. That's an important differentiator, because you can either be a champion for the change or you can be a victim of that change.

TIP 7: Seize the day

Procrastination creates instability in our life, and instability creates anxiety, which in turn creates stress, which in turn compromises our wellbeing. Be clear about what you want to achieve and take decisive steps to craft a plan of action that allows you to achieve those

goals. The more we put things off for tomorrow, the more we deny the genius within us.



Living on Purpose is available for purchase on www.nimeedhuloo.co.za.



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